



# Helping to Advance the Roadmap to the Future for Yolo County Children and Youth

*Progression Report 1, September - November 2025*

## TCP: Partnering to Bring Yolo County's Vision for Its Children to Life

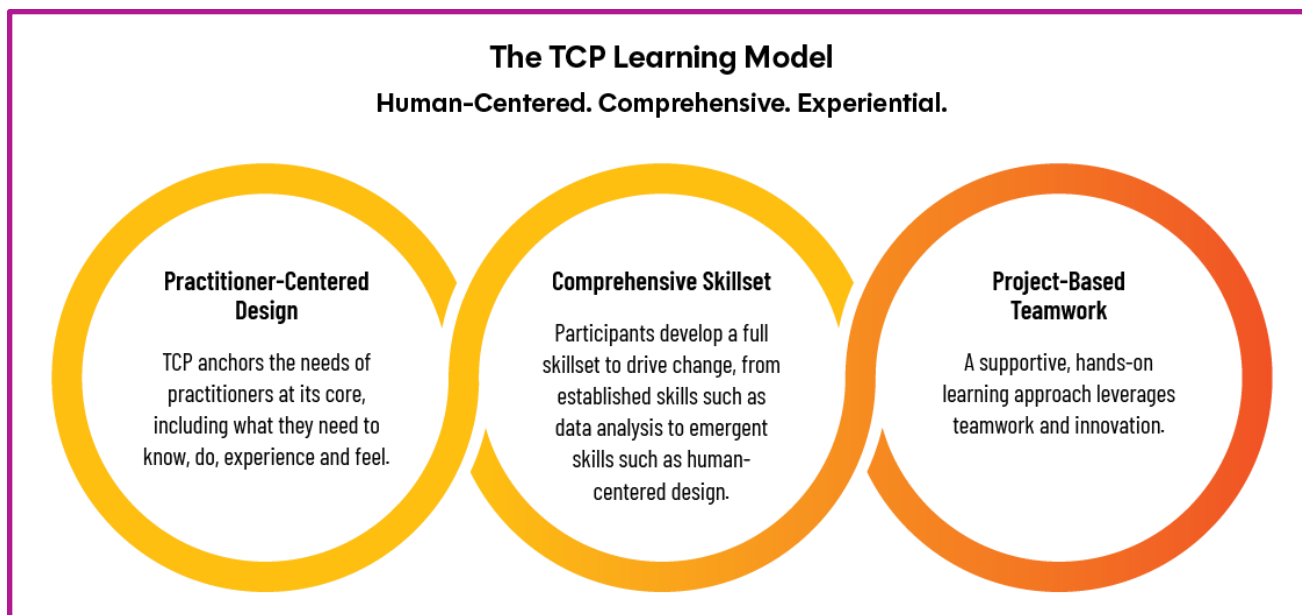
The [Transformational Change Partnership](#) (TCP) is an action-based learning journey for agencies and community partners to strengthen services and outcomes, reduce disparities, and build capacity for lasting systems change. This “learn-by-doing” program, based at the University of the Pacific McGeorge School of Law in Sacramento, provides tailored professional training and technical assistance to foster outcomes-focused problem-solving, relationship-building, and comprehensive approaches to systems.

Since August 2025, TCP has partnered with agencies and community organizations in Yolo County to help bring the [Roadmap to the Future for Yolo County Children and Youth](#) to life. Yolo County leaders are on a mission to help children and families thrive after the COVID-19 pandemic, which inflicted lasting harms to the health and mental well-being of Yolo County's youngest. Leaders know the best pathway forward is to rethink and reset services to be better aligned, more holistic, and focused on human outcomes.

*“Our vision for the Roadmap to the Future is bold and straightforward: Every child or youth born, cared for, or educated in Yolo County receives an advantage because of the community's response to their educational and developmental needs.”*

**– Roadmap Needs Assessment, July 2024**

Through TCP, Yolo County agency and community partners are engaging in systems change work – with energy and hope – to transform and enhance services and supports to children and families.



## How We Got Here

In July 2021, 21 elected officials from Yolo County called for an [“innovative, practical and effective cradle-to-career blueprint”](#) to increase economic opportunities for families and promote healthy development and positive opportunities for youth. Yolo County leaders chartered the [Roadmap to the Future](#) initiative – a promising path forward.

