



# THE ARLINGTON COUNTY CHILD CARE INITIATIVE (CCI)

County Board Work Session

July 24, 2018

# OVERVIEW

In less than one year, the Child Care Initiative (CCI) has:

- Dedicated more than 2,000 staff hours across three core departments;
- Developed ongoing partnerships with more than 25 different organizations and stakeholder groups;
- Provided approximately \$250,000 worth of services by internally authoring a Risk and Reach Study and Action Plan;
- Created a corresponding Implementation Plan with 85 objectives; and
- Initiated work on the 39 short-term objectives that will be completed by December 31, 2018.



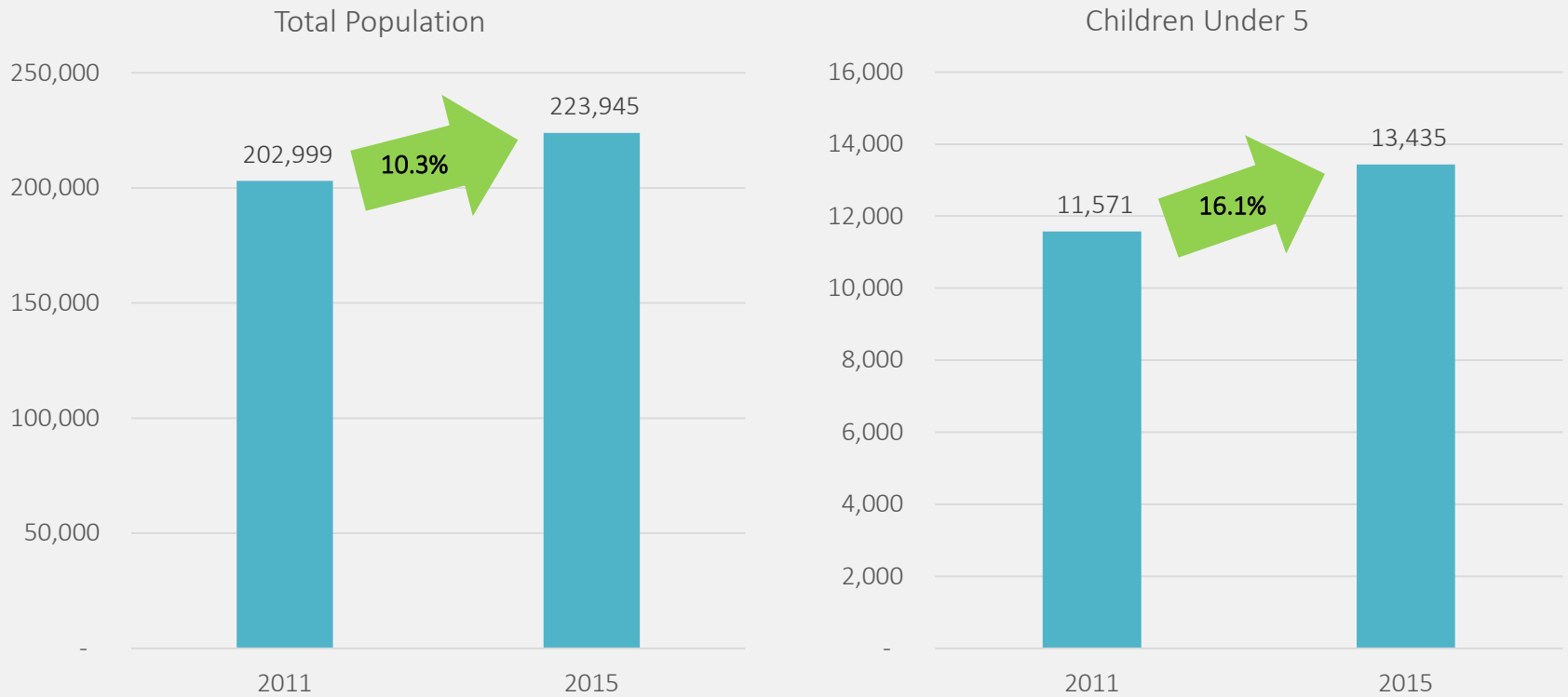
# WHY ARE WE HERE?

