

SPR

SOCIAL POLICY RESEARCH ASSOCIATES

Report on the Second Round of the Quality Child Care Initiative (QCCI)

Final Report

Chapter 1. Overview of the Quality Child Care Initiative

This file contains Chapter 1 of the full report. The complete text of the report and an *Executive Summary* are posted on the web site of Action Alliance for Children at www.4children.org/QCCI.htm.

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I. OVERVIEW OF THE QUALITY CHILD CARE INITIATIVE

This chapter is divided into four parts. First, we provide a brief description of the Early Childhood Funders, out of which QCCI emerged in 1997 as an experiment in pooled funding. Second, we briefly summarize the lessons learned from the first round of QCCI grantmaking that helped to shape the strategic planning for Round 2 grantmaking. Third, we provide an overview of the strategic framework that has guided the second round of pooled QCCI grantmaking. Finally, we review the objectives and methods of the Round 2 evaluation conducted by SPR.

HISTORY OF THE EARLY CHILDHOOD FUNDERS (ECF) AND THE QUALITY CHILD CARE INITIATIVE (QCCI)

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 (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 and to learn from outside experts, who were invited to make presentations and answer questions on identified topics of interest.

With the passage of national welfare reform legislation in 1996, the members of ECF decided that it was essential to maintain a clear focus on high quality child care in the face of increased pressure to move large numbers 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 has important effects on early childhood development, the membership of ECF decided to collaborate in a more formal way to raise 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 the passage of national welfare reform legislation in 1996, the members of ECF felt it essential to maintain a clear focus on *quality* child care.

QCCI had ambitious goals for both the local philanthropic community and for local child care delivery systems.

Propelled by this shared concern and mobilized by leadership from several foundations, the Quality Child Care Initiative (QCCI or the Initiative) 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 ambitious goals both for the local philanthropic community and for local child care delivery systems. With respect to the local philanthropic community, the Initiative was designed to increase the knowledge base of interested funders about quality child care issues and effective grantmaking approaches. The hope was that this increased knowledge would lead to increased funder investments in the child care arena as well as “smarter” investments yielding greater social returns. 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 child care stakeholders. QCCI’s long-term objectives were to increase the quality and quantity of child care for low-income working families.

Initial leadership of QCCI 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 quality meetings of ECF, which continued to exist as a larger and more informal organization of funders interested in early childhood education.

Over the life of the Initiative, administrative and staff support for QCCI grantmaking activities was secured from multiple sources, including time donated by administrative staff of the participating funders, the use of paid

consultants to accomplish specific tasks, a salaried QCCI staff director,¹ and a contract with a local community-based organization to provide support for funder and grantee meetings and mailings.

