SPR SOCIAL POLICY RESEARCH ASSOCIATES

Report on the First Round of the Quality Child Care Initiative

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FOREWORD

This report is based on early evaluation activities by Social Policy Research Associates (SPR) on behalf of the Quality Child Care Initiative (QCCI). It summarizes findings from a retrospective evaluation of the first round of QCCI grantmaking activities and grantee accomplishments that SPR conducted between April 2000 and June 2000. Subsequent SPR evaluation reports will follow QCCI and its grantees through the planning and implementation of a second round of grantmaking between July 2000 and March 2003.

A variety of data sources inform this interim report. During its retrospective evaluation of QCCI, SPR staff conducted a comprehensive review and analysis of QCCI documents and reports and conducted multiple interviews with members of the QCCI Leadership Team: Eleanor Clement Glass, formerly with the San Francisco Foundation and currently with the David and Lucile Packard Foundation; Marie Young of the David and Lucile Packard Foundation; Cheryl Polk of the Miriam & Peter Haas Fund; and Lyda Beardsley of the Trio Foundation. In addition, we had in-depth discussions with 19 other funders that participate in the Bay Area Early Childhood Funders' group (ECF), seven representatives of resource organizations, and seven selected grantees that received support from these resource organizations.[1] All interviews took place between April and August 2000, and were conducted by telephone using a protocol to guide discussion. Finally, grantee focus groups, convened in May 2000, informed us about how the QCCI process worked from the perspective of individual Round 1 grantees.

This report is divided into three main sections. Part I of this report provides a summary of QCCI's development as a model of a multi-funder collaborative. This section is informed in large part by feedback

[1] Please see Appendix A for a detailed list of our interviewees (funders, resource organizations, and selected grantees).

provided by current QCCI funders. Part II focuses on QCCI's Round 1 implementation experiences across individual grantees. Part III examines QCCI's networking and collaboration strategies to promote increased support for quality child care. Finally, Part IV previews the plans for a second round of QCCI grantmaking, which will take place between September 2000 and June 2003.

We would like to extend our appreciation to Eleanor Clement-Glass, Marie Young, Cheryl Polk, and Lyda Beardsley—the members of the QCCI Leadership Team during the first round of QCCI funding—for their guidance of this study. We also extend a sincere thank you to Fran Kipnis, QCCI staff director, for her ongoing assistance, to Abby Cohen for sharing her expertise with us, and to the funders, grantees, technical assistance providers, and government stakeholders for sharing the insights that inform this report.

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I. BUILDING A FUNDERS' COLLABORATIVE

HISTORY OF THE QUALITY CHILD CARE INITIATIVE

Since it was initiated in 1997, the Quality Child Care Initiative (QCCI) has evolved from a loose association of funders concerned with early childhood issues into a respected grantmaking entity with a well-developed work plan addressing multiple dimensions of the quality child care challenge—from building the capacity of parents to advocate for local child care priorities, to supporting training for local child care providers, to promoting the importance of quality child care in state-level budget and policy decisions. However, while the Initiative has developed a highly organized set of priorities to address identified gaps in the early childhood education field in the San Francisco Bay Area, it also retains a large degree of fluidity and adaptability, ensuring that it can capitalize on its past experience and adapt to changing conditions in the child care field.

In this section, we review the history of the Initiative and describe how it has evolved by following a feedback model of active learning. In accordance with the spirit of an "action learning loop," QCCI has worked to build a learning community of funders and organizations concerned about quality child care by providing flexible resources to grantees that have demonstrated a commitment to early childhood education within the Bay Area. These grantees include child care advocates, providers, trainers, parents, and overall resource organizations. By collaborating with these grantees to support quality child care for working families, the funders participating in the Quality Child Care Initiative have embarked on an enterprise that is designed to be a learning experience for funders and grantees alike. The steps in the action learning loop include: (1) identifying challenges, (2) brainstorming solutions, (3) testing the most promising solutions and assessing the results, and (4) refining both solutions and objectives, based on what has been learned. Thus, rather than working toward a

QCCI has worked to build a learning community of funders and organizations concerned about quality child care by providing flexible resources to grantees that have demonstrated a commitment to early childhood education.

fixed goal, QCCI evolves to meet its changing understanding of unmet needs in a shifting policy and program environment.

In 1994, key program staff from a group of over 30 San Francisco Bay Area foundations—including small family funders, community foundations, and large private foundations—began meeting informally to share information and ideas based on their common interest in funding projects that support young children and their families. The Bay Area Early Childhood Funders Group (ECF), as they called themselves, met quarterly to share information about their respective foundations' level of expertise, resources, and commitment to support early childhood programming. With the passage of national welfare reform legislation in 1996, members of the ECF united to help maintain a focus on high quality child care in the face of increased pressure to move a large number of mothers of young children into the workforce over a relatively short period of time. Supported by research findings showing that the quality of child care matters in its effect on early childhood development, the ECF decided that it was time to collaborate in raising public awareness of the importance of quality child care and to support local efforts to increase the availability of quality child care for low income working families with children from birth to age twelve.

Propelled by this shared concern and mobilized by the leadership of several foundations, the Quality Child Care Initiative (QCCI*)* was formed in 1997 to: (1) illuminate critical issues in child care, (2) increase the knowledge base of various sectors of the child care community, (3) develop new partnerships between the philanthropic and government sectors, and (4) form a child care response that addressed regional and local needs. QCCI had related goals for the philanthropic community and for the local child care delivery system. With respect to the local philanthropic community, the Initiative was designed to increase the knowledge base of interested funders and their program officers about quality child care issues and effective grantmaking approaches. With respect to the local child care field, the Initiative was designed to help identify and address local system gaps using a combination of individual

grantmaking, support for public-private partnerships, and networking and information sharing among local and regional stakeholders. The Initiative's long-term objectives were to increase the quality and quantity of child care for low-income working families.

Initial leadership of the Quality Child Care Initiative was provided by individual program officers working in the early childhood education field at several foundations, including The San Francisco Foundation, the Trio Foundation, the David and Lucile Packard Foundation, the Miriam and Peter Haas Fund, and the Jennifer Altman Foundation. Members of the QCCI Leadership Team donated their time to help develop the Initiative's goals and grantmaking strategies, organize and oversee QCCI grantmaking, provide opportunities for participating funders to be involved in QCCI planning, and develop programs for quarterly meetings of the ECF (which continues to exist as a broader organization of funders interested in early childhood education). Over time, administrative and staff support for QCCI activities was secured from multiple sources, including time donated by administrative staff at the participating funders, the use of paid consultants to accomplish specific tasks, a salaried QCCI staff director, and a contract with a local community-based organization to provide support for funder and grantee meetings and mailings.

THE QCCI GRANTMAKING MODEL: OPTIONS FOR FUNDERS

In order to maximize funder participation, the designers of QCCI realized that it was important to offer several different options to foundations and donors interested in supporting accessible high-quality child care for working parents. The three funding options developed for QCCI investors include: (1) *contributions to a pooled fund* which supports a consolidated QCCI grantmaking program administered by QCCI as a collaborative; (2) *directly aligned funding*, in the form of individual grants to support project proposals that were submitted in response to the QCCI request but were not selected for funding by the collaborative or funded below the proposed amount or to support QCCI administrative and networking activities; and (3) *a combination of both pooled and aligned contributions*. In addition, QCCI acknowledges that

many funders engage in indirectly aligned funding, whereby individual funders support projects that are consistent with the grantmaking objectives developed by the Quality Child Care Initiative. Exhibit 1 illustrates the three funding options.

Profile of Participating Funders

QCCI's flexible funding model has been successful in bringing together a wide range of funders. The first round of QCCI grantmaking was supported by 15 foundations and 8 individual donors. In addition, one local public agency that undertook its own "quality child care initiative" during the same period—The San Francisco Department of Children, Youth, and Families—was considered a participant in the first round of QCCI as a result of its aligned grantmaking. Exhibit 2 represents the different types of funders that participated in the first round of QCCI grantmaking. Most QCCI funders were private foundations; three funders were community foundations.