- Fiscal Year (FY) 2018 Proposed Budget
  - County Manager's Message included section on child care
- FY 2018 Adopted Budget Guidance
  - "Provide an amended work plan... [focused on] expanding and improving child care services in the County as described in the County Manager's Childcare Initiative addendum..."
- Summer 2017: Child Care Initiative (CCI)
  - Aims to develop an inclusive, integrated child care system that effectively serves all Arlington County families, with a priority focus on vulnerable populations



# WHY ARE WE HERE?

## Arlington's under 5 child population is growing rapidly

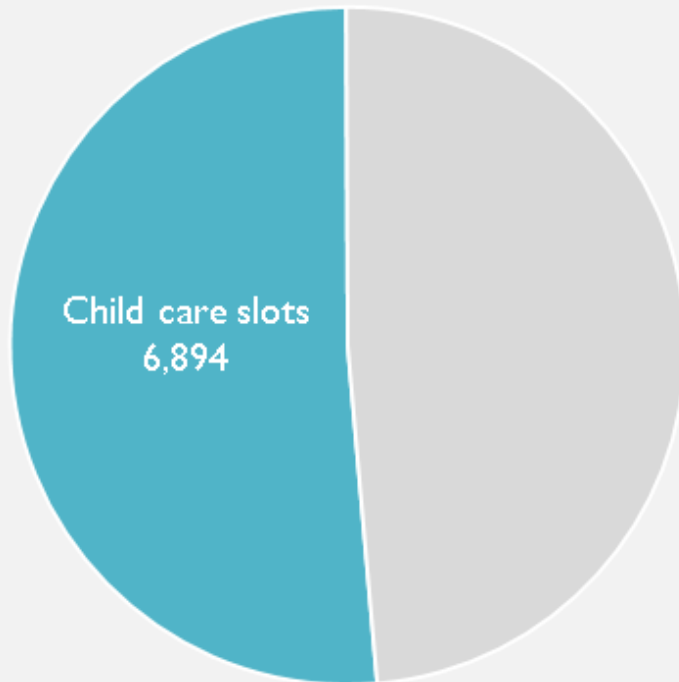


Source: 2011-2015 ACS - Table S0101



# WHY ARE WE HERE?

Total Population under 5 (13,435)



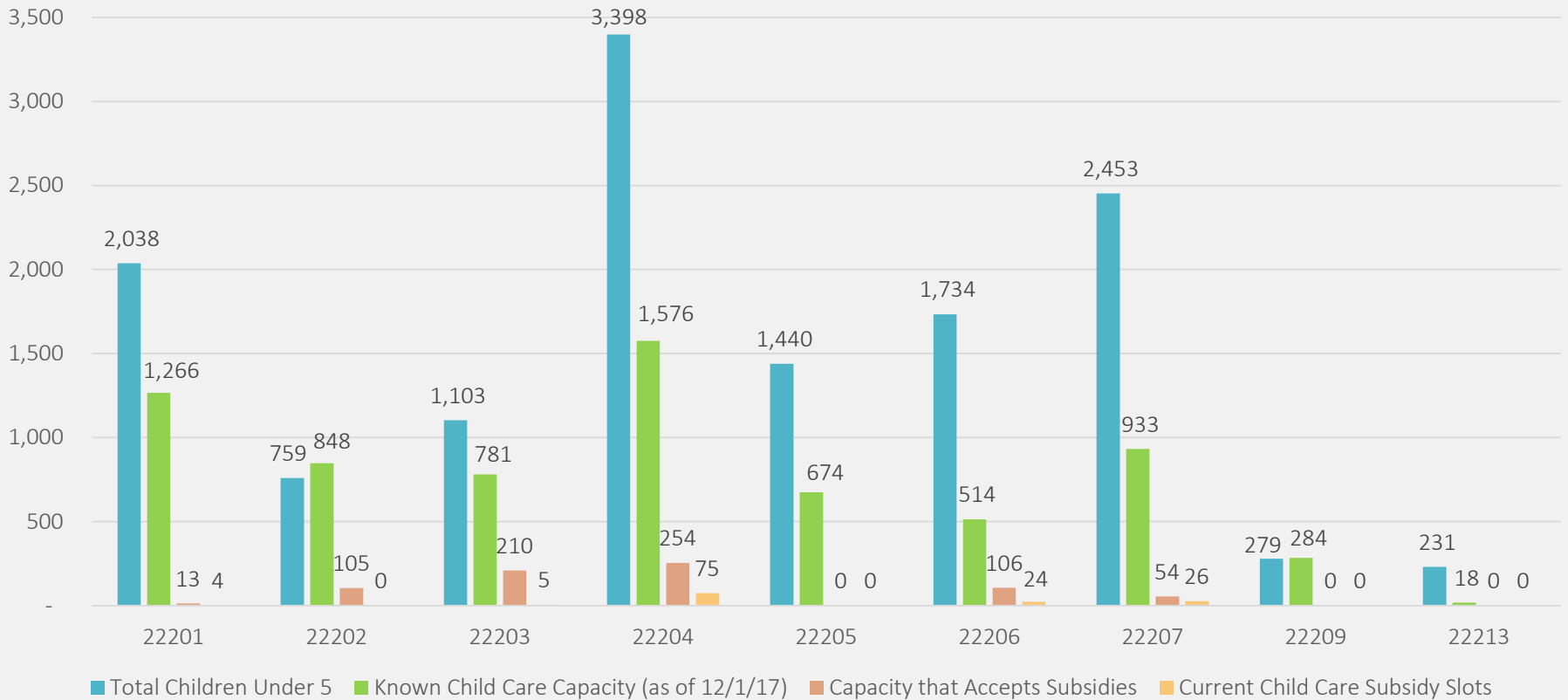
Known child care capacity is enough to serve 51% of the County's children under the age of 5

