

# SPR

---

## SOCIAL POLICY RESEARCH ASSOCIATES

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

#### **Final Report**

### **Chapter 2. QCCI Support for Local Compensation and Retention Initiatives**

This file contains Chapter 2 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](http://www.4children.org/QCCI.htm).

**October 1, 2003**

Prepared by:

**Social Policy Research Associates**

Deborah Kogan  
Jennifer Henderson  
Tamara Dehnert

Prepared for:

**The Quality Child Care Initiative**

A Project of the Early Childhood Funders

c/o United Way of the Bay Area  
221 Main Street, Suite 300  
San Francisco, CA 94105  
(415) 733-8576

This page intentionally left blank.

Insert blank page here when making double-sided copies

# CONTENTS

INTRODUCTION .....	i
<b>I. OVERVIEW OF THE QUALITY CHILD CARE INITIATIVE.....</b>	<b>I-1</b>
HISTORY OF THE EARLY CHILDHOOD FUNDERS (ECF) AND THE QUALITY CHILD CARE INITIATIVE (QCCI).....	I-1
LESSONS LEARNED FROM ROUND 1 GRANTMAKING.....	I-5
ROUND 2 GRANTMAKING FRAMEWORK.....	I-9
ROUND II EVALUATION GOALS AND METHODS .....	I-15
OVERVIEW OF FUNDED PROJECTS.....	I-17
<b>II. QCCI SUPPORT FOR LOCAL COMPENSATION AND RETENTION     INITIATIVES .....</b>	<b>II-1</b>
INTRODUCTION .....	II-1
BACKGROUND OF FUNDED PROJECTS .....	II-2
ADVOCACY GRANTS TO SUPPORT LOCAL COMPENSATION/RETENTION INITIATIVES .....	II-6
PLANNING GRANTS TO SUPPORT LOCAL COMPENSATION/RETENTION INITIATIVES .....	II-11
IMPLEMENTATION GRANTS FOR LOCAL COMPENSATION/RETENTION INITIATIVES .....	II-15
SUPPORT ACTIVITIES PROVIDED BY THE QCCI TECHNICAL ASSISTANCE GRANTEES .....	II-18
SUMMARY OF QCCI SUPPORT FOR LOCAL COMPENSATION AND RETENTION INITIATIVES.....	II-22
<b>III. QCCI SUPPORT FOR ADVOCACY/PARENT VOICES .....</b>	<b>III-1</b>
INTRODUCTION .....	III-1
DESCRIPTION OF FUNDED PROJECT .....	III-1
SUMMARY OF PARENT VOICES PROJECT OUTCOMES AND LESSONS LEARNED .....	III-6
CONCLUSION.....	III-8
<b>IV. QCCI SUPPORT FOR TRAINING &amp; LEADERSHIP DEVELOPMENT .....</b>	<b>IV-1</b>
INTRODUCTION .....	IV-1
BACKGROUND OF FUNDED PROJECTS .....	IV-2
THE BAY AREA NETWORK FOR DIVERSITY TEACHING IN EARLY CHILDHOOD (BANDTEC).....	IV-5
CALIFORNIA EARLY CHILDHOOD MENTOR PROGRAM.....	IV-10
FAMILY RESOURCE NETWORK (FRN) OF ALAMEDA COUNTY.....	IV-13
INFANT TODDLER CONSORTIUM (ITC) .....	IV-20

SUMMARY OF QCCI SUPPORT FOR TRAINING & LEADERSHIP DEVELOPMENT GRANTEES .....	IV-25
V. QCCI SUPPORT FOR FACILITIES DEVELOPMENT .....	V-1
INTRODUCTION .....	V-1
BACKGROUND OF FUNDED PROJECT .....	V-1
GRANTEE GOALS AND OUTCOMES .....	V-3
LESSONS LEARNED FROM FACILITIES GRANT .....	V-4
CONCLUSION.....	V-5
VI. QCCI SUPPORT FOR THE DEVELOPMENT OF CENTRALIZED ELIGIBILITY LISTS .....	VI-1
INTRODUCTION .....	VI-1
SUPPORT FOR THE CEL PROJECT DURING THE FIRST ROUND OF QCCI.....	VI-2
CONTINUATION OF QCCI SUPPORT FOR THE CEL PROJECT DURING ROUND 2 .....	VI-7
SUMMARY OF CEL PROJECT OUTCOMES AND LESSONS LEARNED .....	VI-8
VII. EVOLUTION OF QCCI AS A FUNDERS’ COLLABORATIVE .....	VII-1
INTRODUCTION .....	VII-1
BACKGROUND.....	VII-1
PARTICIPATING FUNDERS.....	VII-3
EVOLUTION OF QCCI OPERATIONS AND GRANT ADMINISTRATION UNDER ROUND 2.....	VII-5
EVOLUTION OF QCCI LEADERSHIP UNDER ROUND 2 .....	VII-6
PLANNING AND IMPLEMENTING A RESPONSIBLE “EXIT STRATEGY” FOR QCCI .	VII-7
HOW QCCI INFLUENCED PARTICIPATING FUNDERS .....	VII-8
HOW QCCI INFLUENCED THE EARLY CHILD CARE FIELD IN THE SAN FRANCISCO BAY AREA .....	VII-11
VIII. CONCLUSION.....	VIII-1
ACCOMPLISHMENTS AND LESSONS LEARNED FROM THE SECOND ROUND OF QCCI.....	VIII-1
LOOKING TO THE FUTURE .....	VIII-2
APPENDIX A: FOUNDATIONS PARTICIPATING IN ROUND 2 .....	A-1
APPENDIX B: ROUND 2 GRANTEES .....	B-1
APPENDIX C: CONTACT INFORMATION FOR ROUND 2 GRANTEES .....	C-1
APPENDIX D: QCCI ROUND 2 BUDGET.....	D-1
APPENDIX E: COMPENSATION/RETENTION GRANTEE GOALS, OUTPUTS, AND OUTCOMES.....	E-1

APPENDIX F: LEADERSHIP/TRAINING PROJECT OUTPUTS AND OUTCOMES ..... F-1

APPENDIX G: FACILITIES DEVELOPMENT PROJECT OUTPUTS AND OUTCOMES .....G-1

This page intentionally left blank.

Insert blank page here when making double-sided copies

## II. QCCI SUPPORT FOR LOCAL COMPENSATION AND RETENTION INITIATIVES

### INTRODUCTION

As described in the overview of the Round 2 strategic framework, the QCCI funders decided that the crisis of low pay and low benefits for child care workers would be a unifying theme for projects funded during the first phase of Round 2 grantmaking. In the Request for Proposal (RFP) issued in September 2000, QCCI invited proposals from community strategic partnerships for projects to support the planning, development, implementation, and evaluation of county-wide compensation and retention initiatives for child care workers.

In addition, to support counties that had not yet secured funding for local compensation and retention initiatives, QCCI invited proposals for projects to support advocacy campaigns that would inform, mobilize, and strengthen efforts by parents, providers, and their allies around local support for countywide compensation and retention initiatives. QCCI encouraged advocacy projects to target the local dollars designated for services for children ages 0 through 5 through the *First Five California* program funded under the California Children and Families Act (Proposition 10)<sup>1</sup> and administered by state and local First Five Commissions.

After reviewing the proposals submitted in response to this RFP, QCCI awarded eight grants to seven Bay Area Counties. As shown in

**QCCI supported efforts to advocate for, plan, implement, and evaluate county-wide compensation and retention initiatives.**

---

<sup>1</sup> Proposition 10 is a 50-cent per package tobacco tax passed by California voters in 1998. Eighty percent of the Proposition 10 funds each year flow to county commissions for locally-administered programs. Twenty percent of the funds flow to a state-level commission for state-administered programs. The state and local commissions established to administer Proposition 10 funds are known as Children and Families Commissions. During Fiscal Year 2000-2001, the name of the programs operated under California's Proposition 10 funds was changed to "First Five California," to emphasize the importance of the first five years of children's lives in their physical, emotional, and cognitive development. At various points in this report, we have referred to the program and to the state and local commissions by these different names—Proposition 10, Children and Families Commission, and First Five California. These all refer to the same program and funding stream as it evolved and matured.

Exhibit II-1, three grants were awarded to advocacy projects designed to mobilize parents and providers around gaining support for local compensation initiatives, two grants were awarded to support planning projects in counties that had already secured funding commitments from their local Proposition 10 commissions for compensation programs, and three grants were awarded to support the initial and/or ongoing implementation of compensation and retention programs.