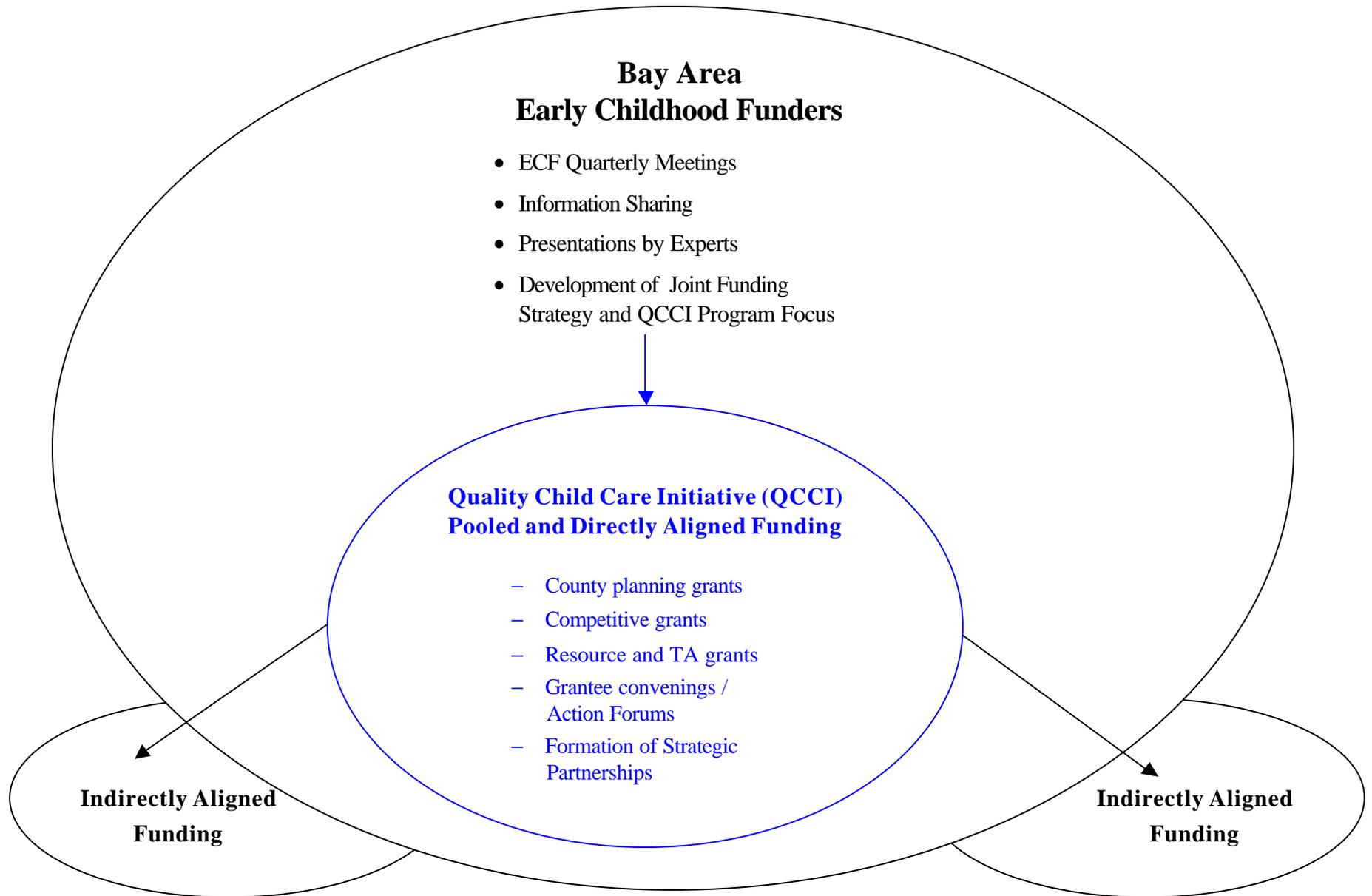
Two different funding options were available to the first round of QCCI investors: (1) *contributions to a pooled fund* supporting a consolidated grantmaking program administered by QCCI as a collaborative; and (2) *directly aligned funding* in the form of individual grants to support proposals that were submitted in response to the QCCI request but were not funded (or were not fully funded) by QCCI. The first round of \$1.7 million in pooled QCCI grantmaking was supported by 20 funders, including 13 foundations and seven individual donors. Nine funders made directly aligned grants; of these, seven funders made both pooled contributions and aligned grants, while two funders made only aligned grants. In addition, QCCI acknowledged that many funders engaged in indirectly aligned funding, whereby individual funders supported projects that were consistent with the grantmaking objectives developed by QCCI. Exhibit 1-1 shows how QCCI emerged as a project of the Early Childhood Funders and how the initiative used pooled and directly aligned funds to support its program of joint grantmaking.

QCCI investors could contribute to a pooled fund or engage in directly aligned funding.

Priorities for the first round of QCCI grantmaking were influenced by the QCCI Leadership Team’s original vision, the expertise of individual funders, and a strategic planning process guided by an external consultant. Grantmaking activities were also informed by dialogues with leaders in the child care and philanthropic fields and a “resource mapping” activity that identified existing philanthropic and public investments, best practices, and significant gaps. Based on the needs identified as a result of this resource mapping activity, initial community forums, and planning

¹ As QCCI’s full-time Director between the spring of 2000 and the summer of 2001, Fran Kipnis staffed QCCI’s ongoing administrative activities, guided the Initiative’s Centralized Eligibility List (CEL) project, and helped the Initiative get its second-round grantmaking program off the ground. When she left to join the David and Lucile Packard Foundation as a program officer during 2001, QCCI reverted to its earlier practice of securing administrative support from part-time consultants.

Exhibit 1-1
DEVELOPING A FUNDERS COLLABORATIVE
TO PROMOTE QUALITY CHILD CARE



grants to local counties, the first round of QCCI funding targeted the following five strategic objectives:

- Increasing the training available to new and existing child care providers.
- Expanding and improving child care facilities and environments in child care centers and family child care homes.
- Increasing the linkages between and among child care providers, community agencies, and parents.
- Providing consumer education to help parents access quality child care.
- Supporting advocacy efforts to help parents and other stakeholders influence state and local decision makers.

In September 1998, the QCCI funders announced the award of pooled funds to 56 different organizations to support 67 different projects ranging in duration from three to 18 months. A series of six “bridge grants” awarded during 1999 and 2000 provided implementation funding to six first-round grantees that had successfully completed planning projects.