Sources: 2011-2015 ACS - Table S0101, Arlington DHS



# WHY ARE WE HERE?

Children and Child Care Resources by ZIP Code



Sources: 2011-2015 ACS - Table S0101, Arlington DHS

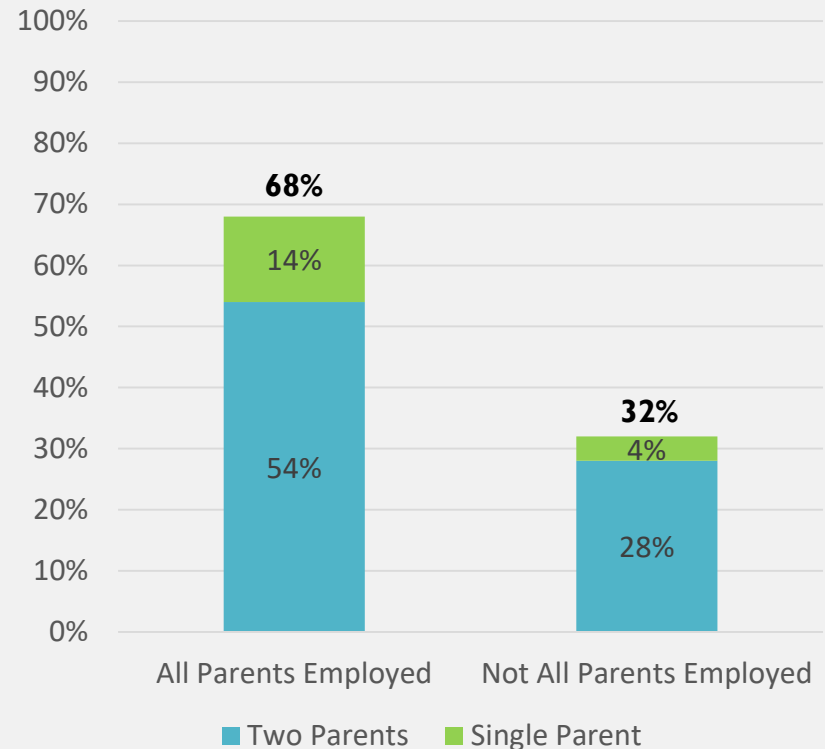


# WHY ARE WE HERE?

A national child care study by the Department of Health and Human Services found that fully employed families need:

- Two-parent families: **22 hours/week**
- One-parent families: **37 hours/week**