### **BACKGROUND OF FUNDED PROJECTS**

**QCCI-supported compensation and retention initiatives were modeled after the state-level Compensation and Retention Encourage Stability (CARES) initiative.**

The local Bay Area compensation and retention initiatives supported by QCCI are modeled after a proposed stipend program that emerged in 1997 as a state-level legislative initiative known as CARES (Compensation and Retention Encourage Stability). The key features of the proposed CARES legislation included: (1) recognition and support for entry-level child care workers as well as rewards for providers who already had advanced educational credentials; (2) inclusion of diverse members of the child care workforce across different sectors of care, program types, and job titles; and (3) use of stipends to acknowledge continued professional development efforts by child care providers at all levels of the child care workforce.

Although the CARES legislation was approved by the state legislature in 1998 and 1999, program funding was vetoed twice at the gubernatorial level. After the state legislation was vetoed, two Bay Area counties—San Francisco and Alameda—secured local general revenues and funds awarded by local Children and Families (First Five) Commissions to implement their own local compensation and retention programs based on different features adapted from the CARES model. Energized by their example, a number of additional cities and counties around the state began to develop their own CARES-type program proposals, looking to their local First Five Commissions for funding support.

**Exhibit II-1**  
**Compensation and Retention Grants**

**Support for Advocacy**

Contra Costa County, *Contra Costa County Child Care Council* (\$25,000)  
San Francisco County, *Coleman Advocates for Children and Youth* (\$75,000)  
San Mateo County, *Child Care Coordinating Council of San Mateo County*  
(\$50,000).

**Support for Planning**

Santa Clara County, *Santa Clara County Office of Education/Santa Clara  
County Local Child Care Planning Council* (\$25,000)  
Santa Cruz County, *Santa Cruz County Superintendent of Schools/Santa  
Cruz County Child Care Planning Council* (\$50,000)

**Support for Implementation**

Alameda County, *Alameda County Child Care Planning Council* (\$75,000)  
Contra Costa County, *Contra Costa County Office of Education/Contra  
Costa County Child Care Planning Council* (\$25,000)  
Marin County, *Marin Education Fund* (\$25,000)

**Support for Technical Assistance  
on Workforce Compensation and Retention Issues**

*The Center for the Child Care Workforce* (\$220,000)  
*The Labor Project for Working Families, Work and Family Coalition*  
(\$90,000)  
*Marcy Whitebook, Institute for Industrial Relations at the University of  
California, Berkeley* (\$155,000)

During 2000—at about the same time that the QCCI funders began to develop plans for the second round of QCCI grantmaking—two additional state-level funding streams became available to support local compensation and retention programs. First, a compromise CARES bill—AB212—was passed by the California legislature and approved by Governor Davis. AB212 provides \$15 million to support local efforts “to address the retention of qualified child care employees in state-subsidized child care centers.”<sup>2</sup> Second, the California Children and Families Commission announced the availability of over \$35 million in state-level First Five funding to match local expenditures on compensation/retention programs under a three-year pilot matching program.

At the time that QCCI provided its grants in support of county-level compensation/retention initiatives, the Bay Area counties were at very different stages of advocating for, planning, and implementing their programs. Over the 18-month period during which QCCI support has been received, all counties have made rapid progress toward program implementation, in most cases having secured funding from multiple state and local sources to support various aspects of their compensation programs. As described in Exhibit II-2, the evaluation framework for the local grantees differed depending on whether they used the QCCI support to assist with advocacy, planning, or implementation efforts.

To support individual grantees and build a learning community that could support peer information exchange and discussion of program accomplishments and challenges, QCCI funded three additional entities to provide technical assistance to the QCCI compensation and retention grantees. Local compensation and retention grantees were encouraged to seek technical assistance and support from these three sources, described below. QCCI funded *The Center for the Child Care Workforce* to convene monthly information exchange and technical assistance sessions of local project planners and managers, as well as to assist counties on an individual basis with planning and implementation challenges. *The*

---

<sup>2</sup> Center for the Childcare Workforce, *The CARES Initiative in California*, 2000.

**Exhibit II-2**  
**Framework for Assessing Outcomes**  
**of Local Compensation and Retention Grants**

**Examples of Advocacy Grantee Objectives**

- Mobilize parents, providers, and other stakeholders around compensation/retention issues.
- Increase public awareness of the crisis facing the child care workforce and public support for compensation/retention initiatives.
- Increase local and state decision maker awareness and support for compensation/retention issues and initiatives.
- Get specific funding commitments to support implementation of compensation/retention programs.

**Examples of Planning Grantee Objectives**

- Develop program designs that balance the multiple goals of increased compensation, professional development, and improved retention of child care workers.
- Develop organizational plans for the administration and staffing of the implementation phase.
- Design project to reach caregivers from different backgrounds, working in different child-care settings, and serving children of different ages.
- Balance short-term goals (e.g. implementing stipend program) and longer-term goals (e.g., improving compensation and benefits for child care professionals).

**Examples of Implementation Grantee Objectives**

- Blend multiple funding streams to further overall project objectives.
- Address initial implementation challenges (e.g., design outreach and application process, develop professional development component, design/adapt and implement project database, initiate local evaluation)
- Expand or adjust initial program to reach additional care givers, particularly those from underrepresented groups or serving underserved communities.

*Labor Project for Working Families* was funded to help bring organized labor into the collaboratives working to promote increased compensation and benefits for child care workers at the local and state levels. QCCI hired *Marcy Whitebook at the Institute for Industrial Relations, University of California, Berkeley* to provide technical assistance to individual counties on local evaluation issues, as well as to promote coordinated evaluation efforts between individual counties and the evaluator hired to conduct several state-level evaluations of local compensation initiatives<sup>3</sup>. QCCI also informed local grantees about the availability of technical assistance on media advocacy from the *Berkeley Media Studies Group*, which had been funded by the David and Lucile Packard Foundation.

In this chapter, we compare and contrast the goals and accomplishments of the local grantees that received QCCI support to further advocacy, planning, and implementation objectives associated with local compensation and retention initiatives. In Appendix E, we have included a brief table summarizing the specific objectives identified by each grantee. For each objective, Appendix E summarizes the completed activities or outputs relevant to that objective as well as the outcomes or accomplishments resulting from the activity.

#### **ADVOCACY GRANTS TO SUPPORT LOCAL COMPENSATION/RETENTION INITIATIVES**

##### **Description of Advocacy Grants**

The three grantees that received QCCI funding to support advocacy projects for local compensation/retention initiatives wanted to achieve some or all of the following objectives:

- Mobilize parents, providers, and other stakeholders around compensation/retention issues.

---

<sup>3</sup> The Policy Analysis in California Education (PACE) Institute at the University of California, Berkeley was hired by the state Children and Families Commission to evaluate child care compensation programs in California, focusing on the programs in San Francisco and Alameda Counties. A subsequent state contract expanded the scope of the PACE study to include counties that received state funding under AB212 to support stipends for workers in state subsidized centers.

- Increase public awareness of the crisis facing the child care workforce and public support for compensation/retention initiatives.
- Increase local and state decision-maker awareness and support for compensation/retention issues and initiatives.
- Get specific funding commitments to support implementation of compensation/retention programs.

The three counties that received support for advocacy projects—San Mateo, Contra Costa, and San Francisco—were in very different situations when they applied for QCCI funding. San Mateo County was still attempting to secure funding from the local Children and Families Commission to enable it to initiate its local CARES initiative. Contra Costa County had received three years of funding from the local Children and Families Commission to pilot a stipend program for early childhood education teachers, but wanted to increase public awareness of the compensation issue and obtain an ongoing commitment from local officials to address the need for higher wages. San Francisco County had already received strong support from the local City/County of San Francisco as well as from the local Children and Families Commission and had already begun implementing two different programs to increase compensation and promote retention (SF CARES and WAGES+).

At least partly as a result of these differences in local context, the three advocacy projects funded by QCCI varied substantially. The project developed by *the Child Care Coordinating Council of San Mateo County* was focused on the immediate goal of securing funding support for its local CARES initiative from the local Children and Families Commission, which had previously declined to fund the project. San Mateo’s planned project activities and desired outcomes were both based on a quick turn-around time frame of several months. The QCCI grant was awarded for a six-month project.