By the spring of 2000, when Social Policy Research Associates was retained as the evaluator for QCCI, the projects resulting from the first-round grants and bridge grants had already been completed or were nearing completion. Although QCCI was initially planned as a one-time activity by the participating funders, the Leadership Team and QCCI administrative staff polled ECF members at the conclusion of Round 1 to see if there was funder interest in contributing to a second round of pooled grants. The answer was affirmative. Although they still viewed QCCI as a time-limited undertaking, funders felt that the work of the Initiative was not yet complete.

LESSONS LEARNED FROM ROUND 1 GRANTMAKING

Two types of lessons were learned from the first QCCI grantmaking round, as documented in the *Report on the First Round of the Quality Child Care Initiative* (Kogan and Henderson, et. al., 2001). The first set of lessons is relevant to the organizational development of QCCI as a

QCCI was particularly influential in shaping the child care investments of smaller and medium-sized funders.

funders' collaborative. The evaluation found that QCCI was particularly influential in shaping the child care investments of smaller and medium-sized funders that were relatively inexperienced in making grants in the early childhood education field. Funders whose staff had limited expertise in child care issues found that the information shared by more experienced funders was critical in permitting them to enter this field. If participating funders had limited program staff, they also benefited from having much of the work associated with grant solicitation and administration performed by other funders and the QCCI staff and consultants.

Funders appreciated the different investment options provided by QCCI and praised the collaborative for taking a *regional* approach to issues of early childhood education.

The evaluation also documented that participating funders appreciated the different investment options provided by QCCI. Some participating funders were comfortable pooling their investments with those made by other foundations who were recognized leaders in programming for children and families. Other funders, whose boards wanted more control over their grantmaking, did not want to use a fiscal sponsor, or were not comfortable contributing to a collaborative without a fiscal track record, appreciated the option of being able to make aligned grants.

The evaluation noted that funders praised QCCI for taking a regional approach to the issues of early childhood education. Funders felt that pooling regional resources and talents enabled the Initiative to draw on the broad expertise of stakeholders throughout the San Francisco Bay Area and to create information-sharing, advocacy, and practitioner networks that benefited the entire 8-county region (including San Francisco, Marin, Contra Costa, Alameda, Santa Clara, San Mateo, Santa Cruz, and Monterey Counties).

Finally, the evaluation found that participating funders appreciated that the QCCI collaborative was organized as an *active learning community* that included both participating funders and the community of local practitioners. As funders, participating foundations were committed to an *action learning loop* that helped them refine QCCI's investment strategies over time in response to lessons learned from experience and changing circumstances. As members of the learning community,

grantees were committed to assessing outcomes and sharing lessons learned about effective practices to guide program improvements.

Although the first round of QCCI grantmaking was innovative in promoting communication and linkages between grantees undertaking related projects, grantees indicated that they would have liked the learning community to include the provider community more explicitly. Grantees asked for more opportunities for funders and practitioners to meet together to discuss project accomplishments and plans to disseminate lessons learned.

QCCI's first round of grantmaking also yielded lessons about the effectiveness of grantee projects relating to the five strategic objectives of Round 1. For example, in the training area, first-round grantees were emphatic about the importance of providing comprehensive program designs that promoted successful training completion and job retention by members of the child care workforce, instead of concentrating merely on providing specific training content. Elements of the comprehensive training designs encouraged by experienced practitioners included providing opportunities for basic skills advancement, arranging for peer and mentor supports for new and ongoing caregivers/teachers, and arranging for the practice of concrete skills in a supportive work environment.

Grantees within the training area also identified low wages for the child care workforce as the greatest barrier to recruiting and retaining a quality workforce, and encouraged the QCCI funders to respond to this underlying problem. Grantees also supported the notion that funders could support progress in this field not only by making grants to individual projects but also by supporting resource and technical assistance organizations that help local organizations identify and respond to staff development needs.

In the advocacy area, grantees emphasized the difficulty of sustaining consumer-driven advocacy efforts given the limited time and resources of parents and other allies. Key grantees identified three requirements for effective advocacy work: (1) broad alliances with labor and faith-based organizations, (2) a focus on a small number of critical local issues affecting

QCCI's first round of grantmaking yielded many lessons about the effectiveness of grantee projects in QCCI's five strategic areas.

child and family policy, and (3) the need to organize advocacy efforts that target decision makers at the level where key decisions are made, which, in the child care field, is often at the state level.

In the area of facility development, grantees encouraged funders to take a long and broad view of the facilities development challenge by addressing project planning, budgeting, and fund-raising needs as well as the implementation details of physical development.