The Yolo County Office of Education became the lead agency for the initiative – ultimately serving in the role of community convener. By 2023, the Yolo County Office of Education completed, in partnership with community members and agencies, the first-ever countywide collection of community assets and services data. In 2024, a comprehensive countywide [Roadmap Needs Assessment](#) was developed, describing strengths and gaps in the existing service system and opportunities for improvement.

In 2025, the Yolo County Office of Education partnered with TCP to serve as an engine to address the eight countywide needs in the Roadmap Needs Assessment. TCP is supporting the long-term implementation of the Roadmap to the Future, while at the

*“This is bringing the Roadmap to life. It is allowing the system leaders to deliver on [the Roadmap’s] commitment to hearing and responding to the voices of our families and our youth.”*

**– Dr. Garth Lewis, Yolo County Superintendent of Schools**

same time building system-level capacities and the knowledge, skills, and abilities of system-level leaders.

To achieve these twin goals, four Roadmap Workgroups were formed. Together they make up the TCP Cohort. Their work is aligned to needs, gaps and actions identified in the Roadmap Needs Assessment.

- **Early Learning and Care Workgroup:** The Workgroup is addressing childcare needs by developing specific policy proposals to expand access, improve affordability, and ensure quality childcare programs.
- **Community Schools Workgroup:** The Workgroup is supporting sustainability of Community Schools, a statewide public K-12 schools initiative, to address foundational barriers that impact student and family well-being.
- **Transition-Age Youth Workgroup:** The Workgroup is supporting college and career readiness for transition-age youth (ages 16 to 24) by addressing basic needs and expanding access to meaningful postsecondary and workforce opportunities.
- **Systems Navigation Workgroup:** This workgroup is addressing the coordination necessary to deliver essential needs and address barriers to well-being, stability, and community resilience.

Each Roadmap Workgroup is led by two co-leads who are volunteer leaders from Yolo County agencies and community groups. Additionally, two TCP coaches support each Workgroup to guide them in implementing Roadmap to the Future work plans focused on each Workgroup's priorities. As systems change experts, TCP facilitators guide interactions, teach skills, and help put skills being learned into real-time practice. TCP coaches include experienced facilitators and subject matter experts from TCP partners Third Sector and California Institute for Behavioral Health Services, and other entities.



Transition-Age Youth Workgroup Facilitator Camilla Dohlman facilitating with co-lead Dr. Jennifer Laflam. Photo by McGeorge School of Law.

The overarching goal is to help build a bridge that serves two equally important needs: 1) forging a plan to operationalize the Roadmap to the Future initiative, and 2)

developing the organizational capacity and individual skills and abilities in Yolo County to achieve the goals and activities that are being developed by the Workgroups.

## Workgroups Overview: TCP Progression 1

TCP is designed with three progressions that build on skills needed for systems change. The **first Progression** (September - November 2025) started with a virtual member orientation on Sept. 10, 2025. Dr. Garth Lewis, Yolo County Superintendent of Schools, acknowledged the challenging but critical work: “This really is the next step in hitting the reset button,” he said. “It’s been pretty fragmented. We are all trying to de-silo and work through TCP to build our collaborative muscle. We want to take this collaboration to the next level.”



Dr. Rody Boonchouy, Superintendent of Winters Joint Unified School District, and Brandon Killion of Woodland Joint Unified School District participating in the prioritization activity at the first in-person session. Photo by Anthony Volkar.

On Oct. 9, 2025, the first Progression launched during an all-day in-person gathering in Woodland, where Dr. Lewis’s call to action squarely addressed inequities that must be erased: “We need to deepen our knowledge of working across boundaries,” he said. “That nexus across boundaries is where innovations lie.”

Nearly 60 agency and community partners took part – representing the cities of Davis, West Sacramento, Woodland, and Winters, and unincorporated communities including Madison and Esparto. “Our belief,” Dr. Lewis said, “is that, together, if we engage in this nine-month learning journey, it will create the opportunity for us to learn and grow together, and also to identify some new ways to think about old problems....We want to build a system that makes sense to our community.”