The project carried out by the *Contra Costa County Child Care Council* took a slightly longer-term view of its advocacy objectives. Project planners hoped that this 12-month advocacy grant would: (1) increase the number of child care providers aware of and participating in the Contra Costa Coalition of Early Childhood Educators and local

**The three advocacy projects funded by QCCI to improve compensation and retention varied substantially due in part to differences in local context.**

Worthy Wage Day activities, and (2) launch an effective public education campaign to raise the level of visibility and support for child care compensation issues among local elected officials and the general public.

San Francisco County’s QCCI grantee—*Coleman Advocates for Children and Youth*—was funded to undertake an ambitious program of advocacy activities designed to preserve and build on a strong base of child care stakeholders/advocates and public funding commitments that these advocates had already achieved. Goals identified in the San Francisco County project proposal included mobilizing and developing grassroots leadership within the child care workforce, particularly among child care teachers; developing relationships with labor unions on workforce compensation issues; and developing compensation models that would work for family child care providers. On these issues and others, San Francisco was seen as a pioneering county that was breaking new ground and providing experience from which other counties could benefit.

### **Advocacy Grantee Outcomes**

Although they were all funded at about the same time, the three advocacy projects were completed at different points in time. The San Mateo County project completed its 6-month grant at the end of June 2001. Contra Costa County continued work on its project through July 2002. The San Francisco County project continued through December 2002.

**Advocacy efforts in San Mateo County helped overcome initial public bias, secure funding support for a local CARES program, and develop leadership among child care teachers.**

As described in Appendix E, San Mateo County was extremely pleased with the outcomes of its 6-month grant. The grantee reported that “advocacy efforts funded by the QCCI grant had overcome initial public bias against” the local CARES program. The project succeeded in securing funding support for SaMCARES, not only from the local and state Children and Families commissions, but also from the State Department of Education (AB212 funding), the Packard Foundation, and the federal Department of Education—in the form of a pilot grant under the Early Learning Opportunities Act. At the time San Mateo County submitted its final project report to QCCI, it had completed the first year of implementation of its CARES project. As a secondary benefit of the advocacy efforts undertaken by child care providers, the grantee reported

that “several local child care teachers...emerged as leaders” during the process of conducting outreach to families and the community.

In its July 2002 final QCCI project report, the Contra Costa County Child Care Council reported that it was pleased with its success in meeting most of its project goals. As a result of the QCCI funding, the Coalition of Early Childhood Educators: (a) increased the size and scope of its membership so that it represents all geographic areas of the county and all types of child care providers, and (b) sharpened its advocacy efforts in support of teacher compensation and retention. Improved media coverage, increased presentations at meetings of different organizations, and a public rally on Worthy Wage Day 2002 helped to spread its advocacy message.

In the spring of 2002, Contra Costa County child care advocates mobilized in response to an announcement by the local Children and Families Commission that they would not be able to sustain the current level of support for provider stipends. Although they were not able to prevent a reduction in the planned level of funding, the Coalition of Early Childhood Educators has continued to speak on a regular basis with county supervisors, state and local Proposition 10 Commissioners, and state and federal legislators on the importance of quality child care and the importance of providing child care providers with a worthy wage.

In its spring 2003 assessment of its project accomplishments, Coleman Advocates for Children and Youth asserted that the strong turnout of teachers, providers, parents, and other stakeholders at its sponsored advocacy events has been influential in convincing local decision-makers to preserve funding for child care compensation initiatives and child care subsidy programs. As a result of “demonstrating that there is active and sustained support for funding [these programs],” Coleman Advocates says, “the City of San Francisco has preserved \$12 to 14 million in child care investments, including funding for WAGES+, even in the extremely difficult budget climate” of 2003-2004.

**QCCI funding was critical for helping to preserve \$12-14 million in child care investments in San Francisco County.**

Coleman Advocates also reports steady progress on its other objectives. The project began to train grassroots leaders within the child care workforce through a Summer Child Care Organizing Institute in 2001

and a series of subsequent budget and advocacy training sessions provided to child care teachers and providers. As the leadership capacity of local child care organizations has developed, both the San Francisco Child Care Providers Association and Family Child Care Association of San Francisco have assumed major leadership roles in local and state advocacy efforts. As one aspect of this new leadership role, The Family Child Care Association—under the fiscal sponsorship of the Tides Center—has received a funding commitment from the local Children and Families commission to develop a peer-run support center for child care providers and teachers.

Clear progress was also made in linking the interests of labor organizations and child care providers in community and workplace organizing efforts. As a result of the ongoing efforts of Coleman Advocates to develop models and strategies for organizing child care providers, a number of national unions are now actively interested in working with the child care workforce, and the Family Child Care Association of San Francisco has developed a formal partnership with The United Child Care Union of Philadelphia, an AFSCME affiliate.

### **Lessons Learned from Advocacy Grants**

Based on the experiences of the advocacy grantees to date, it appears that workforce compensation has been an extremely effective organizing issue for the provider community, bringing together both center-based staff (directors and teachers) and family-based care providers. The workforce compensation issue has also worked well as a topic around which quality child care advocates can build broad coalitions that involve parents, K-12 educators, professional education/training entities, labor organizations, worthy wage coalitions, and care giver associations.

However, grantees working on public advocacy campaigns have reported some difficulty translating the compensation issue into effective “sound bites” because of the complexity of this issue. Where public education campaigns have been most successful, they have emphasized the link between improved compensation and improved quality of care, used “real-life stories” of providers in local communities, and attempted to develop personal contacts between members of the child care community

**Workforce compensation has been an effective organizing principle for the provider community as well as quality**

**Public education campaigns should use “real life” stories and stress the link between increased compensation and improved quality of care.**

and public officials and their staff. For example, when the San Mateo County grantee found that local political leaders did not respond well to “confrontational” tactics like rallies and postcard campaigns, they made effective use of personal contacts with decision-makers (e.g., by inviting a county supervisor to tour a leading local center).

Despite its dramatic successes, Coleman Advocates for Children and Youth reports that it is very difficult to involve and sustain involvement by child care teachers in organizing and advocacy efforts. To support the emerging leadership within the child care provider community, this project has found the availability of paid staff to be essential in helping to organize advocacy activities.

## **PLANNING GRANTS TO SUPPORT LOCAL COMPENSATION/RETENTION INITIATIVES**

### **Description of Planning Grants**

At the time that the grantees in Santa Cruz and Santa Clara Counties were awarded QCCI planning grants, the local Children and Families Commissions in both counties had already committed funds to support local compensation and retention programs. However, the programs in these counties were not yet ready to be launched because detailed implementation plans still had to be developed and approved. Among the planning decisions that had yet to be finalized in these counties were the following:

- What agency would be responsible for administering the stipend program.
- How the stipend program would be staffed and what the administrative costs associated with the program would be.
- How the stipend program should be structured so as to balance the goals of workforce retention, professional development, and increased compensation.
- How the level of stipends associated with different levels of education and professional development should be adapted to apply to family child care providers.
- How different funding sources could be woven together to make the local stipend program as seamless and as inclusive as possible, including how to address the needs of providers serving school-age children.

For the counties that received planning grants, QCCI support enabled staff to address these key design issues for their local stipend programs, even as they scrambled to implement procedures to issue stipends using their available funding streams.

*The Santa Clara County Office of Education* received its QCCI planning grant on behalf of the Local Child Care Planning Council. Although multiple funding sources had already been identified to support an ambitious local stipend program (e.g., Local Proposition 10 and AB212 funding), Santa Clara County could not move forward with the design and implementation of a consolidated CARES program because the local Children and Families Commission had not yet selected the agency to run its new Proposition 10-funded Professional Development Institute and stipend program.

Using the QCCI planning grant, a consultant for the Santa Clara County Local Child Care Planning Council was able to move forward with planning and administering the first round of stipends to child care workers at subsidized centers, using AB212 funding. The QCCI planning grant also enabled this individual to step in to assist the local Proposition 10 Commission in applying for State Proposition 10 matching funds to support the local CARES program. Without the QCCI funding, it is probable that a staffing vacuum would have prevented the county from taking advantage of the state Proposition 10 funding stream and from developing the planning framework for its CARES program.