Consumer education grantees reported that it was more difficult and expensive than expected to reach parents because of their work schedules and because of the need to reach out to parents in a wide variety of language communities.

At the conclusion of Round 1, project grantees and funded resource organizations participating in a feedback forum facilitated by SPR suggested that:

Feedback from Round 1 grantees suggested that QCCI focus on a smaller number of issues and make larger grants to a smaller number of organizations.

- 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 issues.
- Funders and resource organizations should be more purposeful about disseminating best practices information and technical assistance to relatively less sophisticated providers in underserved and outlying parts of the Bay Area.

All lessons and suggestions described above were welcomed by the QCCI funders and the Leadership Team and were influential in shaping a strategic framework for a second round of QCCI grantmaking planned for the fall of 2000. As described below, the emerging framework for the second round of QCCI grantmaking targeted the compensation and retention of the child care workforce as the most critical issue. QCCI identified the need to link professional development and advocacy activities to increased compensation and retention initiatives; reduced the overall number of QCCI grantees and increased the typical grant level; and encouraged resource organizations to play a key role as regional catalysts in disseminating effective approaches to advocacy, training, compensation, and facilities development to stakeholders and practitioners throughout the Bay Area.

ROUND 2 GRANTMAKING FRAMEWORK

During the spring of 2000, the QCCI Leadership Team worked with interested funders to develop a strategic framework to guide the second round of QCCI grantmaking, which was projected to total \$1.2 million in pooled grants.² As shown in Exhibit I-2, the strategic framework for Round 2 targeted four strategic objectives:

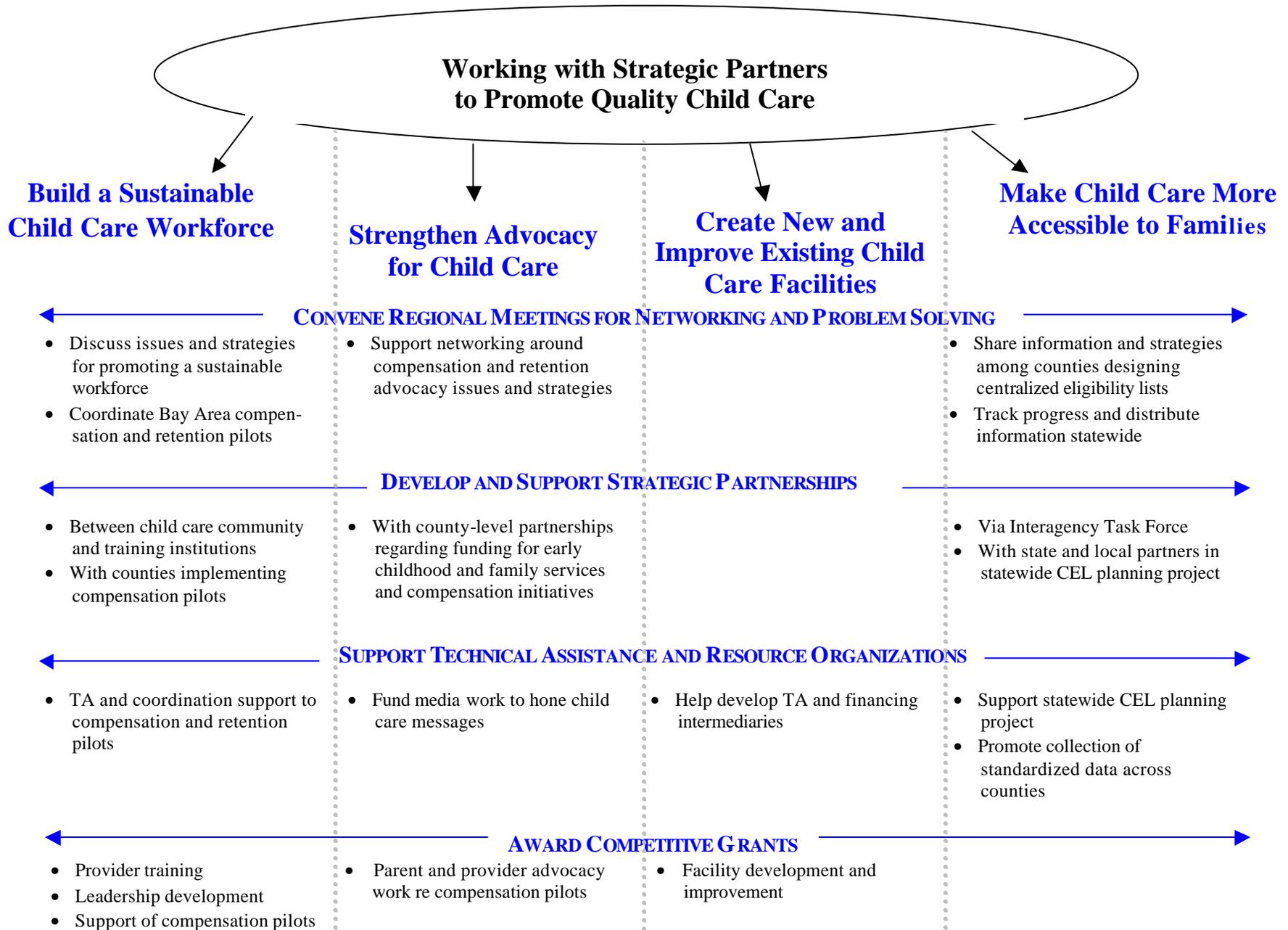
- Build a sustainable child care workforce
- Strengthen advocacy for child care
- Create new and improve existing child care facilities
- Make child care more accessible to families.