*“Our organizations are so complex and the work we do is so complex, and the system works to preserve that. That is the biggest challenge to making change. The value of this initiative is the cooperation and calibration between different agencies. Despite common values, we don’t always work together as closely as we should. Building that shared understanding has been incredibly helpful.”*

**– Dr. Rody Boonchouy, Superintendent, Winters Joint Unified School District**

During the first progression, the TCP Cohort of four Roadmap Workgroups met 11 times in all, learning and practicing skills for transforming systems. Members built and strengthened relationships within agencies and departments and beyond. They learned new strategies for achieving systems change. The work required analyzing underlying barriers and gaps, thinking holistically about children and communities, and confronting organizational practices and patterns that stand in the way of progress.

Members of the four Roadmap Workgroups used the new skills they were learning in real time to develop work plans to implement the Roadmap to the Future initiative.

### Progression 1 Roadmap Workgroup Achievements

- ✓ Work plans are complete or nearly complete.
- ✓ Root-cause analysis – a key diagnostic tool – led to breakthroughs in understanding where and how change is needed and can be achieved.
- ✓ New relationships were forged and prior relationships strengthened – building a foundation for future collaborative leadership and action.
- ✓ The need for community members to become full partners in making change – known as “co-production” – was identified and strategies to achieve co-production were explored.
- ✓ Skills and tools for making lasting systems change were learned and practiced, including root cause analysis (fishbone exercise), which informed the work plans, and Plan-Do-Study Act (PDSA) cycles that will be used during Progression 2.
- ✓ Decisions were made using consensus-building strategies.



Participants and coaches at the October 9, 2025, in-person session to kick off TCP Progression 1. Photo by McGeorge School of Law.

## Roadmap Workgroups Up Close

Progression 1: September - November 2025

### Early Learning and Care Workgroup

#### Participants

*11 members, including representatives from Children’s Home Society, Yolo Crisis Nursery, First 5 Yolo, Local Child Care Planning Council, Yolo County Library, Woodland Joint Unified School District, City of West Sacramento, UC Davis, and YCOE.*

#### Accomplishments

The early learning and care system serving children ages 0–8 (and children ages 0–12 in the childcare context) is often overlooked, under-resourced, and strained with high turnover, particularly following the COVID-19 pandemic. Too often, available childcare slots – critical to families, communities and employers – can be a struggle to find. As the [Roadmap Needs Assessment](#) identified, a major challenge is lack of funding and resources for care providers.

The Early Learning and Care Workgroup is developing a funding map of all local, state, and federal childcare resources to encourage policies that will direct investment toward free and subsidized care (including transitional kindergarten) for Yolo County families.

By the end of TCP Progression 1, the Workgroup made solid progress in developing the work plan. Members identified impacts, goals and activities to conduct the funding mapping. The next step will be setting metrics of success, timelines, and member roles.

The work has gone smoothly thanks to participants’ history of working together, said J Kho, TCP facilitator and Third Sector project director. “Members all had the same desire to transform the system, but they didn’t have a space that brought them together.”

*“The [Workgroup] members all had the same desire to transform the system, but they didn’t have a space that brought them together.”*

**– J Kho, TCP facilitator**



J Kho, TCP system coach, and Shannon McClarin with YCOE presenting the Workgroup's outcomes during root cause analysis exercise. Photo by McGeorge School of Law.

The Workgroup used a transformational diagnostic tool – root cause analysis – to identify the sources of gaps and needs. Members concluded that much of the structure for the early learning and care environment arises out of government standards, meaning it is “imposed rather than curated by the providers,” explained Ryan McClinton, TCP facilitator. To achieve systems improvements, members realized they must work to directly advance advocacy efforts with government decision-makers.

“This was one of the ‘ah-ha’ moments that came out of our time together,” McClinton said. “We realized we need to advocate for the changes we seek.”

The group identified another critical need, which is a key skill taught by TCP: ensuring parents and families are actively engaged in designing and implementing the work plan, known as “co-production.” To strengthen family voice and leadership, members plan to establish a parent advisory group that will bring the perspectives of families with children into the Workgroup's ongoing efforts.



Ryan McClinton, Early Learning and Care Workgroup facilitator, providing feedback to the group. Photo by McGeorge School of Law.

### *Early Learning and Care Workgroup Participant Perspective*

*“We’re learning a new kind of teamwork. The world of early learning doesn’t have its own structure. It’s a preschool here, a program there. This has given us a structure. We’ve never been able to say, ‘How are we working together as a team to advance things?’ ”*

**– Elizabeth Gray, Central Services Manager, Yolo County Library**

## Community Schools Workgroup

### Participants

11 members including representatives from United Way California Capital Region, Health Education Council, Empower Yolo, RISE, Inc., Esparto Unified School District, Washington Unified School District, and Woodland Joint Unified School District, Yolo County Probation, and YCOE.