Santa Cruz County was in a similarly formative stage in planning its CARES program when the QCCI planning grant was received. The County's Children and Families Commission had approved, in principle, its support for a local stipend program, but commission members were not clear about how this program should balance professional development and compensation goals, on what basis individual child care workers should receive priority for access to stipend funding, nor what administrative structure would be needed to administer the program. The QCCI grant received by the *Santa Cruz County Child Care Planning Council* enabled Santa Cruz County to hire a 50% time CARES project planner/coordinator who was charged with: (1) staffing a project planning

**Without QCCI support, Santa Clara County likely would have been unable to take advantage of the state Prop 10 funding stream and develop the framework for its CARES program.**

committee, and (2) building consensus around the goals of the local stipend program.<sup>4</sup>

In addition to working to implement its CARES program, Santa Cruz County staff recognized that stipends were an inadequate long-term response to the crisis of compensation for child care workers. Thus, at the same time that they prepared to implement a stipend program, Santa Cruz County established a goal of mobilizing stakeholders to begin planning a long-term strategy to increase compensation and benefits for child care workers. After the project planning committee had finished its work of developing a detailed plan for the local stipend program, it turned its attention to developing possible longer-term compensation strategies for the child care workforce.

### **Planning Grant Outcomes**

Both Santa Clara County and Santa Cruz County succeeded in completing planning processes that supported the implementation of stipend programs that reflect local program objectives. Both counties have now identified an agency or organization that is responsible for administering the stipend program, decided how their ongoing CARES programs will be staffed, and begun program implementation. Both counties have developed detailed eligibility rules and plans for the distribution of stipends among providers that are intended to balance each program's multiple objectives, (e.g., providing incentives for participation by new entrants into the child care workforce and by family child care workers, as well as expanded recognition and rewards to retain more experienced workers and those with higher educational credentials).

---

<sup>4</sup> The QCCI planning grant helped bring together two different groups with somewhat different concerns. The local Children and Families Commission wanted to distribute stipends to the child care workforce because of concerns about low wages and wanted to prioritize stipends to the lowest paid workers. The local Child Care Planning Council wanted to promote professional development and increase the professional identity of the child care workforce and wanted to prioritize stipends to those with the highest educational attainment. The QCCI grant supported a process of mutual education and compromise that resulted in the approval by both groups of a local Proposition 10 stipend plan and matrix.

**QCCI planning grants enabled counties to weave together different funding streams to support overarching compensation and retention goals.**

Finally, both counties have woven together multiple funding streams to form a seamless program that includes as many members of the child care workforce as possible. Once Santa Clara County’s Children and Families Commission selected a collaborative to operate its professional development institute, the lead organization in the collaborative—WestEd—moved quickly to hire staff and take over the responsibility for detailed planning and implementation of an integrated CARES program. Ilene Hertz—who, as a consultant to the Local Child Care Planning Council, had managed the initial AB212 grant process—was selected as the manager of the integrated Santa Clara County CARES program and thus ensured continuity of program operations, as operational responsibilities for AB212 shifted from the Local Child Care Planning Council to WestEd. Santa Cruz County has also developed a matrix for its AB212-funded stipends that is being administered along with its Proposition 10 stipends as part of a seamless package to benefit child care workers, although it is guided by distinct funding priorities.

Given state and local fiscal constraints, the Santa Cruz County project goal of developing proposals for increased compensation has had to concentrate on low-cost strategies for the immediate future. To date, the County Child Care Planning Council has formed an ongoing WAGE Committee, which is supporting local “living wage” coalition activities as well as encouraging state-level bills that could benefit child care workers (e.g., by offering health benefits to child care employees or implementing tax credits for credentialed child care workers).

**Lessons Learned from Planning Grants**

The QCCI planning grants have enabled these grantees to pay attention to their overall local compensation and retention goals, and to weave together a variety of different funding streams—each with its own requirements—to further overarching goals. The greatest challenge each grantee is facing to date, in terms of program coverage, is how to generate

funds to enable the program to include child care providers who are serving school-age children outside of subsidized centers.<sup>5</sup>

The planning grantees realize that designing their stipend programs will be a work-in-progress for some time. They are unsure that the established stipend amounts and program eligibility requirements will have precisely the effects that they intended. Thus, the QCCI planning grantees will not be afraid to fine-tune and modify their programs over time based on implementation experiences. Among the design questions that these counties have wrestled with are: (1) how much to “raise the bar” between initial eligibility for stipends and continuing eligibility; (2) how to reach family child care providers and providers from underrepresented communities; and (3) whether to require all participants to apply for state child care permits as part of the stipend program.

## **IMPLEMENTATION GRANTS FOR LOCAL COMPENSATION/RETENTION INITIATIVES**

### **Description of Implementation Grants**

QCCI grants were used to support the implementation of local CARES-type initiatives in Alameda, Marin, and Contra Costa Counties. The QCCI implementation grants listed in Exhibit II-1 were used to support very different activities depending on the stage of local program implementation and availability of other funding streams. In Marin County, QCCI funding was used to support the initial launch of the MarinCARES program, including developing an outreach strategy and outreach materials, convening outreach clinics, and holding staff orientations at a number of child care centers. The QCCI grant also helped the *Marin Education Fund*, which administers MarinCARES, to develop an evaluation plan and fund a local evaluation of this initiative.

In Alameda County, the QCCI implementation grant was used by the *Alameda County Child Care Planning Council* to expand the scope of

---

<sup>5</sup> State and local Proposition 10 funds must be used for activities benefiting children from 0 through 5 years of age. Programs funded under AB212 may be used to provide stipends to providers serving school-age children, but they are restricted to providers working in state-subsidized child care centers.

the County's existing compensation initiative to include child care workers caring for school-age children. Although the QCCI grant was not sufficient to fund stipends at the same level as those awarded to child care providers eligible for Proposition 10- or AB212-funded stipends, the grant allowed the county to offer a \$300 stipend to acknowledge the important contribution made by workers serving school-age children.

Similarly, the *Contra Costa County Office of Education/Local Child Care Planning Council* used its \$25,000 QCCI implementation grant to include school-age providers in its retention/compensation program. Announced as a one-time only honorarium to school-age providers during the fall of 2002, the county's honorarium to the 43 eligible applicants among school age providers totaled \$515.00 per individual.

### **Implementation Project Outcomes**

The Marin Education Fund succeeded in generating a high level of interest and participation in its first round of stipend funding. A total of 600 applications were received<sup>6</sup> and 490 initial stipends were awarded to eligible applicants. Challenges identified by the grantee included the fact that about 10% of applicants were ineligible due to inadequate documentation of educational qualifications. This is an implementation issue that the grantee will attempt to resolve in subsequent funding rounds by providing clearer information about required documentation. Another issue that the county will attempt to address through improved outreach is the relatively low rate of participation by family day care providers.<sup>7</sup>

Alameda County awarded \$300 stipends to 112 child care workers serving school-age children during the first round of its new School Age

**Implementing a stipend program in Marin County was challenged by inadequate documentation of educational qualifications and low participation among family child care providers.**

---

<sup>6</sup> It is estimated that about one-half of all eligible workers in the county actually applied for stipends, which is a higher application rate than that reported by other implementation counties.

<sup>7</sup> During its second cycle of stipend funding in Marin County, this project encouraged family care providers by: (1) clarifying the stipend structure and increasing the stipend amount for the first level of the structure to make it more attractive to providers without formal education credits in early childhood education; (2) inviting family care providers to a Providers Night Out, sponsored by the local resource and referral agency; and (3) hiring a sixth outreach worker who is a bilingual family child care provider.

Recognition Program (SARP). Because the project experienced a lower than expected application rate for this stipend, the county requested a 12-month extension to allow it to offer the school-age stipends for a second year. The second year, 154 eligible applicants received \$300 stipends.

During the single year that it invited school-age providers to apply for financial recognition awards, Contra Costa County used the QCCI funding to award 43 eligible applicants from the school-age provider pool with individual grants of \$515.00 each.

The implementation grantees are facing questions about how to conduct effective outreach to and encourage participation by particular groups of providers, such as providers serving school-age children, Spanish-speaking child care workers, family child care providers, and, for counties in the second cycle of stipend awards, individuals who did not receive a stipend during the first cycle.

### **Lessons Learned from Implementation Grants**

Implementation grantees have learned valuable lessons about how to promote professional development of the child care workforce. Implementation grantees are developing close working relationships with key players in the education/professional development system, including: (1) entities offering classes and workshops needed by individuals participating in the stipend program, and (2) the child development permit system, to ensure that the stipend program is providing accurate information about how to reach the levels of the permit matrix that are associated with different levels of stipends.