The strategic framework shown in Exhibit I-2 also makes explicit QCCI's multi-faceted approach, which includes four levels of activities (shown from the bottom to the top of Exhibit I-2). These levels are: (1) awarding competitive grants to individual projects, (2) supporting technical assistance and resource organizations, (3) developing and supporting strategic partnerships, and (4) convening stakeholders to promote networking and joint problem-solving as well as dissemination of best practices. Below, we briefly describe how QCCI's planned Round 2 activities addressed each of these four objectives.

Because planning progressed at different rates for the different clusters of Round 2, QCCI actually implemented Round 2 grantmaking in two phases. The first phase of Round 2 grantmaking was launched in September 2000, when QCCI issued a request for project proposals from community partnerships interested in local compensation and retention initiatives for the child care workforce. The second phase of Round 2 grantmaking was initiated in March 2001, when QCCI issued letters of invitation to select organizations for project proposals in the areas of

² Ultimately, the pool for the second round of QCCI grantmaking totaled over \$2.0 million. Appendix D summarizes the direct and indirect costs included in the QCCI budget for Round 2.

EXHIBIT I-2 STRATEGIC FRAMEWORK FOR QCCI ROUND 2



leadership development and training for the child care workforce and support for developing child care facilities.

Build a Sustainable Child Care Workforce

In response to strong feedback from the provider community that the crisis in compensation and retention of the child care workforce was the most important barrier to quality child care, the QCCI Leadership Team gave priority in the Round 2 strategic framework to the goal of building a sustainable child care workforce. This strategic goal served as an umbrella for two clusters of projects funded during two different phases of QCCI's Round 2 grantmaking, as described further below.

Support for Local Compensation Projects

In a request for project proposals (RFP) issued in September 2000 for the Round 2 (Phase 1) awards, QCCI invited proposals from partnerships within communities for projects to support the planning, development, implementation, and evaluation of county-wide compensation and retention initiatives for child care workers. At the time that QCCI issued this RFP, the Bay Area counties were at very different stages of advocating for, planning, and implementing local compensation and retention programs, using funding from a variety of state and local sources. It was the intent of the QCCI Leadership Team that QCCI funding be used to support the development of local compensation projects at whatever stage of development the local project had reached. As shown in Exhibit I-2, QCCI's support for local compensation projects was not limited to support for individual projects. The strategic framework also called for QCCI to make grants to resource organizations for the provision of technical assistance to local projects and for the support of networking and problem-solving among local projects. In January 2001, QCCI awarded a total of \$350,000 to eight local compensation/retention projects, and another \$200,000 to three technical assistance and resource organizations for the support of local compensation projects.

Based on feedback, QCCI's Round 2 grantmaking was focused on the priority goal of building a sustainable child care workforce.

Support for Provider Training and Leadership Development

The provider community and the QCCI Leadership Team continued to view the professional development of the child care workforce as a second critical element needed to build a sustainable child care workforce. In a letter issued in March 2001, QCCI invited proposals for Round 2, Phase 2 funding from organizations operating existing training and leadership-development programs, focusing attention on under-served groups, and covering one or more of the following content areas:

- Providing quality child care to infants and toddlers.
- Providing quality child care to an increasingly diverse population of children.
- Providing quality child care to children with a wide array of special needs.
- Providing leadership development through comprehensive business, administrative, and staff management training to child care center directors.

In addition to calling for individual project proposals, the strategic framework called for QCCI to promote partnerships between the child care community and local training institutions to promote the replication and dissemination of new professional development approaches. Under the Round 2, Phase 2 grants awarded in July 2001, QCCI made grants totaling \$400,000 to four resource organizations for the provision of leadership and training services to members of the child care workforce.