Employment Status of Families with Children aged 0-5

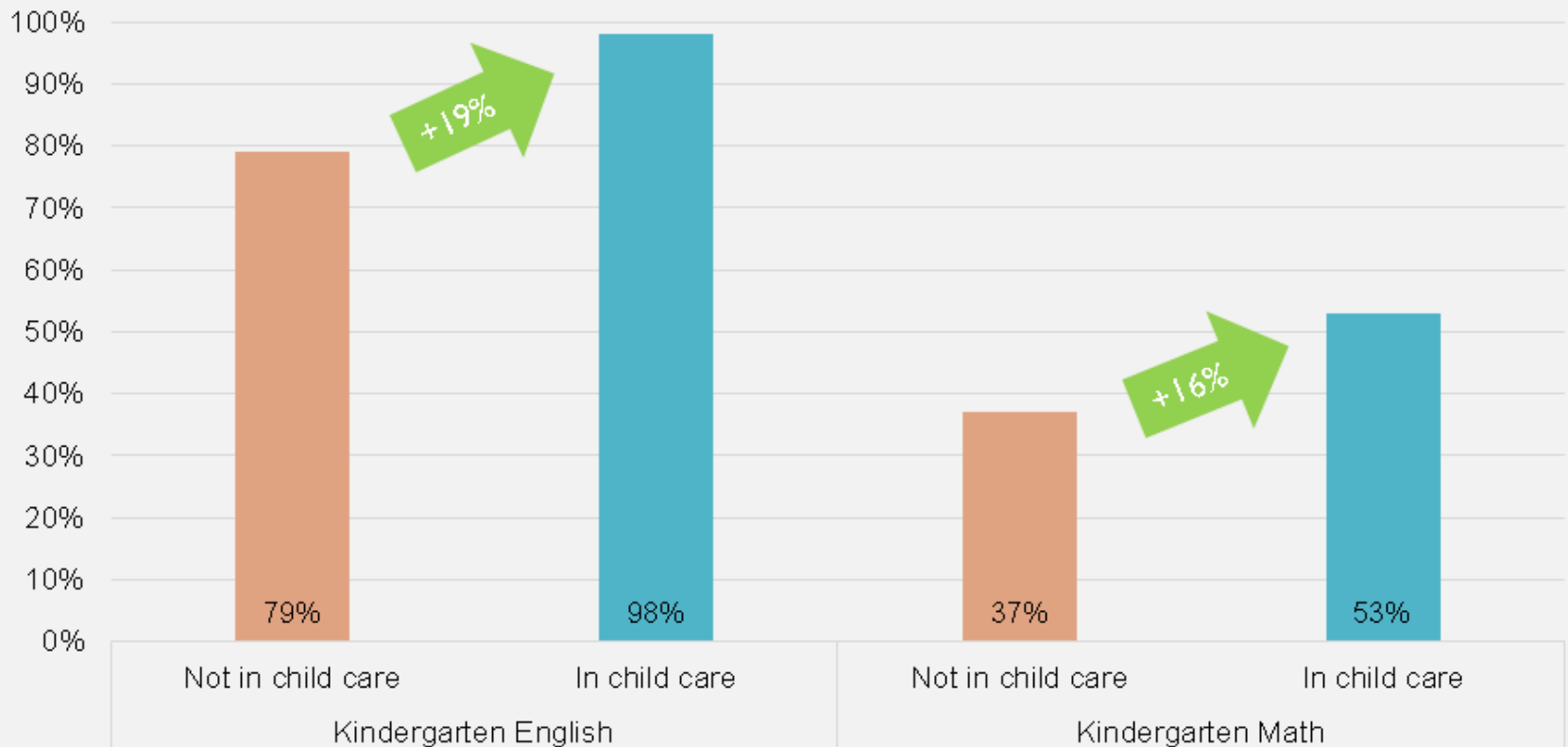


Source: National Survey of Early Care and Education Project Team



# WHY ARE WE HERE?

Percentage of Arlington children achieving proficient scores in 2017



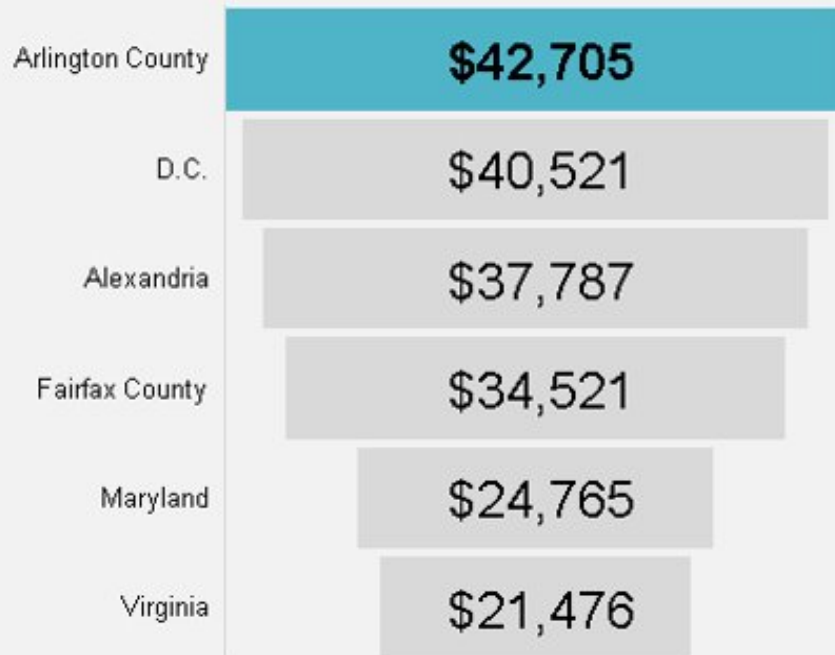