In its Final Project Report, the Marin County grantee identified several gaps in the local professional development system that need attention. These include: (1) a lack of available education and career counseling for early childhood educators; (2) a need to expand training offered at non-traditional sites and during evening or weekend hours; and (3) a need to increase early childhood education offerings for Spanish-speakers. An additional weakness in the local professional development system identified by this grantee is a scarcity of qualified people to review documents for Child Development Permit applications. The Marin Child

**A low stipend application rate among providers serving school-age children may be partly due to inadequate or unspecified financial reward.**

Care Commission Workforce Committee plans to map out current resources and develop proposals to address these gaps.

The two counties that offered financial awards to providers serving school-age children found that the application rate among potentially eligible providers was low—only about 10% of the potential recipient pool. They hypothesized that the relatively low level of available award in Alameda County, and—in the case of Contra Costa County—the fact that no specific dollar amount was mentioned in the application, made the financial award less attractive to this group.<sup>8</sup> Contra Costa County also recommended that future efforts to reach out to school-age providers should include more personal contacts, followed by mailings describing the program.

#### **SUPPORT ACTIVITIES PROVIDED BY THE QCCI TECHNICAL ASSISTANCE GRANTEES**

The technical assistance grantees and contractor funded by QCCI to support local compensation and retention initiatives include (1) *The Center for the Child Care Workforce*, (2) *The Labor Project for Working Families*, and (3) *Dr. Marcy Whitebook at the Institute for Industrial Relations at University of California, Berkeley*. These technical assistance providers have conducted a variety of activities, some of which are directly in support of the local compensation and retention project grantees, and some of which attempt to further other state and local advocacy and planning efforts related to the compensation/retention crisis.

Using two consecutive grants from QCCI, *The Center for the Child Care Workforce* (CCW)—now reorganized as a local project called *Working for Quality Child Care*—has been serving as a communication, information exchange, and technical assistance hub for the local compensation and retention grantees for two years.<sup>9</sup> Monthly convenings

---

<sup>8</sup> Although these counties were excited about reaching out to school-age providers, who are excluded from participating in compensation/retention programs funded under Proposition 10, they were constrained by the fact that they were not able to find any ongoing funding sources to support stipends for this group.

<sup>9</sup> In the fall of 2002, Center for the Child Care Workforce ended its existence as a free-standing organization. Many of its national activities are being continued as projects

of the CARES grantees planned and facilitated by CCW have provided the opportunity for local QCCI grantees and other counties that are planning and implementing CARES projects to discuss challenges and share information about workable practices. CCW has also prepared written materials that have documented local county accomplishments and has disseminated these materials, as well as information discussed at the group CARES convenings, to an interested audience of over 300 individuals on the project's e-mail list. To support continued information and innovation sharing among people working on compensation/retention and skill-building programs for the child care workforce, CCW has developed a web site at [www.caccwrc.org](http://www.caccwrc.org). Counties at a variety of stages in advocating for, planning, and implementing compensation/retention programs indicated that the information provided and peer support facilitated by CCW have been of tremendous value to them in working on their local programs.

CCW has also assisted counties in documenting the impacts of their local compensation/retention projects and advocating for the state First Five Commission to continue providing state matching funds. As part of its second year activities funded from other sources, CCW has helped organize a pilot network of early childhood teachers and family child care providers called the California Child Development Corps, with active participation by teachers and providers from 11 California counties. As its first issue, the Corps spearheaded a "Save CARES" campaign, designed to promote the achievements of the local compensation/retention programs and convince the state First Five Commission to continue its matching grant support for these programs.<sup>10</sup> A longer-term goal of the California

---

of the American Federation of Teachers Educational Foundation. Its Bay Area technical assistance staff and QCCI-funded project have now been reorganized as a project of the United Way of the Bay Area called Working for Quality Child Care.

<sup>10</sup> As a result of the information shared with the state First Five Commission and the effective statements of support for the program from many counties, the Commission has decided to continue its matching grant support for local compensation/retention programs, as long as they do certain things to bring their programs into alignment with other First Five goals and priorities, such as school readiness and increased outreach to/participation by family child care providers.

Child Development Corps is to strengthen the voice of early childhood educators in policy decisions in California.

The *Labor Project for Working Families* initially anticipated that it would use its QCCI grant to support one-on-one work with grantees in a number of different counties on how to actively involve labor organizations in efforts to promote increased compensation for the child care workforce. After the grant was awarded, however, and project staff began to contact potential participants in the different Bay Area counties, they found that not all counties were equally interested in developing projects that would bring together the child care and labor communities. Staff determined that it would be most fruitful to work intensively in the local areas in which there was the strongest interest.

**The Labor Project for Working Families has helped to develop a coalition of labor representatives and child care practitioners in Alameda County.**

Child care groups in Alameda County, in particular, expressed strong interest in receiving help from the Labor Project to promote alliances with labor on compensation issues. As a result, project staff have been intensively involved in advising and guiding an emerging coalition of labor representatives and child care practitioners in Alameda County. This coalition identified health benefits as the workforce retention issue that they were most interested in working on. Over the last year, with help from the Labor Project for Working Families, the local coalition has initiated a campaign for health benefits for child care providers that has an active steering committee, is building a base of supporters within the child care community, is getting the message out to other organizations in the community, and is working with county supervisors to look for possible solutions. The Labor Project is sharing information about the Alameda County coalition and its campaign for health benefits with other counties by disseminating its monthly Work and Family Bulletin and by offering one-on-one technical assistance consultations to interested counties.

At the regional level, the Labor Project for Working Families has facilitated a regional Work and Family Steering Committee with participation by unions and child care advocacy organizations in six Bay Area counties. Initially meeting on a bi-monthly schedule, the Steering Committee currently meets twice a year to coordinate regional activities

designed to promote common goals on work and family legislation and child care compensation.

At the state level, the Labor Project for Working Families has worked to develop a new Child Care Policy Work Group, in which key union leaders, state legislative staff, and UC Berkeley researchers come together periodically to educate themselves about child care financing and to consider how to use existing legislation or propose new legislation to increase the compensation of the child care workforce. A similar group has been hosted in southern California by the UCLA Labor Center. The two groups plan to meet together in the future to develop workable state strategies to improve child care worker compensation and retention.

The Labor Project for Working Families is also an active participant in recent plans to help build the California Child Development Corps as a statewide organization of child care workers that will help advocate for improved compensation/retention and increased quality of care for children and their families.

Under a consulting contract with QCCI, *Dr. Marcy Whitebook* acted as a technical advisor to individual counties on how to plan and design a local evaluation of their compensation and retention project.<sup>11</sup> She is also acting as a bridge between local CARES programs and the Proposition 10-funded statewide evaluation of local compensation projects being conducted by Policy Analysis for California Education (PACE).<sup>12</sup> Under her consulting contract, Dr. Whitebook has convened the local compensation and retention grantees to discuss evaluation stakeholders and issues, as well as relevant outcomes. As a result of this convening, counties have been provided with lists of possible research questions/measures and ideas about how to focus their own local evaluation activities. Dr. Whitebook has also worked individually with several counties that are moving ahead with local project evaluations. As

**Dr. Marcy Whitebook provided valuable technical assistance to counties on designing effective evaluations of compensation and retention programs.**

---

<sup>11</sup> Under Proposition 10, local communities must conduct evaluations of the activities they fund.

<sup>12</sup> PACE is an independent policy research center operated as a cooperative venture by the University of California at Berkeley and Stanford University.

noted by Dr. Whitebook, different counties are at different stages of planning project evaluations. This technical assistance activity has been well received by individual grantees.

During the second year of the technical assistance contract, Dr. Whitebook has been active in promoting discussion about evaluation methods and initial evaluation findings between the PACE evaluation team, local counties, and the state First Five Commission. She has also acted as an advisor to CCW in its efforts to involve child care educators and providers in organizing and advocacy efforts.

#### **SUMMARY OF QCCI SUPPORT FOR LOCAL COMPENSATION AND RETENTION INITIATIVES**

**Although its total investment in compensation and retention projects was modest, QCCI support has been particularly important to grantees because of several unique features.**

Throughout its two cycles of grantmaking, QCCI has provided funding to grantees that is flexible enough to be applied to high priority needs as they unfold. QCCI's support for local compensation and retention projects typifies this flexible, timely approach. Although the total level of QCCI funding in this area has been modest, the funding made an important difference for each grantee. The QCCI grants enabled advocacy grantees to develop broad consortia of stakeholders around compensation issues and gain increased support from elected officials and the general public. For the planning grantees, the QCCI grants helped to resolve key design issues and weave together multiple funding streams to accomplish local objectives. For the implementation grantees, QCCI funding helped the programs to reach their intended target audiences and address gaps in existing funding streams. The technical assistance from resource grantees helped counties come together to exchange information, document their accomplishments, and advocate for continued support from public funding sources.

