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## SOCIAL POLICY RESEARCH ASSOCIATES

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

#### **Executive Summary**

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## EXECUTIVE SUMMARY

The *Report on the Second Round of the Quality Child Care Initiative* documents the activities and accomplishments of the Quality Child Care Initiative (QCCI) between July 2000 and June 2003, throughout the planning and execution of its second round of collaborative grantmaking. This is the final evaluation report prepared by Social Policy Research Associates (SPR) for the QCCI Leadership Team. A companion report—(Deborah Kogan, Jennifer Henderson, et. al., *Report on the First Round of the Quality Child Care Initiative*, April 30, 2001)—summarized the activities and accomplishments of QCCI during its first round of grantmaking.<sup>1</sup>

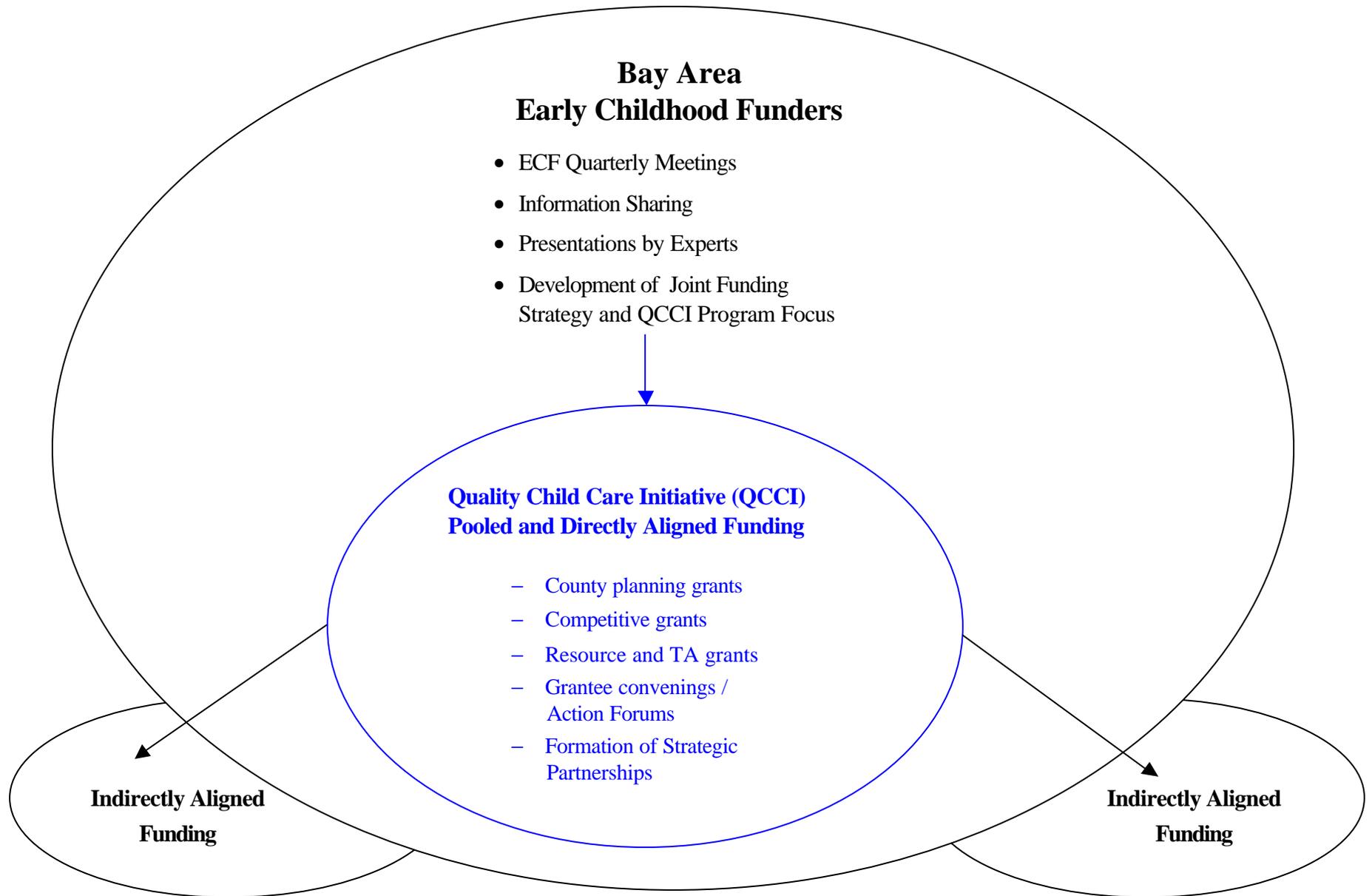
### OVERVIEW OF THE QUALITY CHILD CARE INITIATIVE

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 as the Bay Area Early Childhood Funders (ECF) group to share information and ideas based on their common interest in funding projects that support young children and their families. With the passage of national welfare reform legislation in 1996, ECF members 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, ECF members created QCCI in 1997 as a funders' collaborative with the overall goal of increasing the availability of high quality child care for low-income children and families in the Bay Area. This funders' collaborative set out 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. Exhibit 1 shows how QCCI emerged as a project of the Early Childhood Funders using pooled and directly aligned funds to support its program of joint grantmaking. In addition to participating in QCCI's pooled grantmaking program and making directly aligned grants, a number of participating

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<sup>1</sup> The Executive Summary and full Report, as well as the earlier report on the first round of QCCI, will be available at the web site of Action Alliance for Children, [www.4children.org/QCCI.htm](http://www.4children.org/QCCI.htm).

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



funders made independent grants that were indirectly aligned with QCCI (i.e., that furthered QCCI objectives and priorities).

As described in the *Report on the First Round of the Quality Child Care Initiative*, the model of grantmaking developed by QCCI included several key features:

- *The development of a comprehensive vision of the different issues that affect quality child care* and a conceptual framework that explained how these issues fit together.
- *A highly collaborative leadership style*, in which staff from participating funders shared their expertise and volunteered their time to lead the work of the collaborative, irrespective of the amount of resources any particular funder brought to the table.
- *The use of a multi-pronged approach* that not only made direct grants to support individual projects, but also sponsored community forums to identify and discuss priority issues, funded technical assistance and resource grantees, supported grantee convenings around timely issues, and developed strategic partnerships between the philanthropy community and local and state government stakeholders.
- *The design of flexible funding options for participating funders*, including the ability to choose between making a contribution to a pooled grantmaking fund and/or making independent but aligned grants.
- *The design of inclusive opportunities for funder participation that allowed for a range of engagement levels*, from receiving meeting summaries and materials, to attending funder briefings, to participating in the design of QCCI requests for grant proposals.