Source: APS Early Childhood Office



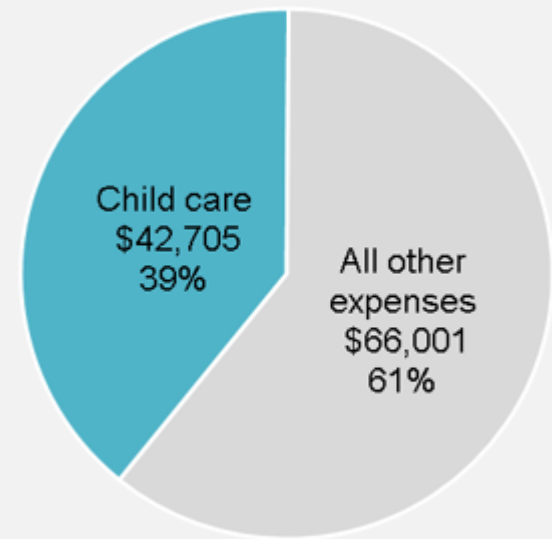


# WHY ARE WE HERE?

Average annual child day center costs for an infant and a four year old



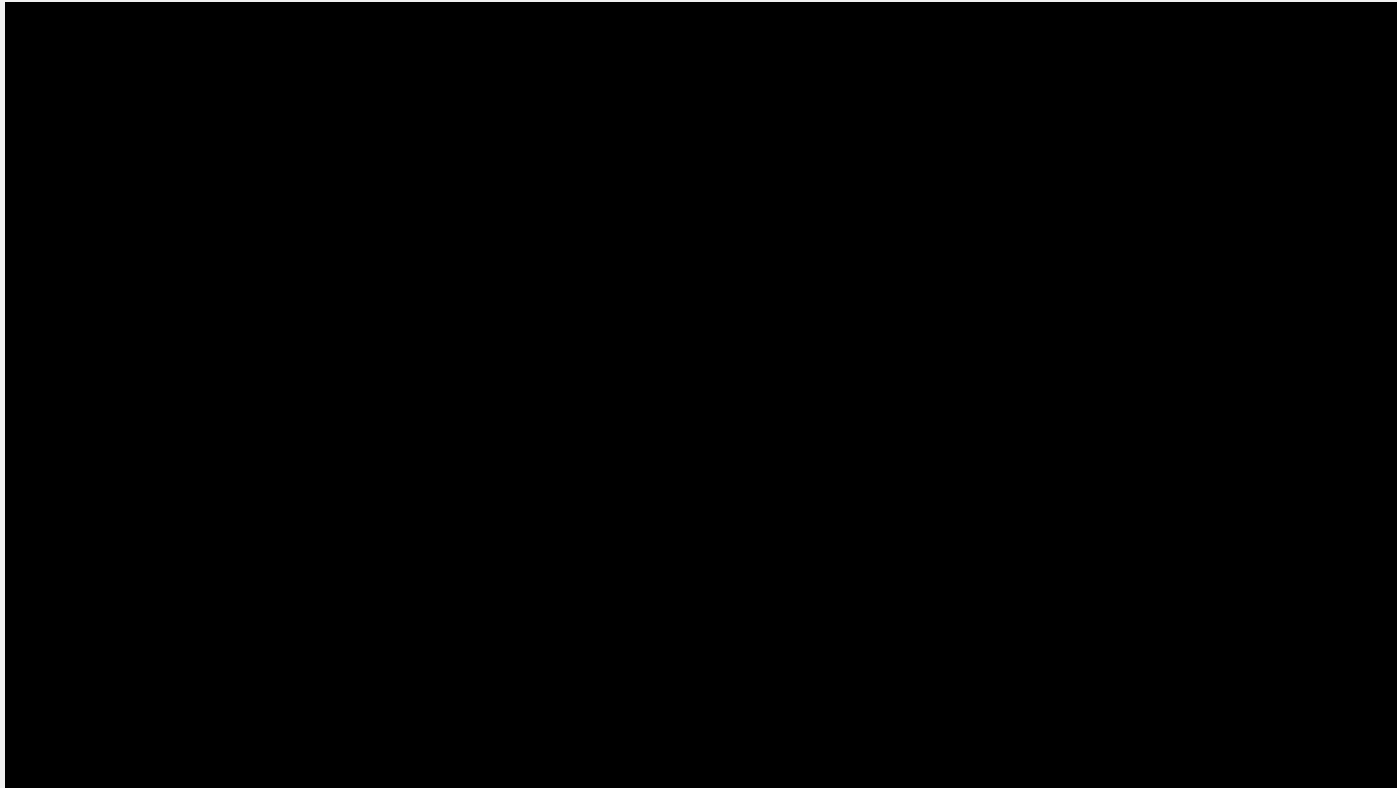
For an Arlington family making a median salary of \$108,706...