Strengthen Advocacy for Child Care

Feedback from providers and previous grantees encouraged the QCCI Leadership Team to continue supporting advocacy activities by child care stakeholders (parents, providers, and other organizational allies). Other recommendations encouraged QCCI to help advocacy groups focus their efforts by selecting a critical issue around which advocacy efforts could be centered. The QCCI Leadership Team responded by including in its Phase 1 RFP an invitation for proposals to support advocacy campaigns by parents, providers, and their allies around the issue of local support for countywide compensation and retention initiatives. The RFP encouraged applicants to target their advocacy efforts

on securing support for compensation projects from the state and local dollars targeted to services for children ages 0 through 5 through the *First Five California* program funded under the California Children and Families Act (Proposition 10).³ The strategic framework also called for QCCI to fund media work to hone child care advocacy messages,⁴ and to support strategic partnerships and networking around advocacy for compensation and retention projects. In January 2001, QCCI awarded a total of \$150,000 in advocacy grants to three counties to mobilize parents and providers around advocacy efforts to gain funding for local compensation projects.⁵

In January 2001, the QCCI Leadership Team decided to make four additional mini-grants totaling \$80,000 to support the further development of local chapters of Parent Voices, an advocacy organization initially begun as a project of the California Child Care Resource and Referral Network. At the time these grants were made, Parent Voices was beginning to evolve into a recognized grassroots organization guided by the needs and experiences of parents and by their interest in making quality child care affordable and accessible to all families.

Create New and Improve Existing Child Care Facilities

The QCCI strategic framework called for activities to support the creation of child care facilities at two levels: (1) development of technical assistance and financing intermediaries, and (2) funding to support individual project grants for facility development and improvement. QCCI addressed both levels by making a grant of \$100,000 to the Low Income Investment Fund (LIIF), a national community development

³ As described further on page II-1, Proposition 10 is a tobacco tax passed by California voters that supports services for children and families. The state and local commissions established to administer Proposition 10 funds are known as Children and Families Commissions. The program operated under California's Proposition 10 funds is referred to as "First Five California," to emphasize the importance of the first five years of children's lives in their physical, emotional, and cognitive development.

⁴ This activity was ultimately supported through an independent grant made by the David and Lucile Packard Foundation.

⁵ The \$150,000 in advocacy grants was a subset of the \$350,000 reported above as supporting local compensation projects.

financial institution that provides housing and facility-related technical assistance to nonprofit organizations serving low-income people.⁶ The overall goal of this grant was to increase the supply of quality child care for Bay Area welfare-to-work and low-income families. The Pool's strategy for meeting this goal was to create a predevelopment fund that supported grants of up to \$25,000 to licensed, non-profit child care centers for planning and/or predevelopment costs associated with creating new child care spaces.

Make Child Care More Accessible to Families

During the first round of QCCI, funders worked to develop a strategic public-private partnership with the California Department of Social Services and the California Department of Education to support the development of county-level Centralized Eligibility Lists (CELs) for families eligible for subsidized child care. It was anticipated that the development of CELs at the county level would simplify customer access to available child care resources, ensure that the neediest families were served first, and increase the efficiency of provider operations. In addition, it was hoped that the development of linked county-level information systems describing the demand for subsidized care would be helpful in convincing legislators to increase the level of funding for child care subsidies. During the first round of QCCI grantmaking, the public-private partnership formed a statewide CEL Task Force, convened regional meetings of county CEL planners, developed a CEL web site to promote information sharing and peer learning among local counties, and helped address the technical assistance needs of local CEL planning efforts. After receiving strong encouragement from QCCI funders to participate in the CEL initiative, the State of California made a public contribution to this

⁶ In early 2003, QCCI made a second grant to LIIF of \$200,000 to support the creation of an Inclusion Fund to promote the creation/adaptation of facilities that can accommodate children with special needs. However, because of delays in the timing of this second QCCI grant (funded through a grant to QCCI from the California Endowment), the grant to the Inclusion Fund has not been included in the SPR evaluation.

effort by allocating \$1.5 million in the 2001 budget to implement pilot CEL systems in ten California counties.⁷

As part of the strategic framework for Round 2, QCCI planned to continue to support the statewide CEL project by holding regional meetings for local CEL planners/managers to facilitate communication among pilot counties, non-pilot counties, and state agencies.