#### **LESSONS LEARNED FROM THE FIRST ROUND OF QCCI GRANTMAKING**

In September 1998, the QCCI funders announced the award of \$1.2 million in pooled funds to 56 different organizations to support 67 different projects ranging in duration from three to 18 months. The projects selected for Round 1 funding addressed needs in five strategic areas targeted by an initial strategic planning process: training, advocacy, linkages, facilities, and consumer education. SPR conducted a retrospective evaluation of this first round of grantmaking. Several key findings emerged.

- 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.
- Participating funders appreciated the different investment options provided by QCCI. Some participating funders were comfortable pooling their investments with those made by other foundations. Other funders appreciated the option of being able to make aligned grants, over which their boards exercised direct control.
- Funders praised QCCI for taking a *regional* approach to the issues of early childhood education that allowed the Initiative to pool resources and capitalize on the expertise of diverse child care stakeholders. This approach allowed QCCI to create information-sharing, advocacy, and practitioner networks that benefited the entire eight-county region.<sup>2</sup>
- 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.

## **ROUND 2 GRANTMAKING FRAMEWORK**

Lessons learned from Round 1, as well as direct feedback provided by grantees, were influential in shaping a strategic framework for a second round of QCCI grantmaking. For its second round of grantmaking, QCCI reduced the overall number of QCCI grantees, increased the typical grant level and targeted the compensation and retention of the child care workforce as the most critical issue. This was in response to feedback that QCCI might be more effective if it concentrated 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 designated issues.

Another adjustment in the strategic framework for Round 2 called for the support of child care advocacy efforts that were grounded in a particular high stakes issue, rather than targeting a broad range of issues. To realize this change, QCCI invited proposals for

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<sup>2</sup> The eight counties are: Alameda, Contra Costa, Marin, Monterey, San Francisco, San Mateo, Santa Clara and Santa Cruz.

advocacy projects designed to secure local funding for compensation and retention initiatives for the child care workforce. QCCI also continued to fund a parent advocacy project that was initially more broadly focused, but which found an effective focal point in a hotly debated state proposal to eliminate separate funding for child care subsidies for households that had recently transitioned off of welfare.

Also in response to grantee feedback from Round 1, QCCI promoted the increased dissemination of best practices throughout the region by relying on Round 2 resource and technical assistance organizations to reach out to stakeholders and practitioners, including those located in traditionally underserved areas of the Bay Area.

The strategic framework for Round 2 targeted four objectives:

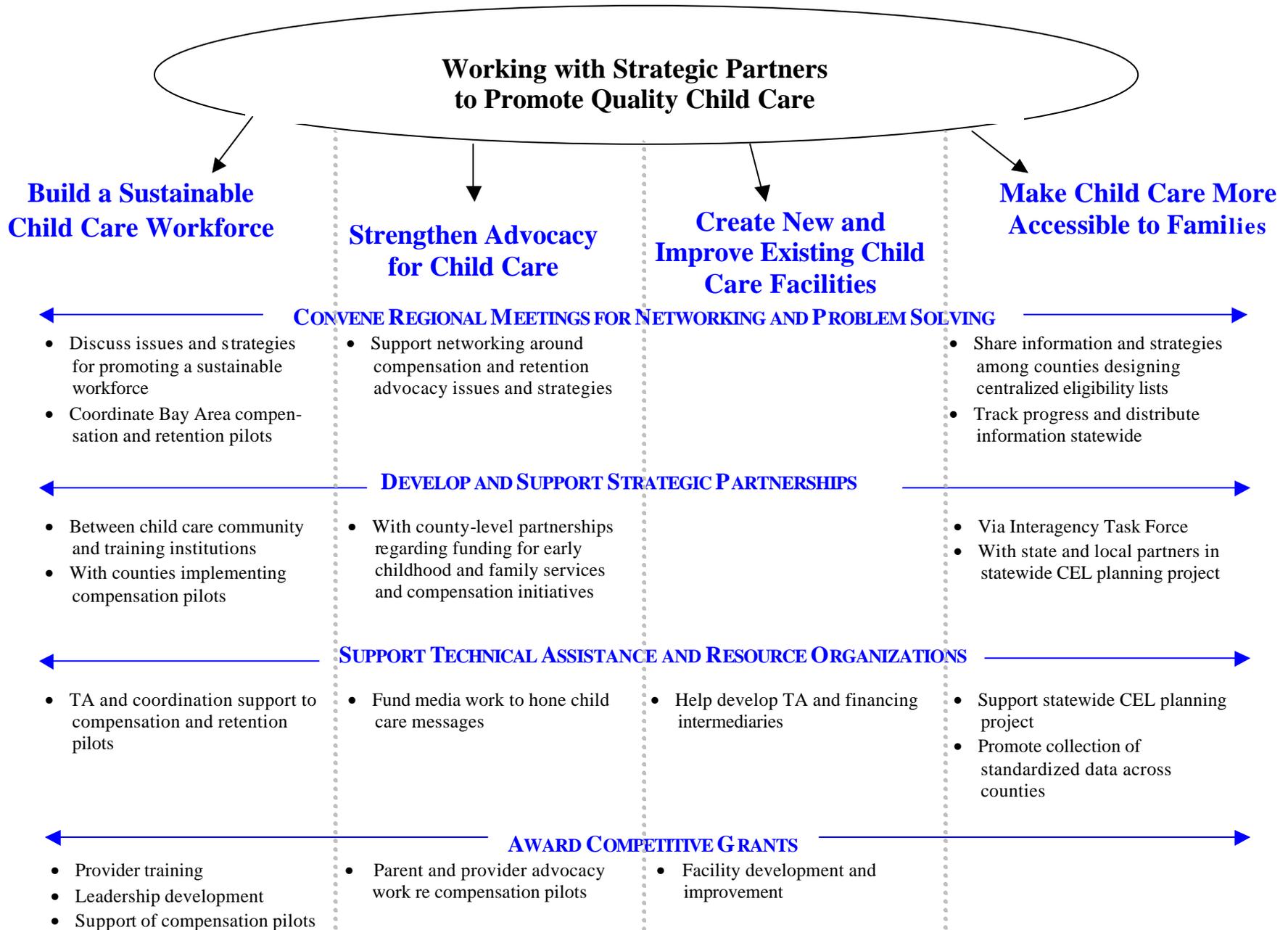
- Build a sustainable child care workforce
- Strengthen advocacy for child care
- Create new and improve existing child care facilities
- Make child care more accessible to families.