Exhibit 1
DEVELOPING A FUNDERS COLLABORATIVE TO PROMOTE QUALITY CHILD CARE

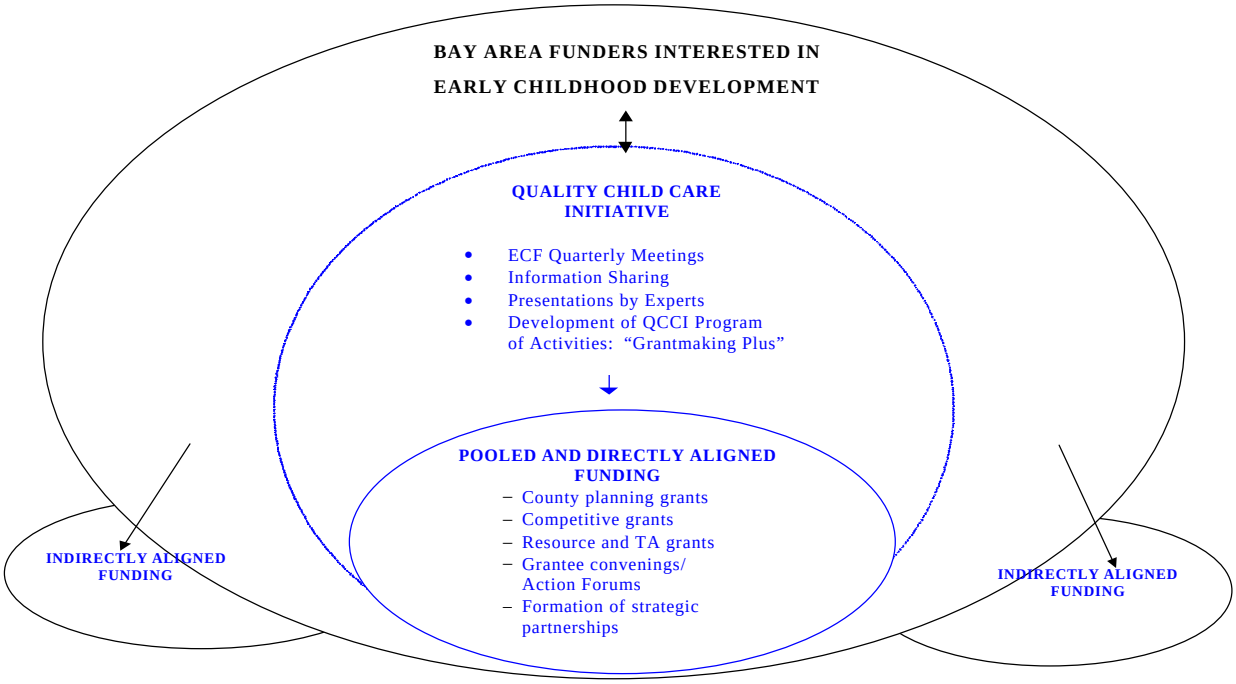

Exhibit 2: QCCI First Round Funders, by Type

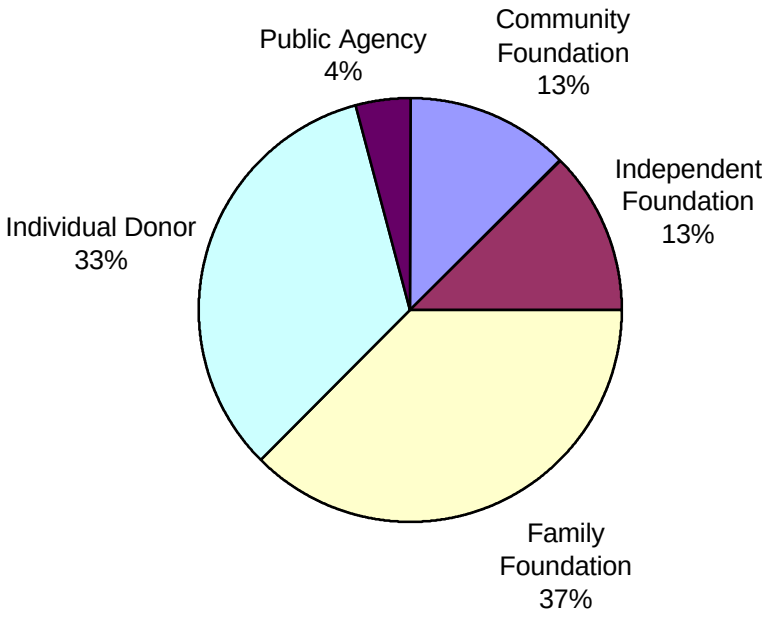

Exhibit 3 provides a list of the 15 foundations that contributed to the first round of QCCI grantmaking and which funding options they chose. The participating foundations varied substantially in overall size; their annual total grantmaking expenditures ranged from $200,000 to over $200 million. As shown in Exhibit 4, the largest group of foundations participating in QCCI was medium-sized foundations that spend between $10 million and $100 million per year in total grantmaking. Six of the QCCI contributors were small foundations that spend less than $10 million per year. Two funders were large foundations whose annual giving exceeds $100 million.

Exhibit 3
Foundations That Participated in QCCI First Round Grantmaking

Foundation	Pooled Grantmaking	Directly Aligned Grantmaking
Jennifer Altman Foundation	✓	✓
California Endowment	✓	
S.H. Cowell Foundation	✓	✓
East Bay Community Foundation	✓	✓
Evelyn & Walter Haas, Jr. Fund	✓	
David B. Gold Foundation		✓
Miriam & Peter Haas Fund	✓	✓
Walter and Elise Haas Fund	✓	
Luke B. Hancock Foundation	✓	
Hearst Foundation	✓	
Morris Family Foundation		✓
The David & Lucile Packard Foundation	✓	✓
Peninsula Community Foundation	✓	
The San Francisco Foundation	✓	✓
Trio Foundation	✓	✓

Exhibit 4: Distribution of QCCI Round 1 Funders by Size

Size of *Funder*	Total Annual Foundation Expenditures	Number of Foundations
Small	Less than $10 million	6
Medium	Between $10 million and $100 million	7
Large	More than $100 million	2

The Initiative allows smaller funders to channel resources to early childhood issues without creating an entirely new program area.

The first round QCCI funders varied greatly in how high a priority they gave to child care and early childhood education funding within their overall grantmaking portfolios. Support for these program areas ranged from less than one percent to over 50 percent of each foundation's overall grantmaking in 1998. Small foundations that identified early childhood education as one of their priority funding areas typically made significant contributions to the QCCI funding pool. However, QCCI also was an important funding vehicle for smaller funders that had *not* previously had an early childhood grantmaking focus; the Initiative allowed them to channel resources to early childhood programs without creating an entirely new program area within their foundation.

Types of Support Given by Participating Funders

Influenced by their size, program interests, and level of expertise in the early childhood arena, 13 first round QCCI funders (including seven individual donors) contributed solely to QCCI's pooled fund; four funders (including one individual donor) made only aligned grants; and seven funders made both pooled contributions and aligned grants.

A total of $1.7 million in pooled funds was raised to support the QCCI grantmaking process during the first funding cycle. Altogether, 20 funders[1] supported the Initiative's first round of grantmaking by making individual contributions—which ranged from $15,000 to $250,000—to QCCI pooled funding. The largest contributions to pooled funding were made by the foundations with the largest annual grantmaking expenditures. For these large foundations, the contribution to QCCI pooled funding made up only a small proportion of their overall grantmaking investments in the early childhood arena. Some small foundations, with annual expenditures of less than $10 million, also made contributions to QCCI pooled funding in excess of $100,000. For these smaller foundations, contributions to QCCI were likely to comprise a significant proportion of their overall grantmaking in the area of early childhood education. In addition to the pooled QCCI

[1]Thirteen foundations plus seven individual donors contributed to the pooled funds.

contributions, a total of 10 participating funders (including nine foundations and one individual donor) made aligned grants totaling $369,000 that directly supported QCCI's Round 1 grantmaking program. These directly aligned grants—which ranged from $5,000 to $89,000—were generally awarded at the same time as the QCCI competitively awarded grants. These grants supported worthwhile proposals that had not been selected for pooled funding as well as expanded the resources available to projects that *had* been selected for partial funding. However, most of the aligned funding was used to support administrative activities, grantee convenings, and management tasks, as opposed to projects of individual grantees. This reflects the desire of some funders to support QCCI's efforts more broadly. In addition, several directly aligned grants—including the sponsorship of a regional forum on child care issues—were used to support projects initiated either before or after the first round pooled QCCI project grants were awarded.

As a result of the combined pooled and aligned grantmaking options, QCCI funders invested over $2 million to further the priorities established for the first round of QCCI. In addition, over $500,000 in related grantmaking by the San Francisco Department of Children, Youth, and Families went to support projects identified as part of this public agency's own "quality child care initiative."

Not all foundations that were members of the ECF decided to contribute to pooled funding. Among the reasons that foundations chose not to contribute to QCCI pooled funding are the following:

- Some funders did not contribute to QCCI pooled funds because of an explicit foundation policy or traditional practice of not participating in collaborative grantmaking. Even though several of these funders were strongly committed to early childhood education, they preferred to maintain a closer relationship with their grantees or retain greater control over their grantees than would have been possible under QCCI.
- Some funders indicated that child care or early childhood development was not enough of a priority for their foundation to warrant a contribution to the pooled QCCI

fund. While these funders could justify learning more about early childhood grantmaking as ECF members, they were not prepared to participate as funders in this area.

- Other respondents indicated that geographic limitations to their grantmaking prevented them from contributing to QCCI; in this category were several foundations, as well as a public entity, that could not contribute to a pooled fund serving a broader geographic region.

Advantages of the Different Funding Options

The QCCI funding model was designed to create additional options other than independent grantmaking for funders interested in supporting quality child care. It was anticipated that small funders with less expertise in the child care field would benefit from participating in QCCI's pooled or directly aligned grantmaking in several ways. First, funders whose staff had limited expertise in the child care arena could learn more about child care issues while participating in a shared process of grant solicitation and review with funders more experienced in this area. Second, funders with limited program staff could benefit from having much of the work associated with grant solicitation and implementation performed by other funders and QCCI staff.

QCCI afforded different options and advantages for different types of funders.

Interviews confirmed that QCCI afforded different options and advantages for different types of funders. Funders from smaller foundations especially appreciated the opportunity to "sit at the table" and pool their investments with those made by larger funders and recognized leaders in programming for children and families. Funders governed by boards that want more control over their grantmaking appreciated the compromise afforded by the option of aligned grants. Funders with well-developed child care funding strategies were also able to support QCCI by continuing to make independent grants that were directly or indirectly aligned with the QCCI funding strategy. Exhibit 5 lays out the advantages—as identified by different QCCI funders—of pooled versus aligned funding.

Exhibit 5
What Early Childhood Funders Are Saying About the QCCI Funding Model

The Advantages of Pooled Funding	The Advantages of Aligned Funding
• *Pooled funding is convenient for funders*. Pooled funders need only to write one check, they have fewer administrative responsibilities, and they spend less time maintaining relationships with grantees and monitoring their work. Funders also found that with relatively little investment in pooled funding, they could benefit from others' expertise.	• *Aligned funding leaves more control with individual funders*. Funders liked the aligned funding option because it gave them more control over how their money is spent. They also appreciated having more control over the process of selecting grantees and appreciated the opportunity to build relationships with grantees.
• *Pooled funding represents a powerful use of money*. Most funders found that participating in a pool was a powerful investment. Smaller foundations, in particular, indicated that contributing to a larger pot of money allowed them to leverage limited funds and have a bigger impact than they could have had otherwise.	• *Aligned funding respects foundation giving limitations*. Several funders who were restricted to giving either within a certain geographic area or in a particular content area opted out of pooled funding, but were able to contribute through aligned grantmaking. Many funders cited the inclusion of an aligned funding option as key to allowing more foundations to participate.
• *Pooled funding allows for funders to make grants outside of their primary issue areas*. Funders explained that those who do not typically fund child care were able to come to the table by contributing to the pooled fund. Likewise, some foundations for which child care is a diminishing area of focus stated that pooled funding allowed them to maintain a connection with their history of funding in this area. Some funders found that pooled funding was an effective vehicle for funding less "sexy" functions, like evaluation.	• *Aligned funding allows for a more visible impact*. For several funders, making aligned grants rather than contributing to the pool meant that their contribution was more visible to the community and they were better able to see the impact of their funding.

INFLUENCE OF QCCI ON PARTICIPATING FUNDERS' OVERALL GRANTMAKING

By virtue of their significantly higher levels of annual giving, the larger foundations participating in QCCI tended to make larger overall investments in child care/early childhood education than the smaller foundations. However, for these larger funders, the pooled and directly aligned QCCI contributions tended to make up only a small proportion of all their child care-related grantmaking. Larger foundations that had already made a strong commitment to this program area indicated that their participation in ECF and QCCI did not directly influence the level or type of their foundation's overall child care grantmaking. However, several large foundations indicated that the information provided by ECF helped them convince their boards of the importance of supporting quality child care in the context of welfare reform. Program staff from these foundations said that the existence of QCCI as a vehicle for collaborative grantmaking helped them gain support for child care projects as part of welfare reform initiatives already underway within their foundations.

QCCI was more important in shaping the child care investments of several of the smaller and medium-sized foundations. A few foundations and a number of individual donors said that QCCI enabled them to make investments in quality child care by offering them a direct funding vehicle. These foundations selected QCCI as their primary method of involvement in early childhood grantmaking, which allowed them to be major players in the Initiative. Smaller funders appreciated the opportunity to leverage their resources with the larger child care funders. They felt that by making significant contributions to QCCI, they could have a greater effect on child care than if they were to use the same funds for their own individual grantmaking.

FUNDER CONTRIBUTIONS IN CONTEXT

In an effort to place QCCI within the context of overall grantmaking in the child care and early childhood education field in the San Francisco Bay Area, we reviewed the level of child care-related

investments made by 21 Bay Area funders between January 1998 and December 1999. Although we were not able to apply a consistent definition of what constitutes early childhood education grantmaking,[2] we found that the total investment in projects related to child care and early childhood education during this 24-month period by the 21 funders we contacted exceeded $27 million. The funders that participated in the first round of QCCI accounted for $23 million or 85% of this total.