Again, although the total amount of money QCCI has invested in supporting local compensation and retention initiatives is modest compared to the other sources of funding obtained by these projects, the QCCI investment has been particularly important to grantees because:

- *The timing and flexibility of the QCCI funding was unique.* The QCCI grants were timed to help projects get off the ground and advocate or apply for other funding at a time

when many counties were just beginning to design their projects and pursue local and state funding sources for ongoing support.

- *QCCI funding enabled a number of counties to weave together an integrated program* out of several different funding sources that each had different target groups and restrictions.
- *QCCI supported networking and information sharing among local counties, and communication about project accomplishments*, through its support for resource and technical assistance organizations such as the Center for the Child Care Workforce and the Labor Project for Working Families.
- *QCCI has encouraged local stakeholders to maintain a dual perspective* that recognizes the importance of both short-term and longer-term strategies to build the cohesiveness, advance the skills, and increase the financial rewards of the child care workforce.

As the QCCI pooled grantmaking draws to a close, the child care providers and early childhood educators in the Bay Area and throughout California stand poised at a critical turning point. Although public awareness of the need for higher wages for child care educators is at a high point—due, at least in part, to the local advocacy grants and technical assistance investments made by QCCI—the availability of public funding to pay for child care services is sharply constrained due to depressed federal, state, and local economies and severe budget shortfalls.

The philanthropic community obviously cannot solve this problem alone. However, working collaboratively through the Early Childhood Funders group and as individual grantmakers, the Bay Area philanthropic community can work to further the following related goals and priorities:<sup>13</sup>

- Promoting training and leadership development for the child care workforce and encouraging linkages between increased skills and increased compensation.

---

<sup>13</sup> These were identified as current priorities for the early childhood field by the individual funders participating in QCCI's second round of grantmaking in a Spring 2002 survey.

## *II. Compensation and Retention*

- Helping to close the child care funding gap by increasing public investments and promoting public/private funding blends.
- Preserving access to quality child care for working poor families.
- Supporting advocacy efforts to keep the public aware of quality child care issues and key public policy decision points.

**APPENDIX E:**  
**Outcomes for Compensation/Retention Grantee Goals,**  
**Outputs & Outcomes**

This page intentionally left blank.

Insert blank page here when making double-sided copies

**APPENDIX E**  
**COMPENSATION/RETENTION GRANTEE**  
**GOALS, OUTPUTS, AND OUTCOMES**

**ADVOCACY GRANTS**

- Contra Costa County Child Care Council
- Coleman Advocates for Children and Youth (San Francisco County)
- Child Care Coordinating Council of San Mateo County

**PLANNING GRANTS**

- Santa Clara County Office of Education/Local Child Care Planning Council
- Santa Cruz County Superintendent of Schools/County Child Care Planning Council

**IMPLEMENTATION GRANTS**

- Alameda County Child Care Planning Council
- Contra Costa County Office of Education/Local Planning Council for Child Care and Development
- Marin Education Fund

**TECHNICAL ASSISTANCE GRANTEEES AND CONTRACTOR**

- The Center for the Child Care Workforce
- The Labor Project for Working Families, Work and Family Coalition
- Marcy Whitebook, Institute for Industrial Relations, University of California, Berkeley

**Contra Costa County**  
**Grantee: Contra Costa County Child Care Council (\$25,000)**  
**12-month Advocacy Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>Increase public awareness of staffing and compensation crisis, as follows:</p> <ol style="list-style-type: none"> <li>1. Increase provider awareness of/participation in activities of the Contra Costa Coalition of Early Childhood Educators.</li> <li>2. Implement a public education campaign on compensation issues, using media advocacy as the core strategy.</li> <li>3. Coordinate state and local Worthy Wage Day activities for 2002.</li> <li>4. Help craft federal child care legislation and policy, working with Congressman Miller's office.</li> <li>5. Secure increased recognition of the need for quality child care from Contra Costa County elected officials.</li> <li>6. Establish a fund to support increased wages and professional development for local child care educators.</li> </ol>	<p><b>Goal 1.</b> Improved circulation of information about Coalition meetings.</p> <p><b>Goal 2.</b> Hired a media consultant and held a full-day media training for child care stakeholders led by Berkeley Media Studies group. Training was attended by members of the Coalition, Local Planning Council, Worthy Wage Coalition, and others.</p> <ul style="list-style-type: none"> <li>– Participants have written letters to editorial sections of local newspapers.</li> <li>– Grantee is preparing a video with stories of local providers.</li> </ul> <p><b>Goal 3.</b> Coalition worked with local Worthy Wage Coalition to plan and promote weeklong activities round Worthy Wage Day for May 2002.</p> <p><b>Goal 4.</b> Coalition members worked extensively with Congressman Miller's office on the Focus Bill, a national bill to compensate all early childhood education teachers.</p> <p><b>Goal 5.</b> This goal was de-emphasized after local Children and Families Commission voted to reduce future funding of child care stipend program. Activities were redirected to educating the Board of Supervisors and Commission members on the impact of child care stipends on educators, parents, and children.</p> <p><b>Goal 6.</b> Grantee consulted with legal advisors on establishing fund.</p>	<p><b>Goal 1.</b> Increased provider participation in Coalition meetings. Monthly meetings were attended by representatives from public and private child care centers from all parts of Contra Costa county. The Coalition is a viable force in working to build support for issues affecting the child care field.</p> <p><b>Goal 2.</b> Achieved a total of 14 media "hits" on child care issues directly related to grantee efforts, including articles, editorials, letters to the Editor, and a radio report.</p> <p><b>Goal 2.</b> A 7-minute video prepared by a local child care educator on the compensation issue aired several times on local cable TV.</p> <p><b>Goal 3.</b> 250 people attended a Worthy Wage Day rally in Concord headlined "S.O.S: Save our Stipends."</p> <p><b>Goal 5.</b> Coalition has developed a strategy to continue to influence legislators and decision makers on issues affecting child care educators and to continue to raise public awareness through a media presence.</p>

**San Francisco County  
Grantee: Coleman Advocates for Children and Youth, (\$75,000)  
24-month Advocacy Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>1. Build a citywide voice for child care advocates and increase support for compensation issues through community mobilizing events.</p> <p>2. Develop grassroots leadership within the child care workforce.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Brought together child care teachers, providers, advocates, administrators, and local legislators in an Advocacy Luncheon.</li> <li>• Sponsored Speak Up for Kids Days at City Hall in April 2001 and March 2002. The event in 2001 attracted 85 participants from the child care community. In 2002, this annual event attracted 250 participants.</li> <li>• Sponsored annual Baby Brigades at City Hall in 2001, and 2002. Each year over 300 parents, providers, caregivers, babies and toddlers participated.</li> <li>• Child care stakeholders participated in a Child Care Vigil to demonstrate broad support for funding for child care subsidies (December 2001).</li> <li>• 6,000 participants attended the fall 2002 San Francisco Family Fest, at which a new family-focused organizing group—SF Families United—was unveiled.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Trained 49 directors, teachers, and other provider representatives in organizing and advocacy skills at Summer Child Care Organizing Institute (August 2001).</li> <li>• Involved individual teachers and providers in meetings with Board of Supervisors and key city department staff.</li> <li>• Coordinated planning for a model peer-run support center for child care teachers.</li> <li>• Co-facilitated budget and advocacy training for teachers and providers. Helped engage 40 teachers, directors, and providers in budget advocacy meetings regarding the city’s 2003-2004 budget.</li> </ul>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Advocacy activities demonstrated to local and state decision-makers that there is active and sustained support for funding for child care compensation initiatives and public child care subsidies.</li> <li>• Public decision-makers acknowledge the needs of the child care field in considering policy and budget decisions.</li> <li>• In response to advocacy efforts, the budget for the City of San Francisco has so far preserved its \$12 to \$14 million in annual child care investments, including funding for WAGES+.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• SF Child Care Providers Association and Family Child Care Association have assumed major leadership roles in local and state level advocacy efforts on behalf of the early childhood workforce.</li> <li>• The Family Child Care Association received a commitment from the local First Five Commission to develop a peer-run support center for teachers.</li> </ul>