The strategic framework for Round 2, shown in Exhibit 2, makes explicit QCCI's multi-faceted approach, which included four levels of activities: (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.

## **OVERVIEW OF THE QCCI EVALUATION**

The QCCI Leadership Team asked SPR to design an evaluation that would document effective practices in quality child care design and operations for the benefit of early education stakeholders and practitioners, as well as effective practices in collaborative grantmaking for the benefit of the philanthropic community. To address these dual objectives, the QCCI evaluation has included two broad components—a *study of funded projects* and a *funders study*. The study of funded projects has documented the outcomes achieved by individual grantees. To support the study of funded projects, the evaluators worked with each grantee to identify measures of project outputs and

## EXHIBIT 2 STRATEGIC FRAMEWORK FOR QCCI ROUND 2



outcomes and assisted grantees to collect and report data on these measures.<sup>3</sup> The study of funded projects also assessed the effectiveness of the approaches tested by grantees and the lessons learned by grantees as a result of their projects.

The participating funders also wanted the evaluation to address the organizational significance of their collaborative undertaking. This aspect of the evaluation—the funders study—has focused on the role that QCCI played for its participating funders as an experiment in collaborative grantmaking. Among the issues addressed in the funders study are questions about the organization of QCCI, to what degree individual funders have been involved in QCCI, and how QCCI has influenced individual funders. The funders study also documents how the QCCI Leadership Team went about developing a responsible exit strategy as the second round of joint grantmaking has drawn to a close.

## **FINDINGS FROM THE STUDY OF FUNDED PROJECTS**

### **Support for Local Compensation/Retention Projects**

In September 2000, QCCI invited proposals from partnerships within communities for projects to support the planning, development, implementation, and evaluation of countywide compensation and retention initiatives for child care workers. In January 2001, QCCI awarded a total of \$350,000 to eight local compensation/retention projects. Three of the eight grants were awarded to *advocacy* projects designed to mobilize parents and providers around gaining support for local compensation initiatives. Two of the eight grants were awarded to support *planning* projects in counties that had already secured funding commitments from their local Proposition 10 commissions<sup>4</sup> for compensation programs. The remaining three grants were awarded to support the initial and/or ongoing *implementation* of compensation and retention programs. To support individual grantees and build a learning community that could support peer information exchange, QCCI funded three additional entities to provide technical assistance to the QCCI compensation and retention grantees.

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<sup>3</sup> Appendices to the full report include tables summarizing the specific objectives identified by each grantee, the outputs relevant to that objective, as well as the outcomes or accomplishments resulting from the activity.

<sup>4</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.

QCCI's support for local compensation and retention projects provided timely support that was flexible enough to address local needs. 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. 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. Advocacy grantees found that workforce compensation and retention issues worked well as a focus for advocacy projects. These projects helped bring together center-based staff and family-based care providers and build broad coalitions that included parents, educators/trainers, labor organizations, worthy wage coalitions, and care giver associations. However, grantees found it challenging to sustain involvement by child care teachers in advocacy/organizing efforts over time.

For the planning grantees, the QCCI grants helped to resolve key design issues and weave together multiple funding streams to accomplish local objectives. Despite their rapid progress in designing and initiating local programs, planning grantees said that design of local stipend programs would be a "work in progress" for some time. Ongoing design issues include how much to raise the bar between initial and continued eligibility and how to reach family child care providers and individuals from underrepresented groups.

For the implementation grantees, QCCI funding helped the programs reach their intended target audiences and address gaps in existing funding streams. Implementation project grantees learned that it was essential to build partnerships with key players in the education/professional development arena. These partnerships were essential to expand opportunities for classes and workshops needed by individuals participating in the stipend program, and particularly to increase early childhood education offerings at non-traditional sites, during evening or weekend hours, and for Spanish-speaking participants.

The technical assistance from QCCI-funded resource grantees helped counties come together to exchange information, document their accomplishments, and advocate for continued support from public funding sources. As a result, the child care communities in the Bay Area and throughout California made rapid progress in implementing local compensation and retention projects. Nevertheless, the region stands

poised at a critical turning point as the QCCI pooled grantmaking draws to a close. 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.

### **Support for Provider Training and Leadership Development**

The provider community and the QCCI Leadership Team viewed the professional development of the child care workforce as a critical element needed to build a sustainable child care workforce. In March 2001, QCCI invited proposals for Round 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.

Additional priority criteria for the selection of training and leadership grantees included (1) projects designed to expand the grantee's service area to include additional counties within the Bay Area, and (2) projects that offered credit-bearing courses and incorporated some combination of the following factors of success: (a) planning *with* rather than *for* staff; (b) improving access by offering training in community-based settings, in appropriate languages, at convenient locations and times, and at low cost; and (c) using methods such as connecting theory to practice and providing technical assistance and follow-up support to trainees at child care delivery sites.

During Round 2, QCCI made grants of \$100,000 each to four resource organizations for the provision of leadership and training services to members of the child care workforce. The funded organizations were: The Bay Area Network for Diversity Teaching in Early Childhood (BANDTEC), California Early Childhood Mentor Program (CECMP), Family Resource Network of Alameda County (FRN), and the Infant

Toddler Consortium (ITC). The four funded projects were multi-faceted and ambitious in nature, generally engaging in the following broad activities: developing curricula and training materials; recruiting and training trainers and/or participants; expanding coverage and/or improving outreach; delivering training; disseminating resource materials; and increasing public awareness.