There is no direct relationship between foundation size and the proportion of foundation spending directed to early childhood education. Two of the smallest foundations studied were among those that dedicated the largest proportion of their overall grantmaking to early childhood education, while for the two largest foundations studied, early childhood education funding comprised only one to two percent of total annual grantmaking. This is consistent with the fact that larger foundations are able to spread their funds across a wider range of issues, while foundations with smaller endowments are more likely to focus their resources on a smaller number of strategic areas.

In sum, the Bay Area funding community has made a sizable investment in quality child care, with particular attention paid to access to quality child care by low-income families, including those affected by welfare reform. The funders participating in QCCI are responsible for a significant proportion of this investment. Funders that already had strong child care-related funding programs before QCCI indicated that the Initiative was not a major influence on their child care-related grantmaking. However, for smaller foundations, and for those without strong staff expertise or experience in early childhood education funding, QCCI has been a formative influence.

DEVELOPING THE ROUND 1 GRANTMAKING STRATEGY

Before QCCI's grantmaking model could be implemented, grantmaking priorities had to be identified. QCCI's grantmaking

[2] Foundations categorize their grants very differently. For some foundations, child care related grants are relatively easy to identify, while for others, they cut across several different program areas and are not clearly labeled. Particularly difficult to disaggregate were grants that supported after-school services for school-age children and grants that support a wide range of children and family services.

priorities were influenced by the leadership team's initial vision and ideas, the expertise of individual funders, and a strategic planning process that was guided by an external consultant. Grantmaking priorities were also informed by dialogues with leaders in the child care and philanthropic fields, and a "resource mapping" activity that identified existing and missing philanthropic and public investments in child care. The QCCI funding strategy was carefully crafted to identify high priority areas in which (1) there were significant gaps between child care objectives and existing conditions, (2) there had not been sufficient investments to date from public and private sources, and (3) limited investments by QCCI partners could make a difference.

In late 1997, QCCI sponsored the first of several region-wide Child Care Action Forums, which provided an opportunity for child care investors and providers in each county to share information and ideas with their counterparts across the Bay Area. Key to these exchanges were the issue briefs—or backgrounders—circulated by the Initiative to the funder community. These briefs on critical child care issues helped funders not only to better understand the issues, but also to promote the Initiative's work within their respective foundations. Thus, QCCI's early grantmaking activities emphasized information sharing and coordination among public and private stakeholders within local communities and across the region as a whole. This emphasis on networking and coordination has been a defining feature of QCCI from the onset.

An emphasis on networking and coordination has been a defining feature of QCCI from the onset.

Following the Action Forum, and in response to the issues identified by Forum participants, QCCI awarded "county child care planning fast track grants" to entities in nine San Francisco Bay Area counties to help develop local partnerships and plan for quality child care under welfare reform. These grants were important not so much because of the activities they funded, but because they brought child care planners into communication with relevant stakeholders within their own counties—including resource and referral agencies, child care providers, parents, and public education and welfare agencies.

Based on the needs identified as a result of the resource mapping activity, the initial Action Forum, and the fast track planning grants, QCCI issued a request for proposals in the spring of 1998 for competitively awarded grants to further five strategic objectives related to increasing the availability and quality of child care in the San Francisco Bay Area. These objectives included:

- **Increasing the *training* available to new and existing child care providers** to support improved recruitment, preparation, and retention of child care workers. Applicants were encouraged to propose projects that would increase the overall availability of quality child care by expanding the supply of care providers as well as undertaking projects that would improve the quality of care offered by existing providers.
- **Expanding and improving child care *facilities* and environments** in both child care centers and family child care homes. Applicants were invited to submit proposals for providing technical assistance to facility owners and managers on the financing and technical details of making facilities improvements, and for purchasing materials for child care facilities that would enable them to serve more children or improve the quality of care offered.
- **Increasing the *linkages* between and among child care providers, community agencies, and parents** to encourage sharing of information, referrals, and resources relevant to the support and delivery of quality child care.
- **Providing *consumer education*** in order to arm parents with information that would increase their access to quality child care. Applicants were encouraged to provide information in a way that would reach populations not effectively reached in the past.
- **Supporting *advocacy* efforts** in order to increase the ability of parents and others to work effectively with state and local decision makers for the child care needs of their communities.

The accomplishments and lessons learned reported by the grantees funded under these five initial funding areas are detailed in Part II of this report.

THE QCCI MODEL: ELEMENTS OF SUCCESS

The Quality Child Care Initiative has evolved into a well-developed model of collaboration among regional funders around a critical issue area. The lessons learned from this collaborative are likely to be relevant not just for funders targeting regional child care issues, but also for coordinated philanthropic and public sector responses to a wide range of social concerns.

QCCI's "action learning loop" allows for a flexible organizational design and framework to guide grantmaking activities.

QCCI is a model defined by its "action learning loop," a process whereby changing local needs—and lessons learned along the way—continuously feed into and guide the Initiative's planning and implementation process. In this way, the action learning loop allows for a flexible organizational design and strategic framework to guide grantmaking activities. This flexibility is important, given the evolving nature of child care and related issues such as welfare reform, as well as the ever-changing political landscape.

QCCI's initial strategic planning process serves as a good example of how the action learning loop allowed for continuous learning to influence the evolution of the Initiative. One of the first charges of QCCI's leadership team was to come up with a logic model to guide Round 1 grantmaking. More specifically, the leadership team—with the assistance of a consultant—had to identify not only QCCI's broad goals, but also a theory of change, including the assumptions, activities, and outcomes that corresponded to each goal.

The development of the logic model was a highly dynamic process that involved continuous feedback and revision; new information was generated during team discussions and from outside sources and then incorporated into the model. For instance, one of the leadership team's original goals for QCCI was concerned with training child care providers. The consultant that facilitated the planning process helped the leadership team critically examine their assumptions, planned activities, and expected outcomes with regard to training. During these discussions, it was determined that a critical element in reaching the training goal was the role of community colleges. This led to additional discussions and revisions to the Initiative's logic model that clarified

how QCCI wanted to support the involvement of community colleges as resources for training child care workers.

From the start, QCCI's leaders realized that the logic model was always going to be in a state of flux—due to the process of emergent learning and due to shifting political and economic conditions. After the initial strategic planning process was completed, an updated version of QCCI's logic model was presented to and endorsed by participants during a Funders Group meeting in early 1998.

The logic model is not only a good example of the Initiative's action learning loop, but is also an element of success in and of itself with four critical parts: understanding the importance and multi-purpose nature of the logic model; involving a critical mass of experts; forming a logic model that states current assumptions and beliefs; and building consensus around the logic model.

- The leadership team understood that a logic model was critical for focusing a collaborative's efforts, explicitly stating expected outcomes, documenting the history of the collaborative's efforts, and visually representing the incremental stages of implementation.
- QCCI was successful in part because it was able to convene individuals who collectively possessed the expertise, status, resources, and vision necessary to implement a regional funders collaborative focused on quality child care.
- The leadership team was willing to take the first step of sitting down to discuss what each member knew, believed, and valued with regard to child care issues; this allowed the logic model to form organically from a shared pool of expertise and perspectives.
- The leadership team understood the need to build consensus around the logic model, in part by using discussion-based meetings to formulate and react to the logic model. It was also recognized that consensus should be built around the logic model by soliciting the input of a broad range of stakeholders, including practitioners.

While the action learning loop and logic model are two of the primary features of QCCI, the funders we interviewed identified a number of other specific elements that supported the success of QCCI as a collaborative funders model. As described below, these include: a comprehensive vision, a multi-pronged approach, collaborative leadership, an inclusive structure, regional focus, and flexible funding options.

Comprehensive Vision

QCCI stakeholders feel that among the most prominent strengths of the Initiative is its ability to address a comprehensive range of issues within child care while providing an overarching framework that explains how these issues fit together. QCCI's vision involves addressing issues of provider training and workforce retention, the physical environment in which care is provided, the ability of low income families to access quality child care for their children, as well as local and state policy affecting child care funding and delivery.

One of QCCI's most prominent strengths is its ability to address a comprehensive range of child care issues while providing an overarching framework within which these issues fit together.

Several funders also praised QCCI's ability to make connections between a range of specific issues relevant to child care. For instance, funders mentioned QCCI's efforts to link child care and topics such as welfare reform, family violence, substance abuse, and the implications of the Bay Area's sizzling real estate market for child care operations. QCCI's action learning loop is critical here, as it allows the Initiative to incorporate emerging issues into its scope of work as needed.

Multi-Pronged Approach

QCCI's approach incorporates a coordinated set of activities around five primary goals: 1) to increase public and private resources devoted to quality child care in an era of welfare reform; 2) to design and implement a coherent, region-wide yet locally flexible response to child care needs; 3) to generate and disseminate data to guide child care planning and policy decisions; 4) to identify and involve new partners in the philanthropic, corporate and government sectors; and 5) to illuminate and increase knowledge of critical child care issues.

As will be discussed in more detail in Parts II and III of this report, the scope of the Initiative's activities included not only direct

grantmaking to support individual projects, but also sponsoring regional Action Forums, funding technical assistance and resource grantees, supporting grantee convenings around timely issues, developing strategic partnerships with local and state government stakeholders, as well as evaluating and disseminating effective strategies. The multi-level QCCI model requires that activities carried out at different levels inform one another. For instance, the work of individual grantees funded under the Initiative may provide important lessons to disseminate at grantee convenings; partnerships with government stakeholders may inform QCCI's direct grantmaking and vice versa.

The multi-level QCCI grantmaking model requires that activities carried out at different levels inform one another.

Collaborative Leadership

From the beginning, QCCI was envisioned as an entity that would evolve through collaborative leadership. The members of QCCI's leadership team volunteered to serve in this capacity. They shared not only common expertise in early childhood grantmaking, but also a common vision of the role of quality child care, and a belief in collaboration as the way to address child care issues. On one hand, collaborative leadership was a desired characteristic of QCCI, in that it allowed the Initiative to benefit from a pool of expertise and perspectives. On the other hand, QCCI's shared leadership was a necessity, given that leadership team members balanced the significant demands of QCCI with substantial responsibilities at their respective foundations.

The Initiative's shared leadership was both a desired characteristic and a necessity.

The structure of the leadership team itself is deliberately informal. Funders noted that participation on the leadership committee is not dependent on the amount of resources any particular funder brings to the table; both large private and small family foundations enjoy equal opportunity to serve in a leadership capacity for QCCI. Another strength of the QCCI model that funders identified is its understanding that consensus would not be achieved on every issue. This allowed QCCI the ability to address different funders' concerns at different times, rather than attempting to reflect the position of all participating funders on every issue.

Participation on the leadership team is not dependent on the amount of resources any particular funder brings to the table.