**San Francisco County  
Grantee: Coleman Advocates for Children and Youth, (\$75,000)  
24-month Advocacy Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>3. Build strong relationships with labor unions on workforce compensation issues.</p> <p>4. Develop compensation models that address the needs of family-child care providers</p>	<p><b>Goals 3 and 4</b></p> <ul style="list-style-type: none"> <li>• Facilitated the ongoing Child Care Organizing Roundtable.</li> <li>• Engaged leadership of the California Labor Federation in working with the Labor Project for Working Families on child care organizing.</li> <li>• Worked closely with several major labor unions and community organizing groups on unionizing organizing models and strategies</li> </ul>	<p><b>Goals 3 and 4</b></p> <ul style="list-style-type: none"> <li>• Several international unions—AFT, AFSCME, SEIU, UAW, and the Teamsters are now openly and actively interested in the organizing and unionizing potential of the child care workforce, including family child care providers.</li> <li>• The Family Child Care Association of San Francisco has developed a formal partnership with The United Child Care Union of Philadelphia, an AFSCME affiliate.</li> </ul>

**San Mateo County**  
**Grantee: Child Care Coordinating Council of San Mateo County (\$50,000)**  
**6-month Advocacy Grant**

QCCI Project Goals	Activities (Outputs) Completed	Outcomes Achieved
<ol style="list-style-type: none"> <li>1. Educate parents, employers, policy makers and the general public about the need for a local compensation and retention initiative and mobilize community support.</li> <li>2. Secure funding commitments for the local initiative (SaMCARES).</li> </ol>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Developed “advocacy action packs” for distribution to local child care providers. Educated providers about SaMCARES project.</li> <li>• Developed a plan for a countywide “doll and poster campaign” with media slogans to focus publicity for Worthy Wage Day on the link between skilled and committed child development professionals and quality child care. Fifty stakeholders participated.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Held community action meetings to train stakeholders on media advocacy. Thirteen stakeholders received training on media advocacy.</li> <li>• Organized postcard writing campaign to local Children and Families First Commission and Board of Supervisors.</li> </ul>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Seven articles and one opinion-editorial were published about SaMCARES.</li> <li>• Advocacy efforts funded by the QCCI grant overcame initial public bias against the movement to organize and professionalize the child care workforce.</li> <li>• Increased community and decision-maker awareness of and support for quality child care and CARES program.</li> <li>• Several local child care teachers emerged as leaders during process of conducting outreach to families and the community.</li> </ul> <p><b>Goal 2.</b> Secured funding for local SaMCARES initiative from local and state Children and Families First Commissions, State Department of Education (AB212), Packard Foundation, and federal Early Learning Opportunities Act. \$1.4 million secured for first round of stipend project will pay for stipends to 500 professionals.</p>

**Santa Clara County:  
Grantee: Santa Clara County Office of Education/Local Child Care Planning Council (\$25,000)  
12-Month Planning Grant**

QCCI Project Goals	Activities (Outputs) Completed	Outcomes Achieved
<ol style="list-style-type: none"> <li>1. Design and initiate a system of annual stipends to recognize and reward education and longevity among early childhood professionals.</li> <li>2. Develop eligibility requirements and application procedures.</li> <li>3. Apply for additional funds to support CARES initiative.</li> <li>4. Identify funding source for stipends for providers serving school-age children.</li> </ol>	<p><b>Goal 1.</b> The Local Planning Council developed a plan for distributing AB212 stipends as well as an initial plan for distributing stipends under the local Proposition 10 stipend program. The latter was subsequently reviewed by the staff at the newly created Professional Development Institute.</p> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• The Local Planning Council issued application forms to subsidized center directors and distributed the first round of AB212 stipends to workers in subsidized centers.</li> <li>• The county applied lessons learned from the first round of the AB212 stipend program to revise the procedures developed for its consolidated stipend program.</li> </ul> <p><b>Goal 3.</b> The Local Planning Council assisted the local Proposition 10 staff in developing a successful plan and proposal for the state Proposition 10 matching grant, because there was no other entity in existence yet to do this.</p>	<p><b>Goal 1.</b> QCCI enabled the county to continue planning for a seamless stipend system at a time when there were no other funds available to support a unified plan.</p> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Now that the local Proposition 10 commission has selected an operator for its Professional Development Institute, the county has been able to consolidate all stipend funding streams into a seamless program to be operated by a newly created Professional Development Institute.</li> <li>• A plan emerged for decentralized administration of the integrated stipend program, with key roles to be played by local community-based organizations as implementation partners.</li> </ul> <p><b>Goal 3.</b> Santa Clara County was awarded \$750,000 in state Proposition 10 matching funds for each of the next two years. Because the first round of state matching funds had to be committed by June 30, 2002, the program geared up for a rapid start-up.</p>

**Santa Cruz County**  
**Grantee: Santa Cruz County Superintendent of Schools/County Child Care Planning Council (\$50,000)**  
**Planning Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>Develop a two-phased child care workforce retention and compensation program:</p> <ol style="list-style-type: none"> <li>1. Phase I. Plan and secure funding for a stipend program to retain the most qualified teachers, directors, and family child care providers.</li> <li>2. Phase II. Design an initiative to increase the compensation (wages and benefits) available to the child care workforce.</li> </ol>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Grantee worked with local planning council and local Proposition 10 Commission to gain consensus on stipend program design and funding priorities (i.e., how to balance professional development and compensation objectives).</li> <li>• Developed a staffing plan for the implementation of the local CARES program (includes a full-time CARES project specialist and six core advisors).</li> </ul> <p><b>Goal 2.</b> CARES planning committee has developed a framework both for immediate stipend program and longer-term compensation initiative.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Secured local Proposition 10 commission and local child care planning council approval of a coordinated stipend matrix and plan that draws on both AB212 and local Proposition 10 funding.</li> <li>• The first round of CARES stipends were awarded during the spring of 2002.</li> </ul> <p><b>Goal 2.</b> Have identified several options for longer-term compensation proposals (recognizing that expensive proposals won't advance in the current budget climate), including:</p> <ul style="list-style-type: none"> <li>– Adding child care workers to a proposed state bill that would give K-12 teachers a tax credit.</li> <li>– Researching models for health pools and retirement benefits for child care workers.</li> </ul>

**Alameda County**  
**Grantee: Alameda County Child Care Planning Council (\$75,000)**  
**Implementation Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>1. Expand existing compensation/retention initiative in County to include non-subsidized school-age child care providers.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Completed program design and outreach for School Age Recognition Program (SARP). 126 first-round applications were received during 2001.</li> <li>• Completed first round of application review and approval. 112 applicants were approved for funding.</li> <li>• Awarded \$300 stipend and a free membership to the California School Age Consortium (CALSAAC) to eligible first-round applicants.</li> <li>• Received 167 second-round applications. 154 applicants were approved for funding.</li> <li>• \$300 stipend and CALSAAC membership were awarded to eligible second-round applicants.</li> </ul>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• QCCI funding allowed county to expand the coverage of its ongoing compensation/retention initiative by including school-age providers not eligible under Proposition 10 and AB212 funding.</li> <li>• All SARP recipients were enrolled as members in CALSAAC as part of their program participation.</li> <li>• About one-fourth of the SARP recipients each year attended the fall Alameda County Child Development Corps seminar.</li> <li>• Recipient surveys indicate that more SARP recipients took one or two child development classes during the second year of the program than the first.</li> </ul>

**Contra Costa County**  
**Grantee: Contra Costa County Office of Education/Local Child Care Planning Council (\$25,000)**  
**Implementation Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>1. Provide a small financial reward to recognize the contribution made by non-state-funded school-age child care providers.</p> <p>2. If additional funds were to become available, this group could be incorporated into the county's ongoing Professional Development Program (stipend program).</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• 2,000 flyers mailed to all family child care providers and child care centers in Contra Costa County.</li> <li>• Over 100 applications mailed to providers; 51 completed applications received within the specified time frame.</li> <li>• 43 eligible applicants received awards, including 2 family child care providers.</li> <li>• Awards of \$515.00 mailed to each eligible applicant.</li> </ul>	<p>Gave non-state funded providers serving school-age children the opportunity to participate in the professional growth and retention initiative, albeit with a smaller stipend than that received by other participants.</p>