BANDTEC, which was funded to help child care professionals work with their organizations to increase sensitivity to issues of ethnic and cultural diversity, achieved different levels of outcomes for participants in different project activities. For instance, for the eight diversity interns who completed their training, outcomes included a thorough classroom-based study of diversity concepts as well as experience in applying diversity awareness tools to their “real world” agencies. On the other hand, the 202 attendees of BANDTEC’s public forums were impacted in more modest ways, such as receiving an introduction to diversity concepts. CECMP, which was funded to help develop leadership and management skills among center directors, demonstrated a modest but growing number of center director-mentor relationships in the Bay Area, and realized rapid growth in director participation in CECMP’s Director Mentor Institutes and Director Seminars. FRN, which was funded to help child care providers be more inclusive with respect to children with special needs, realized its greatest successes at the system level by representing the voice of families with special needs on eight local and state councils and advisory bodies, providing leadership of all Alameda County’s SB 1703 activities<sup>5</sup>, and providing key training services to local resource and referral staff on inclusive services. FRN’s work at the system level represented a critical step in raising the *visibility* of children with special needs. ITC, which was funded to expand its infant and toddler training to reach non-English speaking providers and additional counties, successfully developed and piloted three new infant-toddler training models.

Overall, grantees’ experiences emphasized that training is not a single activity, but rather needs to be part of an intensive cycle involving: relationship-building and needs assessment; curriculum and resource materials development; outreach to targeted

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<sup>5</sup> Introduced by State Senator Escutia and signed into law by Governor Davis in September 2000, SB 1703 provided \$42 million in one-time state funding to expand and improve facilities and equipment in state-subsidized child care programs, with particular attention to expanding program capacity to serve children with special needs. With state approval, up to 30% of the funds provided to a locality could be used to expand the capacity of nonstate-subsidized child care providers to serve children with special needs.

recipients, to the broader child care community, and at times to the community at large; delivery of training; and provision of follow-up support. With such a broad array of activities needed to accomplish training goals, it was unlikely that 12 or even 18 months would be sufficient to reach large numbers of practitioners, or to realize significant change in practitioners' knowledge and/or behaviors. Thus, training and leadership grantees provided little evidence of achieving this level of impact. This finding points to the need to: (1) plan for longer project cycles in order to take training efforts to scale, and (2) plan for grantees to engage in specific follow-up data collection activities in order to see how their training activities affect providers in their work and organizations in the longer term.

Despite the fact that training and leadership grantees realized only limited impacts at the provider level, QCCI's support was critical in laying the foundation for future, successful training efforts—e.g., by translating a training curriculum into the Spanish language and culture, or by establishing a new working relationship between an agency and a county. In general, QCCI's support allowed grantees to deepen and/or expand their work and to work toward fundamental organizational goals, such as providing multilingual training services. QCCI's support was also crucial for raising the visibility of grantees' work and organizations, thus opening the doors to additional funders and relationships that will allow grantees to further their training efforts and goals. In this way, QCCI support allowed training and leadership grantees to build their own organizational capacity as well as that of their training recipients.

Finally, QCCI's support "bought" a number of key lessons that may be applied to future training and leadership development efforts in the early childhood education field. These lessons may be generally described as: the need to devote time and use flexibility to expand training services to additional geographic areas; the need for proactive strategies to reach traditionally underserved training populations; the critical nature of *dialogue* or informal conversation as a tool for both outreach and training; the need for *cultural* as well as linguistic translation of training curricula; the importance of securing *organizational* involvement in and support for trainees' work; and the advantages of arranging credit-based training opportunities.

### **Support for Child Care Advocacy**

During Round 2, QCCI supported child care advocacy projects in several different ways. First, QCCI provided \$150,000 to support advocacy efforts in three counties as part of its project to support local compensation and retention initiatives, as described in a

previous section. Second, the QCCI Leadership Team made four 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. Third, the QCCI strategic framework called for QCCI to fund media work to hone child care advocacy messages.<sup>6</sup>

QCCI support to Parent Voices included \$20,000 mini-grants to each of the Parent Voices chapters in San Francisco, Contra Costa, and Alameda Counties, and \$20,000 to the California Child Care Resource and Referral Network to act as a coordinator of chapter efforts in planning and implementing a “parent summit” at which parents’ priority issues relating to child care would be communicated to key state and local decisionmakers in a public setting. The Round 2 project—called Parent Action for Child Care Today (PACCT)—was designed to develop and promote a parents’ platform that would influence the local and state legislative agenda in support of quality child care. PACCT was intended to provide a focus that would be used at the local level to recruit parents to participate in Parent Voices and get them involved in planning and advocacy activities. Second, by coordinating individual chapter activities around a unified regional Parent Summit, PACCT was intended to increase the visibility and stature of the Parent Voices organization statewide and help it raise parents’ child care concerns to the top of the agenda for local and state policy-makers in California.

The QCCI-funded PACCT project led to substantial organization-building accomplishments for Parent Voices. The PACCT project successfully engaged parents in multiple stages of event planning and development and succeeded in giving parents a strong voice as a result of the political platform disseminated at the Parent Summit. In addition to supporting focused activities of the existing Bay Area chapters of Parent Voices, PACCT was successful beyond its expectations in terms of drawing parent participants from several California counties considerably beyond the San Francisco Bay Area. The fact that parents traveled from many parts of the state to participate in the Parent Action demonstrates the potential for the formation of Parent Voices chapters in additional counties.

In addition to helping Parent Voices mature as an organization, the PACCT project enabled parents to participate effectively in state debates about child care policy. During

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<sup>6</sup> This activity was ultimately supported through an independent grant made by the David and Lucile Packard Foundation.

the project period, the Governor's proposed budget cuts in child care created a compelling call for action that has served as the primary catalyst for parent involvement. Using the Parent Summit advocacy event as a stepping stone, Parent Voices created an expectation that parents should be consulted about the child care agenda and can be expected to participate in key public policy decisions affecting child care funding. Despite these successes, the experience of Parent Voices suggests that without ongoing funding for paid staff, it will be difficult to sustain parent advocacy efforts.

### **Support for 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 financial institution that provides housing and facility-related technical assistance to nonprofit organizations serving low-income people. 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. Supported activities included needs assessments, feasibility studies, project design, as well as developing organizational capacity to carry out facility-related fundraising and planning.

In addition to providing for the actual planning grants to centers, the Predevelopment Pool grant to LIIF was also designed to: (1) provide technical assistance workshops and materials to child care providers in order to build capacity in the areas of business practices and facilities development, and (2) link child care providers with appropriate consultants in the field of facilities development, such as engineers and architects with expertise in child care facilities. LIIF made progress toward its prime objective by awarding planning grants to 12 centers that, as a group, planned to create 372 new spaces. However, because the Predevelopment Pool grants were awarded at the end of the QCCI funding period, no information is available on whether the grantees actually made progress in developing the planned spaces. Because predevelopment activities may occur a long time before the actual start of construction, a review of the

project also identified the need to develop intermediate outcome measures that capture progress made in the facility development process.