Inclusive Structure

QCCI has been informally organized since its inception, with considerable overlap between the pre-existing Bay Area ECF group and QCCI. Funder participation is purely voluntary at every stage. Even ECF members who have not contributed to the pooled QCCI funding are invited to review competitive QCCI grant proposals. For a majority of individuals invited to participate in other aspects of QCCI, such as volunteering to in ECF, participation in QCCI consists of attendance at quarterly meetings or—for some foundations located too far away to attend meetings regularly—a review of meeting materials. However, numerous opportunities exist for more engaged funder involvement in QCCI activities. For instance, a number of funders are involved in designing the Initiative's request for proposals, reviewing submitted grant requests, planning meeting agendas, and attending Action Forums and grantee convenings sponsored by the Initiative.

Allowing foundations to choose between being intimately involved and serving as a friend in the wings is what allows such a diverse group of funders to participate in QCCI.

Funders provided positive feedback on this inclusive structure, stating that the flexibility that allows foundations to choose between being intimately involved in setting a meeting agenda or merely receiving materials and serving as a "friend in the wings" is what allows such a diverse group of funders to participate in QCCI.

Regional Focus

QCCI has been described as unique in its attempt to infuse resources at a regional-level, rather than focusing locally or statewide. Funders praise QCCI for recognizing the reality of the Bay Area as an interdependent region, and applaud its efforts to pool regional resources and talents in order to make possible the Initiative's comprehensive geographic scope. Funders also feel that through QCCI, smaller counties that might otherwise get overlooked by funders have secured access to larger amounts of support—both financial and human.

Because of QCCI, smaller counties that might otherwise get overlooked have secured access to larger amounts of support.

Funders interviewed for this study confirmed that the challenges and solutions for ensuring quality child care within low income communities are not unique to any one county. Policy initiatives and advocacy efforts can easily cross county lines, and promising models and lessons learned can benefit a larger regional area. One funder

stated, "You wouldn't be able to do a 'mini-QCCI' in each county and be able to do it as comprehensively."

Flexible Funding Options

Finally, a crucial element of the QCCI model is its emphasis on funding options for participating funders. During interviews, funders praised QCCI's complementary funding options, primarily because of the flexibility they afforded participants. Funders believe that the ability to choose among pooled and aligned funding options has increased overall funder participation and resulted in a higher total investment in child care related projects that would have otherwise been the case.

The ability to choose among pooled and aligned funding has increased overall funder participation and investment in child care.

SUCCESSES OF QCCI FROM THE FUNDERS' PERSPECTIVE

During our interviews with funders, we asked about the perceived strengths of QCCI. QCCI was described by its participants as a successful model of coordinated funding for increasing the availability of quality child care in the Bay Area. In addition to the increased levels of child care funding documented in Part II of this report, participating funders articulated a number of other successes with regard to QCCI's collaborative efforts. Exhibit 6 summarizes these perceived successes; while each was cited by a different number of funders, as a group, these are the prominent strengths that emerged from our guided discussions.

Exhibit 6

QCCI SUCCESSES IDENTIFIED BY FUNDERS

- ***Increased Visibility of Child Care Issues Among Bay Area Funders.*** The increased visibility of child care issues was a general theme among the funders we interviewed. For example, one funder said that QCCI involvement had "brought early childhood up on [his] radar to a degree that it would not have been otherwise." Another funder stated that QCCI participation influenced their decision to include early childhood issues among the foundation's strategic funding areas.
- ***Extended Funder Influence Across the Region.*** Funders stated that QCCI was helpful in extending their influence across multiple counties in a way that was not previously possible. Smaller counties that might otherwise have been overlooked were perceived to have had access to larger amounts of funding through QCCI's pooled funding arrangements.
- ***Increased Early Childhood Information Resources for Funders.*** Funders said that the Early Childhood Funders group and QCCI have provided valuable learning opportunities, both through QCCI resource materials and experts who have provided enrichment in specific topic areas at meetings. They stated that the child care information disseminated through QCCI either enhanced or reinforced their understanding of the early childhood field in ways that, in some cases, helped shape their grantmaking around child care issues.
- ***Provided an Opportunity for Peer Learning Among Bay Area Funders.*** One of the most often mentioned successes of QCCI was the opportunity to learn about other foundations' efforts in the child care field and share lessons learned. Funders said that their increased interchange with other funders in this area helped them validate their own thinking, confirm that they are spending resources on crucial and timely issues, as well as identify potential partners in their work. Respondents who came from foundations with small staffs especially appreciated the opportunity to engage in dialogue with peers about issues of early childhood.

SUMMARY OF LESSONS LEARNED

In summary, funders that participated in the first round of QCCI grantmaking identified some important lessons learned with regard to the design and implementation of a regional funding collaborative. Most of these issues point to strengths and features of QCCI that might be of importance in future efforts to develop similar funders' collaboratives. Funders also provided a few suggestions on how QCCI could improve its operations.

Leadership Matters. A majority of participating funders and Round 1 grantees indicated that QCCI's strong leadership was one of its greatest assets. Many funders praised the QCCI leadership team and

cited it as crucial to the Initiative's success, with one funder stating, "The (Initiative's) success has everything to do with who is involved." A few funders suggested that while QCCI is inherently a workable model, it might not be easy to replicate, based on their perception that so much of the Initiative's success thus far was driven by *individuals*—the Initiative's strong leaders and collegial atmosphere among participants.

Flexible Options for Funder Participation is Critical. Overwhelmingly, participating funders appreciated the varied options for funding and levels of participation in QCCI. Many indicated that QCCI's flexibility allowed a diversity of funders—ranging from larger private funders and community foundations to one-person family foundations and individual donors—to come to the table as equal partners and negotiate their own individual levels of support for the Initiative. All funders interviewed for this study stated that they were satisfied with their current level of involvement—with some being relatively passive participants, and others being more actively engaged in grantmaking planning and implementation.

The Communication and Accountability Procedures of the Collaborative Must Address the Accountability Needs of Participating Funders and Their Boards. A collaborative model must consider the needs of its participating funders in context of their relationships outside the collaborative. For instance, individual program officers we interviewed expressed concern that they could not provide information about grantee progress to their boards in a timely fashion because the QCCI funding model involved longer than usual timelines for making grants and circulating information about grantee accomplishments. Also with regard to administration, several funders felt that while QCCI provided valuable and detailed information on many issues related to quality child care, the Initiative would benefit from developing a simple and clear description of itself—its goals, objectives, activities, and funding options—in order to share with less involved funders as well as with the outside world. Several funders requested executive summaries of information shared at ECF meetings. Other funders—citing a lack of familiarity with individual grantee projects—requested a list of QCCI grantees with short project descriptions as a way to communicate the

scope of the Initiative's efforts with others.

In the next section of the report, we examine the accomplishments and lessons learned of individual grantees within the context of the QCCI model.

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II. ROUND ONE COMPETITIVE GRANTS: ACCOMPLISHMENTS AND LESSONS LEARNED

In September 1998, the QCCI funders announced the award of $1.4 million in pooled funds to 56 organizations to support 67 different projects, ranging in duration from three to 18 months. The projects selected for funding were designed to address needs in the strategic areas targeted by the initial QCCI strategic planning process—training, advocacy, linkages, facilities, and consumer education.

Making grants to resource organizations to support the work of project grantees has been a particularly effective strategy for the Initiative.

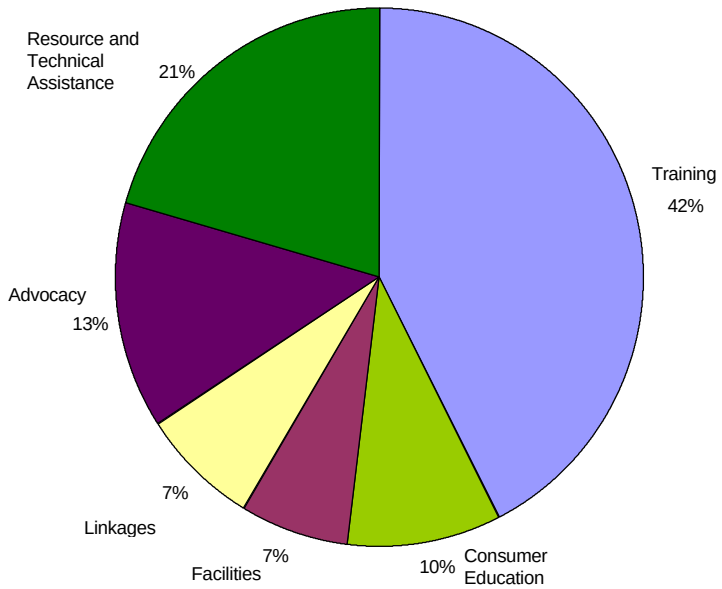
Funders that participated in the proposal review process noted that the project proposals received in response to the Round 1 competitive Request for Proposals tended to fall into two categories: (1) projects designed to directly increase the quality or quantity of child care in a local area and (2) projects intended to provide information, technical assistance, and other resources to organizations promoting or providing quality child care. The QCCI Leadership Team decided to formalize this distinction by designating eight of the 67 Round 1 competitive grants as *resource and technical assistance grants*. This distinction has proven to be an important feature of the QCCI grantmaking strategy. As described in more detail later in this section, funders and grantees agree that making grants to resource organizations to complement and support direct project grants has been a particularly effective strategy for the Initiative.

In awarding funds, QCCI identified 16 of the 67 grants as planning grants, to support project planning phases lasting three to 18 months. Planning grants were awarded to projects that needed time and resources to develop project objectives, form project partnerships, and develop the working relationships and agreements that would support subsequent project implementation. Although there was no commitment from QCCI to provide implementation grants subsequent to the successful completion of the planning phase, ultimately six of the 16 planning grantees received QCCI support for project implementation during 1999 or 2000. Grantees and funders generally agreed that providing planning grants enabled these

projects to proceed more thoughtfully than they would have been able to had they received immediate funding for project implementation. In addition, by the time recipients of planning grants received implementation funding, they were ready to move ahead with implementation activities without delay, because they had already developed working partnerships and received necessary project approvals from participating partners and other stakeholders during the planning period.

Exhibit 7 shows how the 67 project grants were allocated across six categories—the five strategic areas and the resource and technical assistance category. In this section, we describe the activities, accomplishments, and lessons learned by all grantees within each of the six areas. Information summarized in this section has been drawn from grantee convenings, interviews with grantees, reviews of grantee proposals and progress reports, and discussions with the QCCI Leadership Team and other individuals familiar with the funded projects.

Exhibit 7. QCCI Competitive Grants, Round 1



TRAINING THE CHILD CARE WORKFORCE

A total of 27 organizations received project grants during Round 1 to support training for child care providers. These 27 grants accounted for 42% of the first-round pooled funding. Individual grants were modest in size, ranging from $5,000 to $35,000.

QCCI grantees used a number of different strategies to make classes accessible to their targeted groups.