From left: Community Schools Workgroup members Michelle Vermette with Yolo County Probation Department, Jen Vasquez with Empower Yolo, Michaela Crane with Health Education Council, and Workgroup Systems Coach Deanna Niebuhr.

### Accomplishments

“Community Schools” is a holistic strategy that makes schools and communities a hub for coordinating community-based services to ensure students and families thrive. For example, if students are struggling with classroom activities and are disengaged from teachers and peers, it may be because they are hungry or need mental health support, which the Community Schools strategy seeks to address. The model is valued in Yolo County, but faces sustainability risk due to financial and integration challenges.

The Roadmap Needs Assessment identified a number of needs and actions, including expansion of the Community Schools strategy to provide access to holistic well-being programs and family support services. During Progression 1, the Workgroup made progress toward a final work plan.

“There was a lot to unpack,” said Phanit Dy, TCP facilitator for the Workgroup and Program Director with California Institute for Behavioral Health Solutions. “The group at the beginning said, ‘Hold up. Let’s get to know each other.’ And they took time to listen because in the end, the relationships and trust are what will move things forward.”

*“In the end, the relationships and trust are what will move things forward.”*  
**– Phanit Dy, TCP facilitator**

Through TCP's consensus-building strategies, the Workgroup identified four priorities:

1. Providing more consistent communication about the Community Schools strategy and its value.
2. Auditing the current status of Community Schools in Yolo County to advance expansion and quality in a uniform way.
3. Engaging with communities to co-design solutions and action.
4. Engaging with District Superintendents and school leaders to cultivate sustainability of Community Schools.

The launch of this process marked a milestone for those working to advance the Community Schools model countywide. Thriving partnerships already existed across school districts and the Yolo County Office of Education, which served to form a strong foundation for coming together as a larger formal group to advance progress.



Community Schools Workgroup TCP facilitator Phanit Dy at the first in-person session. Photo by Ethical Narrative.

"This is the first time the community partners and the Yolo County Office of Education came together as a collective to advance Community Schools throughout Yolo County through the Roadmap to the Future," Dy said, noting that "there were start-up challenges and natural growing pains. But we worked through them."

### *Community Schools Workgroup Participant Perspective*

*"The Community Schools strategy goes beyond the walls of the classroom to support the overall well-being of children, youth and families. The strategy requires thinking in new ways and reimagining how the fragmented systems serving children and youth can come together in a more aligned and holistic way. The Workgroup is committed to finding ways to help Community Schools to flourish in Yolo County."*

**— Cathie Irwin, Director of Prevention and Wellness, YCOE**

## Transition-Age Youth Workgroup

### Participants

*14 members, including individuals from Capitol Impact K-16 Collaborative, UC Davis, Scaling Student Success, All Leaders Must Serve, Winters Joint Unified School District, Woodland Joint Unified School District, YoloWorks/Workforce Innovation Board, Yolo County Probation, Sacramento City College, Davis Joint Unified School District, Woodland Community College, Esparto Unified School District, Yolo County, and YCOE.*



Dr. Garth Lewis, Yolo County Superintendent of Schools, and An Ta from YCOE during the Transition-Age Youth Workgroup at the first in-person session. Photo by McGeorge School of Law.

### Accomplishments

The Transition-Age Youth Workgroup focuses on creating clear and viable pathways toward post-secondary education, career training, or employment for young people aged 16 to 24. The Workgroup represents a new and unified space where educators and practitioners from throughout Yolo County are working together to ensure that all transition-age youth from 16 to 24 have access to college and career-readiness opportunities that address demographic and geographic disparities.

*“The group was aligned from the beginning. They had shared goals and they knew what those goals were.”*

**– Camilla Dohlman, TCP facilitator**

Many members had existing relationships while others were new to the conversation. But all shared the same vision: reducing barriers and providing transition-age youth in Yolo County with the support, skills, and tools they need for transitioning to college or into training programs and opportunities to prepare them for the workforce.