Although they were able to support facilities development efforts by centers that already had the organizational capacity to manage a capital development project, LIIF found that a number of centers applying for predevelopment grants were not yet at the necessary threshold of organizational skills to benefit from assistance with facility development. Thus, the project identified a widespread need for help with basic organizational capacity building and began to build referral linkages with other organizations that could help address this need. Priority centers (those serving low-income families and children with special needs) often needed the greatest amount of technical assistance and capacity building.

LIIF also made considerable progress toward its other long-term objectives: increased practitioner knowledge, new funding commitments to sustain the Predevelopment Pool, and new or enhanced systemic relationships (e.g., between child care centers and development specialists and organizations). QCCI's support has provided LIIF with a level of credibility that has proved crucial to opening the doors to additional sources of financial support for LIIF's child care facility development line of business. Although not all of the additional funding is earmarked to support the Predevelopment Pool Fund, it is important to note that CCFE had four key funders at the time it received its QCCI grant; the program now enjoys the support of 14 funders. Key among these new funders is the David and Lucile Packard Foundation, which has asked LIIF to administer the financing services component of its new Affordable Buildings for Children's Development (ABCD) Fund—formed in order to create a statewide intermediary for financing facilities development via private and philanthropic investments. The ABCD Fund demonstrates an increased commitment by major foundations to address child care facilities development issues.

### **Making 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 most needy families were served first, and increase the efficiency of provider operations. In addition, it was hoped that compiling

data from multiple county-level information systems would be helpful in convincing legislators to increase the level of state funding for child care subsidies. With QCCI support 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 QCCI funders strongly encouraged the State of California to support the CEL initiative, the State made a substantial contribution of public funds to this effort by allocating \$1.5 million in the 2001 budget to implement pilot CEL systems in ten California counties.

During its second round of grantmaking, QCCI continued to play an important supporting role in facilitating meetings of the state's CEL Task Force and supporting networking on CEL design and implementation issues among all counties in the state. In the fall of 2002, after the state-funded CEL Pilot Project had been underway for a year, QCCI organized and co-sponsored a third round of regional meetings of CEL planners and managers from counties throughout the state. Topics discussed at this round of meetings included strategies for securing future funding for continued CEL implementation in the pilot counties and expansion of CELs to additional, non-pilot counties. In addition, counties participating in the CEL Pilot Project shared details regarding the implementation challenges they had encountered and how these challenges had been addressed.

QCCI has made important contributions to the development of CELs in California's counties. These contributions have been particularly critical in:

- (1) supporting the early planning for CEL design and implementation at the county level;
- (2) assisting the state to play a leadership role in guiding county implementation efforts;
- (3) building a consistent framework for CEL data collection and information management and encouraging technology vendors to support the standardized data elements; and
- (4) supporting information-sharing between pilot and non-pilot counties.

Stakeholders assert that without the logistical planning and support provided by the philanthropic community, individual counties and the state would not be as far along as they currently are in testing the CEL approach. The QCCI CEL Project has also provided a model of how modest but strategic investments by the philanthropy community can stimulate the public sector to make significant investments in projects that address the

needs of children and their families. However, without continued state funding, many counties will be unable to move forward on CEL development.

## **FINDINGS FROM THE FUNDERS' STUDY**

### **Evolution of QCCI Participation, Administration, and Leadership**

The Round 2 funders study describes how QCCI's collaborative funding model and its organizational supports evolved during the second round of funding. Twelve of the 21 second-round funders were foundations that had previously participated in the first round of QCCI grantmaking. Perhaps as a result of its open and inclusive practices, QCCI succeeded in expanding the group of second-round funders to include nine foundations that had not previously participated in Round 1. Although there was some turnover in individual funder participation between the first and second rounds of QCCI grantmaking, overall, ECF and the participating QCCI funders retained a stable, core membership over time.<sup>7</sup> This core permitted the collaborative to continue operations with a shared sense of identity and purpose.

Participating second-round funders appeared to be more comfortable making contributions to the pooled fund, perhaps because QCCI had a proven track record as a multi-funder collaborative by the time it sought funding commitments to support Round 2 grantmaking. While nine of the funders during Round 1 chose to make directly aligned grants either instead of or in addition to pooled contributions, only one Round 2 funder chose to make a directly aligned grant.

Although QCCI administrative staffing experienced significant turnover during the second round, this did not appear to disrupt the operations of the collaborative. QCCI was fortunate to have a full-time staff director during much of the summer and fall of 2001 when the detailed work plan for the second round of QCCI grantmaking was being developed. Late in 2001, the QCCI Director left her position with QCCI. Consultants were hired to take over QCCI administrative functions. To fill the consultant role, QCCI was able to find individuals who had strong backgrounds in child care issues in the San Francisco Bay Area and who were able to interface effectively both with QCCI funders

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<sup>7</sup> QCCI experienced modest turnover and substantial growth in funder participation between its first and second rounds of grantmaking. Three-fourths of the 16 foundations that participated in Round 1 made additional contributions to QCCI to support Round 2 grants. In addition, the total number of foundations that participated during Round 2 increased from 16 to 21 (an increase of 31%).

and grantees. As a result, the collaborative was able to maintain relatively seamless staff support of Round 2 operations.

Turnover in employment and job responsibilities among the founding members of the QCCI Leadership Team also posed a challenge to the collaborative midway through the second grantmaking period. The initial members of the QCCI Leadership Team—four of whom had sustained a high level of commitment to QCCI since its initiation in 1997—experienced significant changes in their job and organizational affiliations starting in 2001. Two of the initial members of the leadership team left their jobs with participating foundations. The remaining two individuals were increasingly called upon by their employers to become involved in new foundation initiatives. To ensure continuity of leadership for the shared grantmaking program, the individuals on the QCCI Leadership Team agreed to continue to carry out their QCCI fiscal and program leadership responsibilities as individuals until the completion of the Round 2 grantmaking period in the spring of 2003. However, in the fall of 2002, the outgoing QCCI Leadership Team put the ECF membership on notice that, with the conclusion of QCCI, the Early Childhood Funders would need to develop new leadership.