The training grantees responded to a wide variety of identified needs within their communities, including the following:

- Recruiting and training new child care workers.
- Training existing workers in both family day care and center-based settings in basic child care principles and developmentally appropriate practices.
- Encouraging existing workers to seek skills advancement and career advancement opportunities, including acquiring the training needed to qualify for higher level positions on the state's child development permit matrix.[1]
- Encouraging owners and workers to develop the leadership skills needed to manage the delivery of high quality child care within different types of provider organizations.
- Providing specialized training on the needs of specific groups of children, including children with disabilities, infants and toddlers, school-age children, and other groups with special needs.

The grantees supported by QCCI used a number of innovative strategies to make classes accessible to their targeted groups, including arranging for credit-bearing classes to be taught in a variety of geographic locations and in multiple languages, within child care work settings, and on evenings and weekends. Grantees also identified the

[1] The California Commission for Teacher Credentialing has adopted a permit matrix that sets forth the specific education and training requirements for individuals to work in a number of different positions within subsidized child care centers, including child care assistant, associate teacher, and teacher. However, because of extreme shortages in the child care workforce, emergency permits have been granted to a number of new entry level workers who lack the required training credentials. As a result, encouraging child care workers to achieve the training required for the positions they currently hold and prepare for career advancement is a high priority.

need to develop comprehensive program designs to support successful training completion and job retention by child care workers who might not otherwise take advantage of available training opportunities. Elements of these comprehensive designs included providing opportunities for basic skills enhancement, making needed support services available, arranging for ongoing encouragement by peers and mentors, and emphasizing opportunities to learn practical skills in addition to theory. Program objectives were two-fold: (1) to support the delivery of quality child care services and (2) to promote wage and career advancement for child care workers.

Particularly notable were the following projects, which created the potential to reach large numbers of participants as a result of developing and disseminating new curricula and forging ongoing linkages with local educational institutions.

- With support from QCCI planning and implementation grants, **The Alta Bates Foundation**, in collaboration with Merritt College, developed a 12 credit specialization certificate on children with special needs. Although the project turned out to take longer than expected—due to the complexity of getting new curricula developed and approved, teachers recruited, and courses publicized—this grantee succeeded in developing an ongoing relationship with the training provider that will make training available in the future and provide a model for broader replication. The project also succeeded in expanding opportunities for field placements for students interested in practical experience working with children with special needs.
- **Catholic Charities of the East Bay** received a QCCI planning grant, and subsequently an implementation grant, to support a collaborative project with Contra Costa Community College to make early childhood education classes accessible to participants with limited English language skills. This project resulted in the development of outreach and enrollment strategies for students with limited English skills, and the creation of linkages between early childhood education courses and English as a Second Language instruction. The project also convened a work group from different community

colleges to plan how to make early childhood education classes more accessible to students learning English.

- **The Association of Children's Services** received QCCI planning and implementation grants to develop a neighborhood accreditation center that helps help low-income, minority, and older teachers in the greater East Bay access enriched community-based academic training in infant and toddler care, with on-site observation of children aged 0 –5 and their teachers. Student support services included tutoring and assistance in accessing the training required to move up the permit matrix.
- **City College of San Francisco** used its QCCI implementation grant to develop and offer eight different credit-bearing courses in three different languages targeted to potential and existing family child care providers. These courses were offered in a variety of community-based settings, with separate sections taught in English, Spanish, and Cantonese. This grantee succeeded in reaching a large audience with classes that help family child care practitioners identify themselves as "professionals" with special skills. Participants in these classes were also encouraged to attend additional classes at City College in the future.

Additionally, three organizations were funded to provide technical assistance on topics relevant to the training strategic area. **The Bay Area Network for Diversity Training in Early Childhood (BANDTEC)** promoted the values and skills needed to support diversity in child care settings by developing public forums, in-depth training sessions, and internships. The **Infant/Toddler Consortium** developed a training package to increase the quality of child care for infants and toddlers and piloted its implementation within four child care centers by providing an on-site consultant. **Early Childhood Resources** provided training to teams of teachers and child care center directors, followed by on-site follow-up sessions to promote developmentally appropriate practices within the field.

Grantees within the training area identified their greatest barrier as low wages, which made it difficult to recruit and retain child care workers, even with high quality training sessions.

Grantees within the training area identified their greatest barrier as low wages, which made it difficult for them to recruit and retain child care workers, even with high quality training designs. They also identified a number of additional challenges and lessons learned, as follows: low wages, which made it difficult for them to recruit and retain child

- Grantees that worked to develop new credit-bearing courses for child care workers found that their projects took longer than they expected, because of the need to get the new curricula approved by the educational institution's curriculum committee, develop job announcements for new teaching positions, recruit and hire teachers, and publicize the new courses before students could begin training. The availability of QCCI planning grants helped some projects respond to the need for an extended planning phase.
- Training targeted to new or relatively inexperienced child care workers found it very advantageous to schedule the training in a locations that also housed the delivery of child care, to increase the opportunities for demonstrations and practical experience.
- Projects that targeted training to existing child care workers learned that training had to be offered on Saturdays and occasionally evenings, because of difficulties in securing substitute teachers during the working day.
- A number of projects targeting child care workers who have recently entered the field indicated that training projects must take account of the fact that many of the individuals currently entering the child care field have a variety of supportive service needs and are often not well prepared in terms of their academic and foundation skills. These projects recommended that projects provide needed supportive services tailored to the specific needs of clients (ranging from career counseling to transportation assistance) and, when appropriate, help participants improve their basic educational skills at the same time they are receiving training in early childhood education.

- Projects that targeted groups of child care workers and directors from existing centers indicated that it is essential to have support from center directors and to provide training to teams of workers including supervisory and management staff.
- Finally, projects found that it is extremely important to promote a network of professionals (whether formal mentors or informal staff discussion groups) that can continue providing support and encouragement to child care workers after the classroom portion of training is completed.

Among the training projects that were identified as having the greatest potential for a high rate of return on QCCI's investment were projects that succeeded in (1) reaching out to under-served groups, (2) building strong relationships with existing educational and training institutions, and (3) helping these institutions recruit and serve child care workers who might not otherwise participate in professional training or have the opportunity to prepare for career advancement.

As described in Section IV, the lessons learned from the first round of QCCI grantmaking in the training field have helped to shape the refinement of the QCCI grantmaking strategies being implemented in the second round of grantmaking.

SUPPORTING ADVOCACY EFFORTS AND BUILDING ALLIANCES

As part of the first round of competitive grantmaking, QCCI awarded project grants to eight organizations to train and empower parents, child care workers, and other allies in advocacy, with the goal of increasing support for quality child care issues by decision makers at the local and state levels. Individual grants ranged in size from $10,000 to $35,000. Grantees expressed their appreciation that QCCI recognized the importance of funding advocacy efforts, since many funders will not support this area. Support to advocacy projects accounted for about 13% of the grants made with the first round of pooled QCCI funds.

A very successful grantee in this category was **Coleman Advocates for Children and Youth** which helped organize child care

provider groups as advocacy groups and built an umbrella coalition of San Francisco stakeholders in the early childhood field. This coalition brought together provider associations representing family day care providers and center-based providers to create a united advocacy infrastructure for the child care workforce. In collaboration with its participating networks and groups, Coleman Advocates convinced local elected officials in San Francisco to allocate $1.5 million to support an innovative initiative designed to augment the wages of child care workers, as well as $250,000 to support a child care provider health insurance initiative.

Grantees found it difficult to sustain consumer-driven advocacy efforts, given the limited resources of parents and other allies.

One grantee, **BANANAS,** supported the expansion of one Alameda County chapter of Parent Voices, an organization involving working parents as advocates for issues affecting quality child care. Another grantee, **Child Care Links**, worked to establish a new chapter of Parent Voices in outlying areas of the county. A fourth advocacy project—**The Worthy Wage Campaign**, worked to advance a multi-county organizing campaign to build public awareness of compensation and quality issues in child care. This regional project also led to the founding of a statewide Worthy Wage network.

Grantees identified three requirements for effective advocacy work: forming broad alliances with other groups, focusing on critical local issues, and targeting state-level government.

Overall, advocacy grantees found that it was difficult to sustain consumer-driven advocacy efforts, given the limited time and resources of parents and other allies. Several grantees identified three requirements for effective advocacy work: (1) the need to build broad alliances with other groups—including labor and faith-based organizations—that support quality child care; (2) the need to coordinate advocacy efforts around a small number of critical local issues affecting child and family policy (such as initiatives to increase compensation for child care workers); and (3) the need to organize advocacy efforts to influence the level of government that makes the most influential and far-reaching decisions—which, in the child care field, is often the state level. This suggested to QCCI funders the need to develop coordinated advocacy strategies that go beyond traditional stakeholders and

individual counties, and helped to shape funders' grantmaking strategies on advocacy for the second round of QCCI funding. Thus, following the model of the "action learning loop," the lessons learned in the first round of advocacy grantmaking helped QCCI refine and focus the strategies to be implemented during future rounds of funding.

PROMOTING LINKAGES

In developing the linkage grants category, QCCI anticipated that grantees would help connect the planning and delivery of quality child care to other related services systems—such as health, mental health, and public assistance—in order to promote coordination across these human service delivery systems and make comprehensive services available to all individuals, including those with broad service needs. The linkage projects accounted for about 7% of the total pooled grantmaking resources allocated during the first round of QCCI. Individual linkage grants ranged in size from $10,000 to $25,000. The projects funded under the linkages category varied widely in focus and scope; thus, it is difficult to make any generalizations about these projects.

Particularly notable were the accomplishments achieved by grantees in three counties—**Alameda County Child Care Planning Council**, **Community Action Marin**, and **Wu Yee Children's Services** in San Francisco—that brought together local child care planners and providers to begin developing centralized eligibility lists (CELs) to simplify parent access to public child care subsidies. After recognizing the similarities of their individual planning concerns and learning experiences, these counties encouraged QCCI to support statewide development and coordination of county CELs as an ongoing project. This has, in fact, happened and the enormously successful ongoing CEL project—jointly supported by QCCI and the State of California Departments of Education and Social Services—is described in more detail in the third section of this report.

Another highly successful linkage project was carried out by the **Child Care Health Program**, which created a 28-hour certificate

program for "child care health coordinators" and promoted the development of a cadre of health advocates in a variety of child care settings throughout Alameda County. This pilot project served as a model that was effective in convincing the California Children and Families Commission (Proposition 10 Commission) to award $4 million to expand the child care health advocates program to other counties. Legislation is also being considered to implement the program on a statewide basis.

Partnerships worked best when both partners felt that their individual agendas were furthered or that coordination between agencies was improved due to streamlined procedures.

Linkage grantees found the development of relationships between organizations with different backgrounds and histories to be time consuming and sometimes unpredictable. Where partnerships worked best—as in the child care health advocates project—all partners felt that their individual agency agendas were furthered as a result of the closer ties with other agencies, or that coordination between agencies was improved due to the development of more streamlined procedures.

SUPPORTING FACILITY DEVELOPMENT AND IMPROVEMENTS

Within the facilities funding area, QCCI's niche was to support organizations that provide technical assistance on planning for facilities improvements.