“The group was aligned from the beginning,” said Camilla Dohlman, TCP facilitator and manager at Third Sector. “They had shared goals and they knew what those goals were.”

The Workgroup used the root cause analysis tool to probe causes to underlying challenges. Members began identifying barriers and needs as well as priorities and goals for expanding college and career pathways for young people. They explored a variety of strategies including providing greater access to informational tools and expanding work-based learning opportunities such as internships and apprenticeships, as well as college-readiness programs.

They also focused on the need for greater cross-sector collaboration among educators, employers, and workforce and training organizations to improve alignment and expand information and resources for young people and their families.

Another essential TCP strategy involves “co-production,” which integrates into systems change work the voices, lived experiences, and direct involvement of youth, families, and communities. To advance co-production, the Workgroup began identifying strategies to identify and leverage the input of young people, employers, and partners in two goals identified through the root cause analysis work: expanding college and career pathways and improving student access to information on career opportunities.

### *Transition-Age Youth Workgroup Participant Perspective*

*“[Community partners] were so used to doing our own thing in our own silos. Here you have people implementing the program together and acting on the ground in live time. We are getting the tools and aligning all of this together – shared knowledge, shared language, and a shared way to operate. We are doing the work with each other and with the community.”*

**– An Ta, Program Administrator, Career Preparation and Adult Education, YCOE**

## Systems Navigation Workgroup

### Participants

16 members including individuals from 211 Yolo, Yolo County Children's Alliance, First 5 Yolo, Yolo Housing Authority, Yolo County Probation, Yolo Food Bank, Yolo Transportation District, RISE, Inc., Partnership HealthPlan of California, Dignity Health, Fourth & Hope, Yolo County, and YCOE.

### Accomplishments

The Systems Navigation Workgroup is focused on developing a framework for a future closed-loop referral system that provides more seamless intake, referral, and follow-up processes for people seeking help and the systems that serve them. This is in response to the Roadmap Needs Assessment's identification of the need to improve access to information and expand outreach about available community assets and services.

*"We went slow to go far. That required important discussions that ultimately led to productivity."*

– Dr. Koby Rodriguez, TCP facilitator

The draft work plan that the Workgroup developed includes several key activities, including surveying and identifying existing resource hubs in the county, engaging with hubs to understand client needs and functionalities, and identifying optimal components for a new public-facing resource hub, including an up-to-date resource directory, leveraging technology, and establishing single points of contact.

During the first weeks of Progression 1, differing perspectives and relational growing pains emerged, said Koby Rodriguez, TCP facilitator and Principal Consultant with Koby Rodriguez Consulting. The work required stepping back and taking time to build trust and relationships and to gather information about already existing resource hubs.



TCP Coaches Koby Rodriguez and Ryan Mertz engaging in discussion with Anisa Vallejo of Yolo Housing Authority and Whitney Grunwald of Yolo Food Bank. Photo by Anthony Volkar.

The Workgroup did not shy away from the work of transformational system change, which can be complicated and challenging, Rodriguez said. TCP helped participants listen to different perspectives and use the root cause analysis tool to generate a full understanding of gaps, barriers, and challenges. Addressing “disconnects” and data-gathering were key strategies to identify activities for the work plan.

“We needed to lay the groundwork first,” he said. “It took direct conversation. We went slow to go far. That required important discussions that ultimately led to productivity.”

During Progression 1, the Workgroup finalized its work plan, began identifying existing informational hubs, and created a pilot project to test a possible implementation approach. The pilot project is one of TCP’s key skills development strategies known as Plan-Do-Study-Act (PDSA), which involves setting up small testing activities that can be adapted, replicated, and used to scale transformational system change.

### *Systems Navigation Workgroup Participant Perspective*

*“Writing this work plan together was really huge. [The Workgroup is] bringing together all of these partners. It involves seeing where we have both differences and shared agreements.”*

**– Melina Ortigas, Management Services Officer, First 5 Yolo**

## Contact Information

For more information or to connect on the **Roadmap to the Future** initiative, please contact Le Taunya Westergaard, YCOE Project Coordinator, at [letaunya.westergaard@ycoe.org](mailto:letaunya.westergaard@ycoe.org).

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*“The collaboration and working together got us where we are now. We are in the Roadmap implementation stage. We are getting the work done.”*

**– Dr. Michele Hamilton, Executive Director of Special Projects, YCOE**