Many of the funders participating in quarterly ECF meetings expressed a strong interest in continuing to collaborate on early childhood education issues in some format after the end of QCCI's Round 2, even if the collaboration would no longer include pooled grantmaking. Thus, the QCCI Leadership Team tackled the task of planning for the termination of formal QCCI grantmaking while a group of interested individuals began meeting to plan for the continuation of ECF as an ongoing entity under new leadership.

### **Planning and Implementing a Responsible Exit Strategy for QCCI**

Beginning in the spring of 2002, the outgoing Leadership Team began meeting with representatives from Early Childhood Funders who wanted to help plan for an orderly and responsible transition as the QCCI's pooled funding came to an end. Participants identified five elements of a responsible exit strategy for QCCI:

- Short-term transition funding to enable selected QCCI grantees to plan for future funding and organizational sustainability.
- Clear communication with grantees about the planned end of the formal QCCI funders collaborative.

- Dissemination of lessons learned about best practices in funders' collaboratives to participating funders and the broader philanthropic community.
- Dissemination of lessons learned about best practices in supporting quality child care to local stakeholders in the practitioner and funder arenas.
- Discussions with interested funders about which of the functions previously carried out by QCCI might be continued as part of a revitalized ECF group or taken on as independent projects by individual funders.

### **Summary of How QCCI Influenced Participating Funders**

During the spring of 2002, the evaluators surveyed the Round 2 funders on how they thought QCCI had impacted San Francisco Bay Area philanthropic efforts relating to early childhood education. The survey respondents represented a range of large and small foundations and individual donors who had been involved in QCCI at different levels.

Overall, respondents indicated that QCCI had added value to the early childhood philanthropic community. Particularly valuable aspects of QCCI identified by funders included the fact that QCCI:

- Viewed and addressed child care issues from a regional perspective.
- Helped document and disseminate information about best practices in the child care field.
- Provided grantees with a single point of access to potential funders.

To a lesser extent, funders also felt that QCCI was valuable for helping funders identify gaps and set funding priorities in early childhood education, and for reducing funders' burden with regard to grant solicitation and administration.

Funders responding to the survey indicated that QCCI had had discernible impacts on their own foundation by reinforcing its decisions to make independent grants in the areas of QCCI's funding priorities. For instance, eight funders reported making independent grants in the facilities development area and nine reported making independent grants in the training and leadership development area.

Overall, three-quarters of the funders felt that QCCI had had "some influence" on their independent grantmaking, while just over 15% reported that QCCI had had a "substantial influence" on their independent grantmaking. Reported areas of influence

**APPENDIX A:**  
**Foundations Participating in Round 2**

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**APPENDIX A:  
FOUNDATIONS PARTICIPATING IN ROUND 2**

Foundation	Participant in Pooled Fund	Contribution to Pooled Fund	Directly Aligned Grant
Anonymous Individual Donor	✓	\$ 25,000	
California Endowment	✓	300,000	
Carol Guyer, Individual Donor	✓	23,534	
Center for Ecoliteracy	✓	25,000	
The David & Lucile Packard Foundation	✓	325,000	
David B. Gold Foundation	✓	75,000	
East Bay Community Foundation	✓	10,000	
Evelyn & Walter Haas, Jr. Fund	✓	300,000	
The Hearst Foundation, Inc.	✓	75,000	
Marin Community Foundation	✓	225,000	
Miriam & Peter Haas Fund	✓	250,000	
Morris Family Foundation			\$ 25,000
Morris Stulsaft Foundation	✓	\$25,000	
Osborne Family Foundation	✓	7,966	
Peninsula Community Foundation	✓	50,000	
The San Francisco Foundation	✓	200,000	
Tara Fund	✓	4,460	
Trio Foundation	✓	25,000	
United Way of the Bay Area	✓	35,000	
W. Clement and Jessie V. Stone Foundation	✓	45,000	
Women's Foundation	✓	25,000	
Wood-Kaufman Family Trust	✓	10,000	
<b>TOTAL FUNDS COMMITTED, ROUND 2</b>		<b>\$2,060,960</b>	<b>\$ 25,000</b>

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**APPENDIX B:**  
**Round 2 Grantees**

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**APPENDIX B  
ROUND 2 GRANTEES**

<b>“Bridge Grants” to Round 1 Planning Grantees to Implement Training Projects</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
Association of Children's Services, Neighborhood Accreditation Center*	Located in Alameda County, serves Bay Area counties	\$ 24,000
YMCA of Santa Clara Valley, High School Child Care Staff Recruitment and Training Project*	Santa Clara County	\$ 35,000
Catholic Charities of the East Bay, Multicultural Access Project*	Contra Costa County	\$ 35,000

<b>Support for Local Compensation and Retention Initiatives</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
Contra Costa County Child Care Council (Advocacy Project)	Contra Costa County	\$ 25,000
Coleman Advocates for Children and Youth (Advocacy Project)	San Francisco County	\$ 75,000
Child Care Coordinating Council of San Mateo County (Advocacy Project)	San Mateo County	\$ 50,000
Santa Clara County Office of Education/Local Child Care Planning Council (Planning Project)	Santa Clara County	\$ 25,000

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\* In addition to the 20 funded projects awarded in the fall of 2000 and the spring of 2001 that are included in the Round 2 evaluation, Appendix B lists the recipients of three “bridge grants” made in February 2000 to support the implementation of planned projects by recipients of Round 1 project planning grants. QCCI also made several awards relatively late in the second round grant period. In the spring of 2002, four sustainability 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 (LIIF) to create an Inclusion Fund to promote the creation/adaptation of facilities that can accommodate children with special needs. Several supplemental grants were also awarded late in Round 2 to compensation and retention resource grantees. Because these projects were awarded so late in the evaluation contract period, they were also excluded from the evaluation.