Several of the funders participating in QCCI have a strong commitment to supporting the development and improvement of child care facilities through their independent grantmaking programs. Other funders lack the expertise or resources to support facility development as independent grantmakers. As a collaborative of funders, QCCI did not have sufficient resources to undertake major projects in the area of facility development. However, because of the expertise of some of the participating funders, QCCI was able to design a niche for itself in funding intermediary organizations that offer technical assistance and advice to programs on how to secure facility development funds and plan for facility improvements. Two grantees were funded as resource grantees in the facility category with individual grants of $50,000. Another eight grantees received grants of $10,000 each to support facilities improvement/expansion projects. Together, these ten grantees received roughly 7% of first-round pooled funds.

The facilities resource grantees included the **Low Income Housing Fund/Child Care Facilities Fund** in San Francisco, and the **National Economic Development and Law Center** in Oakland. The Low Income Housing Fund/Child Care Facilities Fund provided training, tools, and technical assistance to family child care providers and child care center directors on how to start a child care center, how to run a child care business, and how to develop and maintain child care facilities. The National Economic Development and Law Center provided technical assistance on the facility development process to child care centers interested in center expansion.

During the first round of QCCI grantmaking, a total of eight project grants were awarded to directly support facilities development and improvement at specific centers. Most of these projects were modest in scope. However, support from QCCI enabled **Glide Memorial United Methodist Church** to develop a new infant/toddler program serving 12 children in a new community center, as well as a new pre-school program serving 29 children as part of a renovation project to serve residents of San Francisco's Tenderloin neighborhood.

Facilities grantees outlined two main challenges with regard to their projects' implementation:

- Grantees developing new or expanded facilities learned that projects often take longer to complete than anticipated, due to the need to change architects, difficulty in finding a contractor in the middle of a "building boom," or the need to raise additional funds to address increasing project costs. One grantee said that it would have been helpful to receive professional fundraising assistance.
- Grantees said that the more they learned about what constitutes quality physical environments for child care, the more they wanted to take on additional renovations beyond the initially planned changes.

EDUCATING CONSUMERS

During the first round of competitive grantmaking, QCCI funded 8 organizations to undertake projects related to consumer education.

These eight grantees received roughly 10% of the total pooled funds awarded during the first round of QCCI grantmaking. Individual grants in this area ranged from $15,000 to $25,000 in size.

Many believe that inadequate consumer education partly explains the low utilization of child care subsidies.

Though many former public aid recipients have successfully made the transition from welfare to work, a relatively low percentage have taken advantage of available child care subsidies to ease this transition after terminating their cash grants. Many advocates and service providers believe that inadequate consumer education partly explains this low utilization of guaranteed child care assistance. One source of this deficiency is the public aid system. Often, welfare offices and caseworkers provide insufficient information to current and former aid recipients about the existence of child care subsidies and the available child care options.

Several of the funded consumer education projects were intended to address this problem in the hopes of boosting the utilization of available child care subsidies by welfare recipients and low-income working parents who have recently left welfare. **The Child Care Law Center—**funded by QCCI as a resource organization—provided information and technical assistance to local stakeholders on clients' child care rights and responsibilities under welfare reform in California counties. Several additional grantees operated projects designed to increase the number and type of consumer-friendly information access points, increase the ability of key agencies to develop and share information, and develop culturally and linguistically appropriate information for populations not previously targeted or effectively reached.

One successful strategy was to design displays that were posted in various locations in the community to increase parent awareness of available child care subsidies and providers. **The California Child Care Resource and Referral Network** created attractive freestanding outpost displays with information about local child care resource and referral services in a variety of community locations. The displays, which were given to each resource and referral agency and posted in a

variety of host sites, included photographs of children from a variety of ethnic groups and included bold graphics with information in Armenian, Chinese, Laotian, Russian, Spanish, and Vietnamese. This project was able to boost the visibility of child care resource and referral agencies to families from a variety of ethnic groups. Using the outpost displays developed by the above grantee, **The Contra Costa Child Care Council** posted information about how to select and access child care in locations where they felt parents were likely to be found, including welfare offices, retail stores, and even amusement parks. One successful outreach event, held during summer months, took place at a local water slide park, where parents crowded around the display table after an announcement was made on the public address system.

One challenge reported by the consumer education grantees was the difficulty in reaching parents. Several projects experimented with using public assistance recipients as a way to reach low-income working parents. They found that this strategy for staffing outreach efforts was difficult to implement, but offered great benefits. One project identified individuals in homeless shelters as a consumer group they wanted to help, but found that these individuals were hard to serve because they tended not to be receiving public assistance grants that would make them eligible for child care subsidies.

A number of the projects providing consumer education found that it was more expensive than they had anticipated to conduct and sustain outreach to parents, particularly when multi-lingual outreach staff members were needed and/or display materials in multiple languages were required.

LESSONS LEARNED FROM RESOURCE AND TECHNICAL ASSISTANCE ACTIVITIES

As previously mentioned, one of the primary features of the first round of QCCI grantmaking was the funding of resource and technical assistance grantees to support individual project grantees within each strategic area. In the previous section, we have referenced the activities

carried out by three resource organizations that were funded to provide technical assistance in the area of training and two resource organizations whose work focused on facilities development issues.

Three additional resource grantees were funded to provide support on issues that do not fit neatly within any single strategy area, as described below:

- **The Child Care Law Center** provided assistance to child care providers, parents, resource and referral agencies, and local communities on a various of issues, including:
  - Information on how to overcome barriers to increasing the supply of child care, including zoning and land use policies, and challenges to meeting the needs of children with special needs.
  - Training on clients' rights and responsibilities in relation to child care provided to welfare recipients under California's CalWORKS program.
- **Action Alliance for Children** prepared articles and issue briefs in the *Children's* Advocate newspaper on a variety of issues, including the need for more child care subsidies, the crisis of low pay and high turnover in the child care workforce, and issues in creating centralized county child care eligibility lists.
- **The Center for the Child Care Workforce** provided technical assistance to counties on strategies to address the local child care staffing crisis.

The forms of assistance provided by the eight resource grantees ranged from group training sessions to on-site consultations with individual project staff. A number of resource grantees initially provided group workshops and training sessions to make the child care community familiar with their expertise and offerings. Subsequently, they provided ongoing technical assistance on an individual basis through telephone consultations or one-on-one meetings.

Making Potential Beneficiaries Aware of Available Technical Assistance Resources

Information about the existence of the resource grantees, their specific areas of expertise, and the services they could offer was communicated to potential technical assistance recipients through a variety of means, including word-of-mouth and use of targeted outreach activities such as mass mailings, phone trees, and resource and referral agency communication networks (e.g., newsletters). Several of the designated resource organizations already enjoyed prominent and/or long-standing reputations within the community at the time they received QCCI resource grants. The receipt of QCCI funds increased the capacity of some resource grantees to provide individualized support and assistance (e.g., more funds available for one-on-one telephone consultations) and enabled them to advertise their increased range of support services.

The receipt of QCCI funds increased the capacity of some resource grantees to provide individualized support and assistance.

Both technical assistance providers and recipients noted the importance of being "in the loop," or being part of a child care network in order to find out about the availability of technical assistance and other resources. For instance, while QCCI grantees often found out about technical assistance opportunities "through the grapevine," more effort was required to reach staff in the smaller, more isolated child care centers—particularly in certain geographic areas like the rural areas of Alameda County—that had often never heard of QCCI. As one grantee noted, it is important for child care centers to have directors with the time to "get connected;" without this time, opportunities for technical assistance and other resources may be missed.

Features of Effective Technical Assistance

Overall, grantees felt that the technical assistance provided was successful in generating positive outcomes. A number of elements were identified as essential for a successful approach to technical assistance/resource provision.

By far the most valued feature of the technical assistance received by the project grantees we contacted was personal attention and highly

By far the most valued feature of technical assistance was individualized support.

individualized technical assistance—particularly when provided through on-site visits from resource organization staff. This was perceived as crucial given that every organization faces a unique set of challenges that requires more than a superficial understanding by the technical assistance provider. One grantee described this as the value of having a technical assistance provider who acts as a consultant to their particular center, and serves as the point of contact for other specialists. This was perceived as much more valuable than simply receiving information from an array of less-invested specialists, some of whom may never even visit the center.

Outcomes of Technical Assistance

Organizations indicated that the technical assistance they received from the first found of QCCI resource grantees enabled them to build organizational capacity, expand their knowledge of available child care resources, give more attention to "big-picture" issues, strengthen staff's knowledge base and skill sets, increase their awareness of what peers were doing, and share information with other practitioners. One grantee that received assistance from a resource organization on advocacy issues said that the resource organization's reputation for expertise in the field added credibility to the concerns they were trying to raise with county officials.

Suggestions for Improving the QCCI Resource Grants

Suggestions for improving the QCCI resource grants centered on how technical assistance was provided, as well as nominating specific content areas that require more attention. With regard to the process and structure of technical assistance provision, grantees had the following suggestions:

- Improve outreach to organizations that could benefit from assistance from the resource grantees.
- Clarify the role of QCCI in assisting resource grantees to increase their visibility to new organizations and broader geographic areas.

  - Engage in more marketing of technical assistance opportunities.
  - In addition, inform resource organizations what is currently happening with child care in different areas of the region so that technical assistance providers have a better context in which to provide assistance to individual organizations.
  - Share promising technical assistance activities with resource-poor counties, particularly outside the immediate Bay Area.
  - Clarify how resource grantees should balance their services to QCCI project grantees versus smaller, less organized providers and local organizations that may not be networked as effectively as the QCCI grantees.
- Augment the duration and size of resource grants.
- Encourage more peer support among and joint ventures between resource grantees.
- Emphasize provision of on-site technical assistance.
- Encourage the provision of support to child care providers whose primary language is not English.

With regard to the content of technical assistance provided by the resource organizations, the respondents we contacted identified the following areas as priorities for continued assistance:

- Business aspects of child care.
- Workforce issues.
- Infant/toddler care.
- Advocacy skills.
- Facilities development.
- Development of high quality training and professional development opportunities for child care workers and prospective workers.

- Assistance with countywide initiatives for (1) increased compensation for the child care workforce and (2) centralized eligibility lists.

Overall, technical assistance providers and recipients alike felt that QCCI might play a larger role in the following: communicating how technical assistance/resource grantees fit into the larger QCCI structure and mission; documenting the needs for specific forms of technical assistance; formulating indicators of successful technical assistance; distributing and advertising a list of technical assistance providers and their likely audiences; and creating a central, accessible data system that provides information on technical assistance providers and their recipients.

SUMMARY OF LESSONS LEARNED FROM ROUND ONE GRANTMAKING

QCCI funders and round one grantees were generally very pleased with the results of the first round of QCCI pooled grantmaking. QCCI funders appreciated the sophistication and experience of many Bay Area child care providers and resource organizations, yet also understood the multiple challenges facing the child care community in terms of developing a qualified child care workforce, sustaining a stable child care workforce, and increasing capacity to meet the growing demand for quality child care from low-income families with working parents. Funders spoke appreciatively of the high quality of the proposals selected for funding and the innovative features of the QCCI grantmaking design, which included (1) promoting communication and linkages between grantees undertaking related projects, and (2) linking project grantees to expert resource organizations for group technical assistance workshops and individual consultations.