ROUND II EVALUATION GOALS AND METHODS

Study of the QCCI Funders Collaborative

As QCCI prepared to embark on its second round of pooled grantmaking, the participating funders became more aware of the organizational significance of their collaborative undertaking. One of the key goals of the evaluation they requested from SPR was to document the evolution of QCCI as an innovative organizational approach to regional philanthropy. This aspect of the evaluation, which is referred to as the funders study, focuses on the role that QCCI played for its participating funders as an experiment in collaborative grantmaking. Among the issues that we have addressed in the funders study are questions about the organization of QCCI (particularly how the collaborative has developed its style and procedures for providing leadership and administration), in what activities and to what degree individual funders have been involved in QCCI, and how QCCI has influenced individual funders. As the pooled funding has drawn to a close, the funders study has also documented how the QCCI Leadership Team went about developing a responsible exit strategy and how the ongoing ECF group has prepared to take on certain aspects of QCCI.

Throughout the evaluation, the following methods have contributed to the funders study: observations of the quarterly meetings of the ECF group, discussions with members of the QCCI Leadership Team and administrative staff, reviews of the Round 2 strategic framework, and the administration of two surveys of the individual funders participating in

QCCI funders gradually became more aware of the organizational significance of their collaborative undertaking.

⁷ Although the state initially funded ten pilot counties, one of these counties subsequently dropped out of the CEL pilot project.

QCCI—one conducted in 2000 and the other conducted in 2002/2003. As noted in the Introduction, most of the issues associated with the funders study can be found in Chapter 7 of this report.

Study of Funded Projects

In contrast to the funders study, the study of funded *projects* has multiple objectives and multiple audiences. First, the description of funded projects serves as an accountability vehicle by communicating to participating funders the documented outputs and outcomes achieved by individual grantees and the overall progress toward strategic framework objectives as a result of funders' investments. To support this function of the evaluation, the evaluators spent a significant amount of time and effort working with each grantee to identify measures of project outputs and outcomes and assisting grantees in collecting and reporting data on these measures.

Second, the study of funded projects assesses the effectiveness of the different approaches used by the funded projects to further the information available to the field. For example, the evaluation attempted to assess the effectiveness of QCCI's Round 2 support for targeted advocacy, and to identify the strengths and weaknesses of using resource organizations as catalysts for improving leadership and training for child care providers. The evaluation has also attempted to document the lessons learned by grantees as a result of their project activities. These findings may be of interest to funders as well as to practitioners and resource organizations.

A variety of data sources have informed our study of funded projects. As part of its evaluation of funded projects, SPR staff reviewed the Round 2 request for proposals issued in the fall of 2000 and the letter of invitation to apply for funds issued in the spring of 2001; read the proposals submitted by the 20 projects selected for funding; worked with grantees to identify output and outcome measures to use in documenting project accomplishments; reviewed written reports submitted by the grantees; and conducted periodic interviews with project grantees and a selected sample of those who ostensibly benefited from their project activities in order to help document program impacts. In addition the evaluators asked all grantees to complete a web-based survey to critique

their experience as QCCI grantees. This survey was completed as each grantee's second round funding came to an end. As noted in the Introduction, most of the information from the study of funded projects is located in Chapter 2.