**APPENDIX B  
ROUND 2 GRANTEES, Continued**

<b>Support for Local Compensation and Retention Initiatives, Continued</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
Santa Cruz County Superintendent of Schools/County Child Care Planning Council (Planning Project)	Santa Cruz County	\$ 50,000
Alameda County Child Care Planning Council (Implementation Project)	Alameda County	\$ 75,000
Contra Costa County Office of Education/Local Planning Council of Child Care and Development (Implementation Project)	Contra Costa County	\$ 25,000
Marin Education Fund (Implementation Project)	Marin County	\$ 50,000

<b>Support for Resource Organizations on Local Compensation and Retention Initiatives</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
The Center for the Child Care Workforce (Technical Assistance Project)	All QCCI counties; other counties mounting local compensation/retention initiatives	\$220,000
The Labor Project for Working Families, Work and Family Coalition (Technical Assistance Project)	All QCCI counties	\$ 90,000
Working for Quality Child Care, a Project of the United Way of the Bay Area*	All QCCI counties	\$ 25,000
Center for the Child Care Workforce, Institute for Industrial Relations at the University of California, Berkeley (contract with Marcy Whitebook and grant to Center)	All QCCI counties	\$155,000

**APPENDIX B  
ROUND 2 GRANTEES, Continued**

<b>Support for Parent Advocacy</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
California Child Care Resource and Referral Network (Coordinator of Parent Voices Chapters)	Counties with Parent Voices chapters participating in project	\$ 20,000
Children's County of San Francisco, for San Francisco Chapter, Parent Voices	San Francisco County	\$ 20,000
Contra Costa Child Care Council, for Contra Costa Chapter, Parent Voices	Contra Costa County	\$ 20,000
Bananas Child Care Resource and Referral Agency, for Alameda County Chapter, Parent Voices	Alameda County	\$ 20,000

<b>Support for Training and Leadership Development</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
Bay Area Network for Diversity Teaching in Early Childhood (BANDTEC)	All QCCI Counties	\$100,000
California Early Childhood Mentor Program (CECMP)	All QCCI Counties	\$100,000
Family Resource Network of Alameda County (FRN)	Alameda County	\$100,000
Infant Toddler Consortium (ITC)	All QCCI Counties	\$100,000
Sustainability Grants to Four Training and Leadership Development Grantees Listed Above, \$25,000 each*	As described above	\$100,000

**APPENDIX B**  
**ROUND 2 GRANTEES, Continued**

<b>Support for Child Care Facilities</b>		
<b>Grantee</b>	<b>Counties Served</b>	<b>Funding Amount</b>
Low Income Investment Fund (LIIF), for Predevelopment Pool Program	All QCCI Counties	\$100,000
Low Income Investment Fund (LIIF) for Inclusion Fund for Facilities Serving Children with Special Needs*	All QCCI Counties	\$200,000

**APPENDIX C:**  
**Contact Information for Round 2 Grantees**

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**APPENDIX C**  
**CONTACT INFORMATION FOR ROUND 2 GRANTEES**

<b>“Bridge Grants” to Round 1 Planning Grantees to Implement Training Projects</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
Association of Children's Services, Neighborhood Accreditation Center	Amy Rosenbaum Program Director 3021 Brookdale Avenue Oakland, CA 94602 (510) 261-1076 aocsnac@pacbell.net	<a href="http://www.aocsweb.org">www.aocsweb.org</a>
YMCA of Santa Clara Valley, High School Child Care Staff Recruitment and Training Project	Mary Hoshiko Director of Programs 1922 The Alameda, Third Floor San Jose, CA 95126 (408) 298-3888	<a href="http://www.scvymca.org">www.scvymca.org</a>
Catholic Charities of the East Bay, Multicultural Access Project	Lisa Raffel Early Childhood Job Training Proj. 2369 Barrett Avenue Richmond CA 94804 (510) 234-5110	<a href="http://www.cceb.org">www.cceb.org</a>

**APPENDIX C**  
**CONTACT INFORMATION FOR ROUND 2 GRANTEES, Continued**

<b>Support for Local Compensation and Retention Initiatives</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
Contra Costa County Child Care Council (Advocacy Project)	Margaret Wiegert Jacobs 925-676-5442	
Coleman Advocates for Children and Youth (Advocacy Project)	Joe Wilson, Associate Director 459 Vienna Street San Francisco, CA 94112 415-239-0161 jwilson@colemanadvocates.org	<a href="http://www.colemanadvocates.org">www.colemanadvocates.org</a>
Child Care Coordinating Council of San Mateo County (Advocacy Project)	Jan Stokley, Executive Director 2121 S. El Camino Real, Suite A-100 San Mateo, CA 94403 (650) 655-6770 info@thecouncil.net	<a href="http://www.thecouncil.net">www.thecouncil.net</a>
Santa Clara County Office of Education/Local Child Care Planning Council (Planning Project)	Ilene Hertz, CARES Program Manager Institute for Early Childhood Professional Development WestEd 408-299-1703 ihertz@wested.org	<a href="http://www.santaclaracares.org">www.santaclaracares.org</a>
Santa Cruz County Superintendent of Schools/County Child Care Planning Council (Planning Project)	Vicki Boriack, Coordinator Child Care Planning Council 809H Bay Avenue Capitola, CA 95010 831-477-5521 vboriack@santacruz.k12.ca.us	<a href="http://www.childcareplanning.org">www.childcareplanning.org</a>
Alameda County Child Care Planning Council (Implementation Project)	Angie Garling, Child Care Coordinator 1401 Lakeside Dr., 10th Fl. Oakland, CA 94612 510-208-9675 angie.garling@acgov.org	<a href="http://www.co.alameda.ca.us/childcare">www.co.alameda.ca.us/childcare</a>

**APPENDIX C**  
**CONTACT INFORMATION FOR ROUND 2 GRANTEES, Continued**

<b>Support for Local Compensation and Retention Initiatives, Continued</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
Contra Costa County Office of Education/Local Planning Council of Child Care and Development (Implementation Project)	Kathi Linqvist, LPC Coordinator 77 Santa Barbara Rd. Pleasant Hill, CA 94523 925-942-3413 klinquist@cccoe.k12.ca.us	<a href="http://www.plan4kids.org">www.plan4kids.org</a>
Marin Education Fund (Implementation Project)	Ann Hentschel MarinCARES Program Associate 781 Lincoln Avenue, Suite 140 San Rafael, CA 94901 415-549-4240 ahentschel@marineducationfund.org	<a href="http://www.marineducationfund.org">www.marineducationfund.org</a>
The Center for the Child Care Workforce (Technical Assistance Project)	Alice Burton Working for Quality Child Care United Way of the Bay Area 221 Main Street, Suite 300 San Francisco, CA 94105 415-808-7327 cares@caccwrc.org	<a href="http://www.theunitedway.org/bacf/bacf_community_projects_edu_w4qcc.htm">www.theunitedway.org/bacf/bacf_community_projects_edu_w4qcc.htm</a>
The Labor Project for Working Families, Work and Family Coalition (Technical Assistance Project)	Netsy Firestein 2521 Channing Way, # 5555 Berkeley, CA 94720 510-643-7088 lpwf@uclink.berkeley.edu	<a href="http://www.laborproject.org">www.laborproject.org</a>
Marcy Whitebook, Institute for Industrial Relations at the University of California, Berkeley (Contract and Grant for Technical Assistance)	Marcy Whitebook, Director Center for the Study of Child Care Employment Institute of Industrial Relations 2521 Channing Way, #5555 Berkeley, CA 94720 510-643-7091	<a href="http://www.iir.berkeley.edu/csce/whitebook.html">www.iir.berkeley.edu/csce/whitebook.html</a>