At the conclusion of Round I, project grantees and resource organizations had the opportunity to provide feedback to the QCCI funders through a grantee feedback forum. Suggestions made by grantees at this forum included the following:

- That QCCI might increase its effectiveness if it sharpened its focus on a smaller number of issues and

made relatively larger grants to a smaller number of grantees that had the expertise to "break new ground" on the designated priority issues.

- That funders and resource organizations should develop strategies for disseminating information and technical assistance about best practices identified from the experiences of the most sophisticated child care providers in the Bay Area to less sophisticated providers in under-served and outlying parts of the Bay Area and the rest of the state.

These lessons learned and suggestions were welcomed by the QCCI funders and the Leadership Team and helped inform the next cycle of the QCCI action learning loop, leading to the development of a strategic framework for a second round of QCCI grantmaking, as described in Section IV of this report.

In Section III, we turn our attention from the outcomes and lessons learned of individual grantees to the system-level activities that form another crucial piece of the QCCI model.

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III. NETWORKING AND COLLABORATION: STRATEGIES TO PROMOTE INCREASED COMMUNITY SUPPORT FOR QUALITY CHILD CARE

In addition to its success in bringing together diverse funders to fund specific projects that support quality child care for working families, QCCI has promoted networking and collaboration among public and private stakeholders with the goal of increasing the public commitment and funding for quality child care in the Bay Area and throughout California. The QCCI funders recognize that without networking to spread their message among public and private investors and child care stakeholders, QCCI will have neither sufficient resources nor enough political clout to increase the quality of child care available to working families in the Bay Area. Two major approaches that QCCI has used to encourage systemic change to increase commitment to quality child care are (1) sponsoring an ongoing series of regional Action Forums and grantee convenings that have brought together child care stakeholders from across the Bay Area counties to discuss shared issues and describe innovative practices; and (2) developing public-private strategic partnerships to coordinate resources and activities around specific child care concerns.

QCCI Action Forums and Grantee Convenings

Action Forums

The first Action Forum was held in October 1997, early in the development of the QCCI planning process. This forum—entitled "Where is the CHILD in Welfare Reform?"—brought together representatives from both the public and private sectors of the child care community across eleven Bay Area counties. After listening to plenary presentations from leaders in the child care community, participants had the opportunity to network with potential partners from within their own counties and across the region about how to meet the child care challenges posed by welfare reform. Attendees at the first Action Forum indicated through participant feedback forms that the forum discussions

were stimulating and useful.

Given the positive reaction to the first forum, a second region-wide Action Forum was planned and held in May 1999. This conference—attended by 270 people from throughout the Bay Area—focused on the work of Initiative grantees and provided a forum for discussing and initiating innovative plans and activities. Plenary sessions addressed (1) the need for more resources to meet the child care needs of low-income working families and (2) the gravity of the child care staffing crisis. Individual workshop sessions were used to share information on the following issues: child care advocacy, centralized eligibility lists, diversity, infant/toddler care, special needs child care, school-age child care, training TANF recipients to be child care providers, child care linkage projects, and license-exempt child care.

In February 2000, QCCI sponsored a third regional forum that recognized the growing importance of Proposition 10 in providing resources to support early childhood education services. The forum was entitled "Proposition 10 and Child Care: Creating Local Partnerships." This session convened representatives from the Proposition 10 planning process (county-level Proposition 10 commissioners and their staff), members of local child care planning councils and resource and referral agencies, and other child care activists. Discussions centered on how to develop local partnerships among the varied child-focused constituencies interested in Proposition 10. In particular, attendees discussed how to advocate for the use of Proposition 10 resources to address the child care staffing crisis by funding local training incentive programs for child care providers.

Overall, the regional Action Forums have been well received and are thought to be particularly effective in building cross-county networks of critical staff from organizations working on child care issues. As gatherings that have been advertised to the larger community, the Action Forums have also provided a vehicle for reaching out to a broad and varied audience of child care providers, resource organizations, parents, and other stakeholders that goes well beyond QCCI grantees.

QCCI has used the Action Forums as a way to obtain suggestions and feedback about high priority areas in the child care community.

QCCI funders have also used the Action Forums as a way to obtain updated suggestions and feedback about what issues are perceived as high priority within the local child care community. Participants in the second Action Forum were invited to submit written forms summarizing the "burning issues" in child care, as well as suggesting ways that QCCI could make a difference in the field. Feedback obtained from Forum participants confirmed that compensation and retention of the child care workforce is currently perceived as the highest priority challenge facing the child care community. This feedback looped back to the Initiative as a whole, thus shaping the priorities for the second round of QCCI grantmaking.

Grantee Convenings

In addition to organizing community-wide forums on pressing child care topics, QCCI and its resource organizations helped to sponsor several training workshops and convenings targeted primarily to QCCI grantees. One of the earliest of these grantee convenings was a two-day media training workshop held in November 1998; all Round 1 grantees were invited. At this training session, 20 grantees were taught how to help publicize quality child care issues by serving as effective spokespersons with the media.

Additionally, with the support of its coordination/meeting contractor, The Action Alliance for Children, QCCI initiated several "cluster group" meetings of QCCI grantees. The objective of cluster group meetings was to provide an opportunity for grantees working in similar areas to share ideas and discuss solutions to common problems. One of these meetings, convened in September 1999, brought together 13 grantees who were working to support the advocacy efforts of parents and child care providers. At the meeting, grantee representatives talked about challenges they had in common, such as finding and retaining staff and keeping parents involved.

Although it was an innovative idea to convene grantees working in the same areas to promote capacity building and information sharing, the grantee convenings were not particularly well developed during the first

round of QCCI grantmaking. During our discussions with grantees and resource organizations, respondents identified the following opportunities for improving the grantee convenings: (1) clarify who is responsible for preparing the programs for grantee convenings; (2) ensure that the topics covered at grantee convenings respond to issues of interest to the grantees; (3) schedule the meetings at a time when relevant stakeholders can attend; and (4) provide opportunities for grantees to follow up on networking opportunities (e.g., by encouraging grantees working in the same field to undertake coordinated or joint projects). These suggestions have led to an effort to better articulate the roles of the resource grantees and project grantees in planning grantee convenings during the second round of QCCI grantmaking.

QCCI STRATEGIC PARTNERSHIPS

The QCCI funders also targeted opportunities to link public and private efforts to support quality child care in order to increase the total funding available, avoid duplication of effort, and increase the overall effectiveness of the actions undertaken by both the public and philanthropic sectors. During the first round of QCCI activities, the QCCI funders worked to develop strategic public-private partnerships in two areas: (1) a partnership with the California Departments of Social Services and Education to support the development of county-level centralized eligibility lists (CELs) for families eligible for subsidized child care; and (2) a partnership with the City/County of San Francisco to align public and philanthropic investments in quality child care.

Partnership with State Agencies to Support Development of Centralized Eligibility Lists

The Centralized Eligibility List (CEL) project is emerging as a highly successful example of a public-private collaboration to improve critical facets of the child care delivery system statewide. It is anticipated that the development of centralized eligibility lists at the county level will simplify customer access to available resources and increase the efficiency of provider operations. In addition, it is hoped that the development of linked county-level information systems that

describe the demand for subsidized care throughout the state can be helpful in convincing legislators to increase the level of funding for child care subsidies. Through its support of CEL planning and implementation, QCCI has demonstrated that philanthropy can promote change in state policies and local implementation practices to better serve children and families.

Through its support of CEL planning and implementation, QCCI has demonstrated that philanthropy can promote change in state policies.

QCCI began its support of county CEL planning through three individual county-level planning grants awarded during its first cycle of grantmaking. In December 1998, under the sponsorship of the Initiative, eight Bay Area counties met to share their experiences and learn from their peers about best practices in CEL planning and implementation. Based on the strong interest expressed by these counties in developing and promoting promising models for CEL design and implementation, QCCI and the David and Lucile Packard Foundation approached the California State Departments of Education and Social Services about the possibility of supporting a statewide CEL planning process. The objectives of QCCI as a participant in this process were twofold: (1) to initiate dialogue and information-sharing opportunities for individual counties that were planning county-level CEL systems; and (2) to encourage the State of California to be an active, supportive player in developing statewide CEL guidelines and providing funding to support the development of county CEL systems. QCCI has been successful on both counts.

As part of the resulting CEL planning process, the public-private partnership consisting of QCCI and the two state agencies responsible for administering child care subsidies accomplished the following: (1) formed a statewide CEL Task Force, (2) convened regional meetings of county CEL planners and developed a CEL Web site to promote information sharing and peer learning, and (3) helped address technical assistance needs of local CEL planning efforts.

The statewide CEL planning project is designed to balance the need for local flexibility and control with the strong interest in building systems able to yield valid statewide data about the demand for

subsidized child care. To address the concern for consistency in the data collected at the county level, the statewide CEL planning project has developed a list of standardized data elements for inclusion in all county CELs. The statewide public-private planning project also began to address issues about developing a standardized database structure for county CEL lists and consistent procedures for data cleaning and maintenance.

The CEL project entered the implementation phase with approval by the Governor of legislation allocating $1.5 million in California's 2001 budget to implement pilot centralized eligibility list systems in ten California counties. In providing this funding, the state clearly made a strong commitment to support the development of county centralized eligibility lists. Child care stakeholders believe that this state-level commitment would not have been forthcoming without the encouragement of and the planning efforts initiated by QCCI and its participating funders.

As the state agencies gear up to implement these pilot programs, QCCI continues to play an important supporting role in staffing the state's CEL Task Force and promoting information sharing and networking on CEL issues across all counties in the state.

Partnership with the City/County of San Francisco

During 1998, the San Francisco Board of Supervisors appropriated $2 million to the Department of Children, Youth, and Families (then the Mayor's Office of Children Youth, and Their Families) to create a High Quality Child Care Fund. The funding priorities for this San Francisco fund included (1) ensuring children's emotional well-being; (2) ensuring high quality care for children in all child care settings (relatives and friends, family child care homes, as well as child care centers); and (3) beginning to plan for the implementation of a centralized eligibility list.

Given the similarities of the funding priorities established for the San Francisco fund and QCCI, city staff and QCCI began discussions

about how to coordinate their investments. In particular, QCCI and the City/County of San Francisco saw their investments in the areas of child care training and the development of a centralized eligibility list as "aligned funding." Discussions centered on whether QCCI and the City/County of San Francisco could develop a joint RFP process to award grants for training child care workers, share technical assistance to grantees, and/or collaborate on evaluation efforts for their aligned activities. Representatives from the San Francisco Department of Children, Youth, and Families also attended ECF meetings to discuss shared funding priorities.

This relationship stopped short of developing a formal partnership between the San Francisco High Quality Child Care Fund and the Quality Child Care Initiative for the expenditure of public and private funds, in part because the two funds ended up awarding grants on different time schedules, and in part because of strict geographic limits on the use of San Francisco public funding. However, through informal linkages such as a shared grant proposal review process, the alignment between these two important public and private quality child care initiatives was maintained.