OVERVIEW OF FUNDED PROJECTS

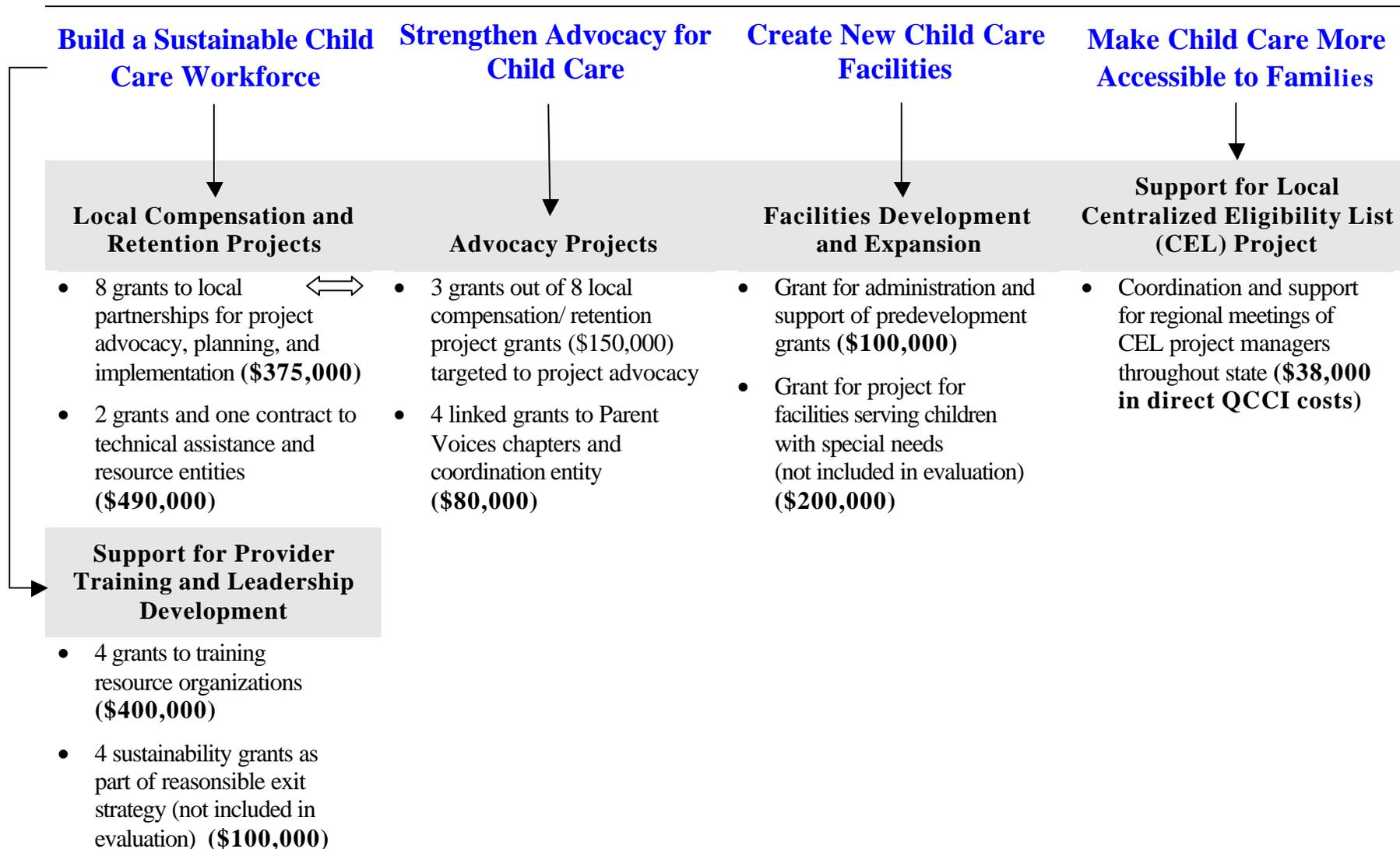
As shown in Exhibit I-3 and described in more detail in Appendix B, QCCI awarded a total of 19 individual project grants and one technical assistance contract during its second round of grantmaking.⁸ Eight of the 20 project awards were made to regional resource organizations or entities for the provision of support to individual child care centers, providers, or local county projects in the areas of workforce compensation, leadership/training, and facilities development. The remaining 12 grants were awarded to individual projects (eight grants to local compensation/retention projects and four mini-grants to support the development of local chapters of the Parent Voices advocacy organization). In addition to making grants to outside entities, QCCI also continued to provide direct staff assistance and travel support for the coordination of local CEL projects throughout California (as part of its public-private partnership with the State of California). Appendix D summarizes the QCCI budget for Round 2 in terms of grants awarded, direct project costs, and administrative costs.

In Chapters 2 through 6, we describe the activities and accomplishments reported by the projects funded by QCCI, organized into the following clusters: compensation/retention projects (10 grants and 1 contract); parent advocacy project (4 mini-grants); leadership and training

⁸ In addition to the 20 funded projects covered in this evaluation, QCCI also made several awards relatively late in the second round grant period. Four capacity-building grants totaling \$100,000 were awarded to the leadership/training grantees to help these resource organizations develop strategies for securing additional funds to continue operations. A grant of \$200,000 was awarded to the Low Income Investment Fund to create an Inclusion Fund to promote the creation/adaptation of facilities that can accommodate children with special needs. Several additional grants were made to workforce compensation and retention project grantees. Because these projects were awarded so late in the evaluation contract period, they were not included in the evaluation.

**EXHIBIT 1-3
OVERVIEW OF PROJECTS FUNDED DURING QCCI ROUND 2**

Strategic Objectives:



projects (4 grants); facilities development (1 grant); and CEL support activities (directly funded and staffed by QCCI). Early in each project's grant period, SPR evaluation staff worked with the grantee to design a menu of measures that would reflect each project's accomplishments. These measures were subsequently used by grantees in their mid-project and final grantee reports to document project outputs and outcomes to QCCI. In addition to describing project outcomes, we have identified lessons learned, both those identified by the grantees themselves and those that have emerged from cross-project review.

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