**APPENDIX C**  
**CONTACT INFORMATION FOR ROUND 2 GRANTEES, Continued**

<b>Support for Parent Advocacy</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
California Child Care Resource and Referral Network (Coordinator of Parent Voices Chapters)	Alli Harper, Statewide Lead Parent Voices Organizer 111 New Montgomery Street, 7th Floor San Francisco, CA 94105 415- 882-0234 alli@rrnetwork.org	<a href="http://www.parentvoices.org">www.parentvoices.org</a>
Children’s Council of San Francisco, for San Francisco Chapter, Parent Voices	Parent Voices-San Francisco (The Children's Council) 445 Church Street San Francisco, CA 94114 415-383-3383 parentvoices@childrenscouncil.org	<a href="http://www.childrenscouncil.org">www.childrenscouncil.org</a>
Contra Costa Child Care Council, for Contra Costa Chapter, Parent Voices	Parent Voices-Contra Costa (Contra Costa Child Care Council) 1035 Detroit Avenue, Suite 200 Concord, CA 94518 925-676-5442 parentvoices@cocokids.org	<a href="http://www.cocokids.org">www.cocokids.org</a>
Bananas Child Care Resource and Referral Agency, for Alameda County Chapter, Parent Voices	Parent Voices-Alameda County (Bananas) 5232 Claremont Ave. Oakland, CA 94618 510- 658-1409 parentvoices@bananasinc.org	<a href="http://www.bananasinc.org">www.bananasinc.org</a>

**APPENDIX C**  
**CONTACT INFORMATION FOR ROUND 2 GRANTEES, Continued**

<b>Support for Training and Leadership Development</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
Bay Area Network for Diversity Teaching in Early Childhood (BANDTEC)	Equoya Thomas, Coordinator 5236 Claremont Avenue Oakland, CA 94618 510-658-9197 bandtec@earthlink.net	www.bandtec.org
California Early Childhood Mentor Program (CECMP)	Peyton Nattinger, Director City College of San Francisco 50 Phelan Avenue San Francisco CA 94112 415-452-5600 pnatting@ccsf.org	www.ecementor.org
Family Resource Network of Alameda County (FRN)	Kate Warren 5232 Claremont Ave. Oakland, CA, 94618 510-547-7322 frn@frnoakland.org	www.familyresourcecenters.net/ directory
Infant Toddler Consortium (ITC)	Nancy Lee, Director 5236 Claremont Ave. Oakland, CA 94618 (510) 658-9189 babies@infanttoddlerconsortium.org	www.infanttoddlerconsortium.org

<b>Support for Child Care Facilities</b>		
<b>Grantee</b>	<b>Contact Information</b>	<b>Web Site</b>
Low Income Investment Fund (LIIF)	Noni Ramos National Child Care Director 1330 Broadway, Suite 600 Oakland, CA 94612 (510) 893-3811, ext. 319 childcare@liifund.org	www.lihf.org/site/programs/ childcareoverview.htm

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**APPENDIX D:  
QCCI Round 2 Budget**

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**APPENDIX D  
QCCI ROUND 2 BUDGET \***

<b>Grants</b>		
<b>Activity</b>	<b>Amount Budgeted</b>	<b>Percentage of Total Budget</b>
“Bridge Grants” for Implementation of Training Projects Planned Using Round 1 Planning Grants	\$94,000	3.9%
Local Compensation and Retention Initiative Grants (8 grants)	\$375,000	15.4%
TA to Compensation and Retention Grantees (4 grants, 1 contract)	\$490,000	20.1%
Training and Leadership Development Projects (4 grants)	\$400,000	16.4%
Sustainability Grants to Training and Leadership Development Grantees	\$100,000	4.1%
Advocacy Project Grants (Parent Voices)	\$ 80,000	3.3%
Facilities Development: Predevelopment Fund Project Grant	\$100,000	4.1%
Facilities Development: Inclusion Fund Grant	\$200,000	8.2%
<b>Total Project Grants</b>	<b>\$1,839,000</b>	<b>75.5%</b>

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\* The Round 2 Budget includes the funds raised for Round 2 plus unexpended funds carried forward from Round 1.

**APPENDIX D**  
**QCCI ROUND 2 BUDGET, Continued**

<b>Other Direct Costs</b>		
<b>Activity</b>	<b>Amount Budgeted</b>	<b>Percentage of Total Budget</b>
<b>CEL Project</b>		
Regional CEL Manager Meeting Expenses and Administrative Costs	\$34,000	1.4%
CEL Administrative Costs (Action Alliance for Children )	\$4,000	0.2%
<b>Total CEL Project Costs<sup>**</sup></b>	<b>38,000</b>	<b>1.6%</b>
<b>Phase II Evaluation</b> (Social Policy Research)	<b>\$170,000</b>	<b>7.0%</b>
<b>QCCI Administrative Costs</b>		
<b>Activity</b>	<b>Amount Budgeted</b>	<b>Percentage of Total Budget</b>
Fiscal Agent Fees	\$180,000	7.4%
Staff and Consultants	\$186,000	7.6%
Action Alliance for Children Administrative Support	\$8,000	0.3%
Administrative Costs Other than Labor (Actual Costs)	\$13,000	0.5%
<b>Total Administrative Costs</b>	<b>\$ 387,000</b>	<b>15.9%</b>
<b>TOTAL ROUND 2 BUDGET<sup>***</sup></b>	<b>\$2,434,000</b>	<b>100.0%</b>

\*\* In addition to the direct costs noted here, a portion of QCCI staff and consultant time was used to support QCCI's involvement in the CEL project.

\*\*\* Most of the Round 2 budget was fully expended by June 2003. However several grants made late in Round 2 will continue through December 2004.