**Marin County  
Grantee: Marin Education Fund (\$50,000)  
Implementation Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>3. Support outreach for first round implementation of MarinCARES initiative.</p> <p>4. Support design and implementation of local evaluation of MarinCARES.</p> <p>5. Identify and address gaps in local professional development system.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• During first round of stipend program: (1) prepared English- and Spanish-language application guides and materials and disseminated materials to all licensed family child care homes and centers and license exempt providers caring for children of CalWORKs clients and (2) advertised and held 10 outreach clinics and several on-site staff orientations at large providers and reached about 290 people with orientation sessions.</li> <li>• During the second round of stipend program: (1) revised application and guide to clarify procedures for new and renewing applicants; (2) adjusted stipend levels and application guides to encourage providers to participate and achieve important training/permit benchmarks; and (3) increased second round outreach efforts targeted to family child care providers.</li> </ul> <p><b>Goal 2.</b> Developed evaluation questions and selected local evaluator. Evaluation activities completed during project period included:</p> <ul style="list-style-type: none"> <li>• Conducted focus groups on customer and stakeholder satisfaction, spring 2002.</li> <li>• Collected and analyzed impact on providers in terms of training, permit applications/waivers, length of service, and turnover rates; first year report completed October 2002.</li> </ul> <p><b>Goal 3.</b> Reviewed experiences of program participants to identify professional development gaps.</p>	<p><b>Goal 1</b></p> <p>First round program outcomes included the following:</p> <ul style="list-style-type: none"> <li>• Received 600 applications for the first round of MarinCARES stipends. This is a high rate of participation—estimated at 50% of eligible providers.</li> <li>• Merged multiple funding sources (Proposition 10 and AB212) to achieve funding for all eligible applicants. Awarded initial stipends to 490 eligible applicants.</li> </ul> <p><b>Goal 2.</b> Completed initial evaluation.</p> <p><b>Goal 3</b></p> <ul style="list-style-type: none"> <li>• Identified the following professional development gaps: need to improve the availability of education and career counseling for early childhood educators; need to expand training opportunities at non-traditional sites and during evening or weekend hours; need to increase early childhood education offerings for Spanish-speakers. Worked with College of Marin to develop services to fill gaps.</li> <li>• Identified scarcity of qualified people to provide local review of documents for Child Development Permit applications.</li> </ul>

**The Center for the Child Care Workforce (\$90,000)  
Technical Assistance Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>1. Support information sharing and networking between and among leaders and program managers in local counties.</p> <p>2. Provide technical assistance to Bay Area counties to help them develop, implement, and evaluate their local child care compensation and retention programs.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Has convened monthly CARES meetings attended by Bay Area counties and others. Meetings are used to share county information, share updated research findings, hear resource speakers, and discuss timely issues. Detailed meeting notes are provided to 356 groups and individuals on the CARES e-mail list.</li> <li>• Has developed a web-site to support continued information and innovation sharing among people working on building a skilled and stable child care workforce at <a href="http://www.caccwrc.org">www.caccwrc.org</a>.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Has responded to requests for one-on-one technical assistance on a variety of information and program design requests.</li> <li>• Has developed and disseminated materials and reports describing local programs and implementation progress.</li> <li>• Has helped counties document local impacts and communicate with the State First Five Commission to build support for the renewal of the state's commitment to matching funds support for local compensation initiatives.</li> </ul>	<p><b>Goal 1.</b> Planning and implementation grantees reported that the monthly CARES meetings are extremely valuable; these meetings enabled them to learn from the experiences of other counties.</p> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• During the period of this technical assistance grant, local compensation and retention programs have spread rapidly within the Bay Area and throughout the state.</li> <li>• Although CCW has not directly assisted all counties in California with their programs, they have helped to document the implementation of these programs in local areas throughout the state.</li> <li>• Currently 56 of 58 California counties are providing stipends to at least some members of the child care workforce (i.e., at least employees of state-funded centers, using AB212 funds) using a variety of funding streams that currently total \$45.0 million annually. Forty-eight counties have received support for CARES-type programs from local and state First Five Commission funds.</li> </ul>

**The Center for the Child Care Workforce (\$90,000)  
Technical Assistance Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>3. Collaborate with other resource organizations to help build local- and state-level coalitions that support compensation and retention issues.</p>	<p><b>Goal 3</b></p> <ul style="list-style-type: none"> <li>• Staff has spoken at public hearings, CARES forums and national, state, and local conferences to promote CARES program model. Has provided information and local contacts to the media.</li> <li>• Project has helped organize a network of early childhood teachers and family child care providers called the California Child Development Corps. As its first issue, the Corps spearheaded a successful “Save CARES” campaign. A longer-term goal is to strengthen the voice of early childhood educators in policy decisions in California.</li> <li>• When Center for the Child Care Workforce discontinued its work as a free-standing national organization in late 2002, the Bay Area CARES technical assistance project was transferred to the United Way of the Bay Area. Project staff have been transferred to the ongoing project—now known as Working for Quality Child Care—housed at United Way’s San Francisco office.</li> </ul>	<p><b>Goal 3.</b> The State First Five Commission has agreed to continue providing matching funds for local compensation initiatives, as long as local programs align their program designs with certain other state First Five priorities, such as school readiness and increased outreach to family child care providers.</p>

**The Labor Project for Working Families,  
Work and Family Coalition (\$55,000)  
Technical Assistance Grant**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<p>1. Help local compensation and retention grantees to involve the labor community as partners in advocating for improved child care compensation.</p> <p>2. Collaborate with other local, regional, and state-level groups to involve the labor community in efforts related to child care compensation and retention.</p>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Sponsored workshops for child care advocates in Alameda County on compensation/retention issues.</li> <li>• Helped a group in Alameda County initiate a campaign for health benefits for child care providers. This group is organizing, raising funds, and planning for the launch of an active campaign.</li> <li>• Disseminate information about local activities to other counties using a monthly bulletin, flyers, and e-mails.</li> </ul> <p><b>Goal 2.</b> Convened a state-level Child Care Policy Work Group with participation by union leaders, state legislative staff, and researchers at U.C. Berkeley to identify options for state policies to improve compensation and working conditions for the child care workforce.</p>	<p><b>Goal 1.</b> Sixty-five child care providers attended Alameda County meetings to plan health benefits campaign. The labor/child care-provider consortium working on this issue is close to launching itself as an independent project.</p> <p><b>Goal 2.</b> The Child Care Policy Work Group has developed a committed group of researchers, child care stakeholders, and union leaders who now share a detailed understanding of child care financing issues and organizing models used in other industries.</p>

**Marcy Whitebook, Institute for Industrial Relations  
at the University of California, Berkeley (\$55,000)  
Technical Assistance Contract**

<b>QCCI Project Goals</b>	<b>Activities (Outputs) Completed</b>	<b>Outcomes Achieved</b>
<ol style="list-style-type: none"> <li>1. Support local compensation and retention grantees in designing and planning evaluation activities.</li> <li>2. Serve as a liaison between state-level evaluation of compensation/retention projects and local counties operating programs.</li> <li>3. Help respond to state-level budget and policy issues related to compensation and retention goals.</li> </ol>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Convened local compensation and retention grantees to discuss local evaluation questions and outcome measures and share evaluation issues. Developed and disseminated a summary list of evaluation stakeholders and possible outcome measures.</li> <li>• Met individually with San Francisco, Marin, and Santa Clara Counties to discuss planned local evaluations.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Has served as technical advisor to PACE statewide evaluation.</li> <li>• Has helped promote communication and discussion about evaluation methods and findings between PACE evaluators, local counties, and state First Five Commission.</li> </ul> <p><b>Goal 3</b></p> <ul style="list-style-type: none"> <li>• Has participated as a member of the State Compensation Roundtable and on efforts to work with labor on child care compensation issues.</li> <li>• Has helped review different child care and budget bills as they come through the Governor’s Office to identify important issues.</li> </ul>	<p><b>Goal 1</b></p> <ul style="list-style-type: none"> <li>• Counties have a better understanding of the types of questions that can be addressed with local evaluations.</li> <li>• Marin County has developed a clear set of evaluation questions, issued an RFP, selected an evaluation contractor, and completed its local evaluation.</li> </ul> <p><b>Goal 2</b></p> <ul style="list-style-type: none"> <li>• Local counties have provided useful feedback to the PACE evaluators on how to interpret PACE findings.</li> <li>• PACE has developed clear summaries of its research methods, data limitations, and early findings for public distribution.</li> <li>• PACE has encouraged policymakers to wait for evaluation results that will be able to shed light on important policy questions.</li> </ul>