The grantee networking and strategic partnerships described above are an essential part of QCCI's multi-layered strategy of responding to critical regional concerns. In the next section, we describe how *all* of QCCI's activities have helped identify a revised set of strategies to guide the second round of grantmaking. Specifically, the major change to the grantmaking strategy for Round 2 was the acknowledgment that increasing compensation for the child care workforce is the most important challenge currently impeding the goal of developing quality child care for low-income working families in the Bay Area. A focus on projects to increase compensation and retention of the child care workforce has been embraced by funders and grantees alike for the second round of QCCI.

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IV. LOOKING TO THE FUTURE

As the projects funded under the first round of QCCI grantmaking began reaching completion during the fall of 1999, funders began to turn their attention to questions about whether QCCI should continue as a distinct grantmaking program and, if so, how the focus of the grants should change in a second round. The Leadership Team and QCCI administrative staff polled ECF members to see whether there was funder interest in making another round of contributions to the pooled QCCI fund. The answer was affirmative. Even though funders did not necessarily expect QCCI to continue as a long-term collaborative project, they felt the Initiative's work was not yet complete.

To guide the second round of grantmaking, the Leadership Team developed a revised strategic framework to guide the second round of grantmaking. This round of grantmaking—guided by the "Framework for QCCI 2000-2001," shown in Exhibit 8—has a sharpened focus on four primary strategic areas:

- *Building a sustainable child care workforce*. As stated in a Phase 1 Request for Proposals issued September 15, 2000, QCCI will support coordinated, countywide efforts to plan, implement, and evaluate countywide compensation and retention initiatives for the child care workforce. Under the strategic QCCI framework for 2000, compensation is viewed as a key element of any strategy to increase the quality of child care available to Bay Area children.

  A second phase of second round QCCI strategic grantmaking developed for funding in the spring of 2001 will support efforts to expand targeted child care training and leadership development activities.

- *Strengthening advocacy for child care*. The Phase 1 Request for Proposals for QCCI 2000 also announced support for coordinated countywide efforts to inform, mobilize, and strengthen advocacy efforts by parents, providers, and allies around the funding and implementation of the compensation and retention initiatives described above. QCCI will also support efforts by local chapters of Bay Area Parent Voices,

an organization working to involve parents in developing and promoting an advocacy agenda reflecting their concerns relating to quality child care.

- *Creating new and improving existing child care facilities*. During the second phase of QCCI's second round grantmaking, pooled funds will also support efforts to *improve* licensed child care facilities. At the present time, the state has expanded its support for needed playground improvements. As in so many aspects of child care, the funding landscape has changed considerably over the past several years, highlighting the importance of properly identifying a funding niche for QCCI in the facilities arena. The niche that has been identified for QCCI in the facilities area during Round 2 is supporting the process of planning major facilities improvements.
- *Making child care more accessible to families*. Building on the coordinated public-private activities that grew out of its first round of grantmaking, QCCI will continue to work closely with the California Departments of Education and Social Services to coordinate state and county efforts to develop centralized eligibility lists for parents interested in obtaining child care subsidies.

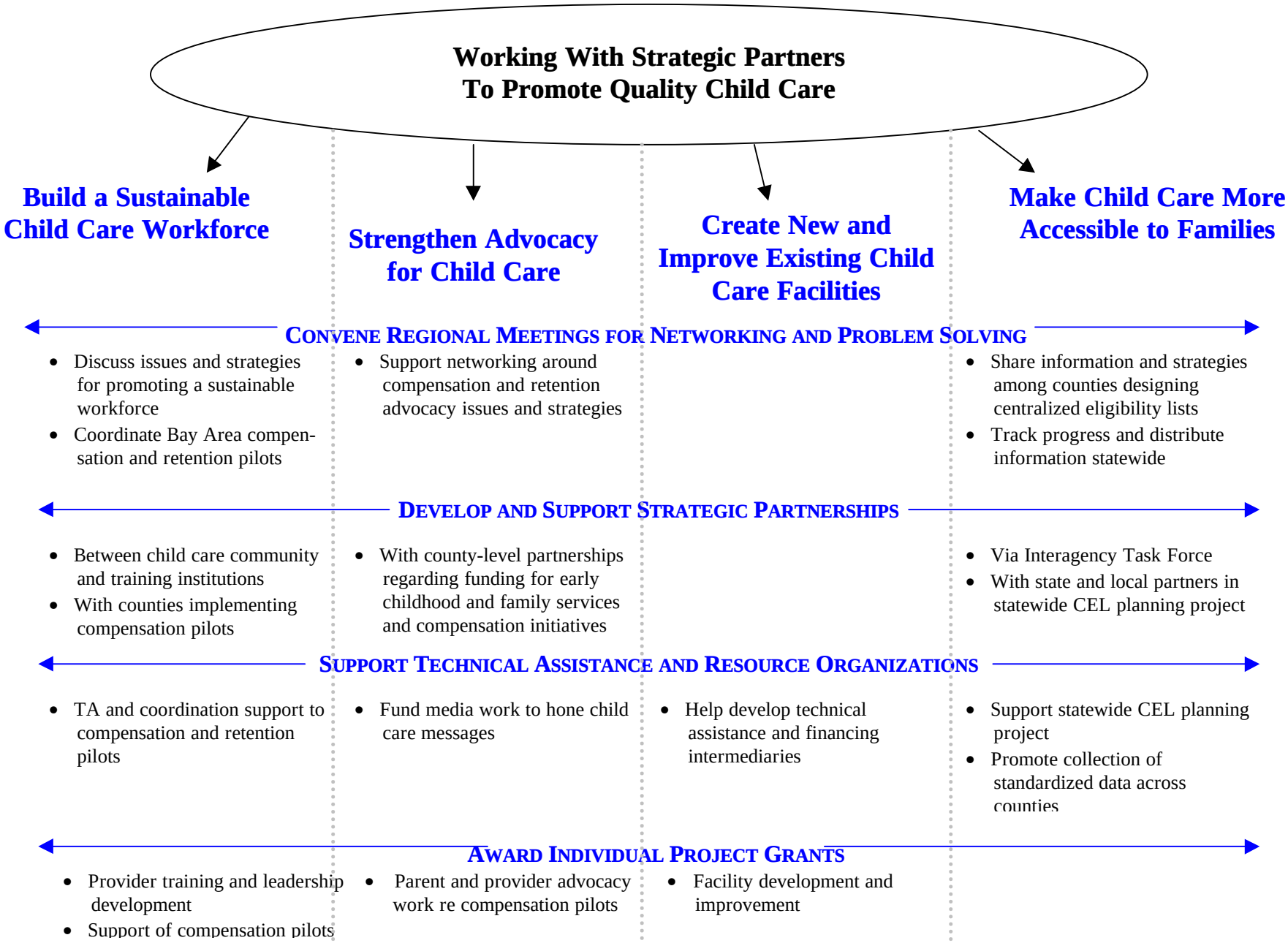
During the fall of 2000, the Quality Child Care Initiative initiated its second round of coordinated grantmaking to distribute a planned $1.7 million in pooled funds from 17 foundations and donors through a combination of competitive and noncompetitive grants. Building on the lessons learned during the first round of grantmaking, QCCI, with aligned support from the David and Lucile Packard Foundation, will also be supporting resource organizations with expertise in the above areas to address the technical assistance needs of grantees during the second round of QCCI grantmaking.

During this second funding cycle, the Quality Child Care Initiative will continue to use the model of the action learning loop to identify effective strategies for addressing the serious challenges that face parents, providers, and other stakeholders concerned about the importance of high quality child care. In addition to funding specific projects, the second round of QCCI funding will continue to promote networking and collaboration among the diverse funders that participate in the activities of

the Bay Area Early Childhood Funders group, grantees, resource organizations, providers, parents, and public decision makers—to address shared concerns and stimulate coordinated investments that will promote high-quality accessible child care for working families in the Bay Area.

As the evaluation contractor, SPR will follow this next phase of the evolution of the Quality Child Care Initiative and capture the accomplishments and lessons learned during the second round in a Round II Final Report, scheduled for completion by December 2002.

Exhibit 8. STRATEGIC FRAMEWORK FOR QCCI 2000-2001



Appendix A: List of Interviewees

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APPENDIX A: LIST OF INTERVIEWEES

FUNDERS		
Last Name	**First Name**	**Organization**
Beardsley	Lyda	Trio Foundation
Burroughs	Linda	Mervyns of California
Callender	Mary	Bothin Foundation
Chandler	Stephen	Wayne & Gladys Valley Foundation
Clear	Ellin	Peninsula Community Foundation
Clement-Glass	Eleanor	San Francisco Foundation
Cushing	Sheila	Y&H Soda Foundation
Diaz	Mario	Wells Fargo Foundation
Dublin	Connie	Evelyn & Walter Hass Jr. Fund
Einfeld-Maisanc	Lise	S.H. Cowell Foundation
Gamble	Bob	Richard & Rhoda Goldman Fund
Godfrey	Kate	Walter & Elise Haas Fund
Gold	Elaine	David B. Gold Foundation
Jen	Donald	Marin Community Foundation
Lara	Alicia	California Endowment
McDonnell	Eric	United Way
Melton	Marli	Community Foundation of Monterey
Murphy	Judy	Y&H Soda Foundation
Nanda	Renu	S.F. Dept of Children,Youth & Families
Nelson-Dills	Joan	Morris Stulsaft Foundation
Patrick	Judy	Womens Foundation
Polk	Cheryl	Miriam and Peter Haas Fund
Ramel	Ruth	Luke B Hancock Foundation
Randall	Rebecca	United Way
Rosen	Marni	Jenifer Altman Foundation
Sims	Jennifer	Ward Sims
Treacy	Sandra	W.Clement & Jessie V. Stone Foundation
Uyeki	Bob	East Bay Community Foundation
Willis	Mary	Morris Family Foundation
Yeager	Teri	Hearst Foundation
Young	Marie	David & Lucille Packard Foundation
T.A./RESOURCE ORGANIZATIONS AND T.A. RECIPIENTS		
Last Name	**First Name**	**Organization**
Ashford	Carola	Early Childhood Resources
Biderman	Fran	Action Alliance for Children
Burton	Alice	Center for Childcare in Workplace
Byrnes	Inga	Holy Family Day
Coppock	Jean	Early Childhood Resources
Jarrett	September	Low Income Housing Fund/Child Care Facilties Fund
Jerene	Margaret	Florence Krittenon Services
Kennedy	Rosie	SF Family Day Care Association
Lee	Nancy	Infant/Toddler Consortium
Raff	Maria	National Economic Development and Law Center
Reed	Veronica	Novato Youth Center
Strohl	Nancy	Child Care Law Center
Suflita	Joan	Southern Alameda County
Thomas	Equoya	Bay Area Network for Diversity Training in Early Childho
Warren	Tina	Marin Child Care Commission
Young	Marci	Center for Child Care Workforce
OTHER		
Cohen	Abby	Independent consultant
Kipnis	Fran	QCCI Director

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