Source: Child Care Aware of America



# WHY ARE WE HERE?



<https://www.youtube.com/watch?v=GOWZM3zi-6I>



# WHAT HAS HAPPENED SO FAR?

## Vision:

All Arlington County families have access to high quality, affordable child care.

## Mission:

The CCI will promote the development of an inclusive, integrated child care system that effectively serves all Arlington County families, with a priority focus on vulnerable populations. This system will be strengthened by engagement, participation, and collaboration across a diverse network of stakeholders, and will ultimately increase child care **availability**, **accessibility** and **affordability**, and improve the overall **quality** of child care programs.



# WHAT HAS HAPPENED SO FAR?

## Values:

- **Equity:** Every child and family deserves high quality child care services.
- **Advocacy:** We support policies that improve the lives of children and families.
- **Collaboration:** All child care stakeholders agree to work toward functioning as a coordinated system.
- **Quality:** Arlington's young children are entitled to a safe, high-quality experience in line with local, state, and national guidelines, research, and evidence-based, data-driven practices.
- **Culturally Sensitive:** Arlington's child care system will offer culturally responsive opportunities to meet the needs of our diverse population.
- **Continuous Engagement:** We are committed to ongoing stakeholder engagement through the Initiative's lifecycle and beyond.



# WHAT HAS HAPPENED SO FAR?

- Focus Areas:
  - **Accessibility:** Increase access to child care in Arlington that is affordable at all income levels.
  - **Availability:** Increase the availability and utilization of child care slots.
  - **Quality:** Enhance the safety and quality of all child care in Arlington County.



# WHAT HAS HAPPENED SO FAR?

## Leadership Roundtable

- 22 individuals appointed by the County Manager in Fall 2017
- Meets quarterly to review progress, make recommendations to County and School Boards

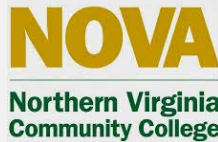
## Work Group

- 41+ individuals identified by the Leadership Roundtable
- Meets monthly and is responsible for Action Plan implementation



# WHAT HAS HAPPENED SO FAR?

More than 25 different organizations and stakeholder groups



CHILD CARE INITIATIVE



# WHAT HAS HAPPENED SO FAR?

- Risk and Reach Study
  - Comprehensive analysis of the factors affecting Arlington's early childhood population
- Action Plan
  - Informed by the Risk and Reach Study
- Community Engagement
- Implementation Plan





# WHAT HAS HAPPENED SO FAR?

- Community Engagement
  - Online Forums (e.g., Nextdoor, Arlington Parents' Groups)
  - Social Media
  - Media Releases
  - Distribution lists (e.g., Arlington Partnership for Children, Youth, and Families Subscriber List, APS Stakeholders List)
  - Electronic newsletter and website
  - Flyers/posters (e.g., Community Centers, Libraries, DHS Sequoia Plaza, Courthouse Plaza, AHC properties)
  - Child care program meeting at the Department of Human Services (January 23, 2018)
  - Community meeting at Central Library (January 25, 2018)
- Translated materials into multiple languages
  - Spanish, Mongolian, Amharic, Arabic, Bengali
- Six-week public comment period (December 19, 2017 – February 2, 2018)
  - 498 comments received via mail, e-mail, online, and at public meetings
  - All comments reviewed by staff, the CCI Work Group, and the CCI Leadership Roundtable



# WHAT HAS HAPPENED SO FAR?

## CCI Implementation Plan

DRAFT Child Care Initiative Implementation Plan – Last updated June 21, 2018

LEGEND	
Short-term (CY 2018)	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Mid-term (2019-2020)	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Long-term (2021+)	<span style="background-color: #FF0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
Ongoing	<span style="background-color: #800080; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>

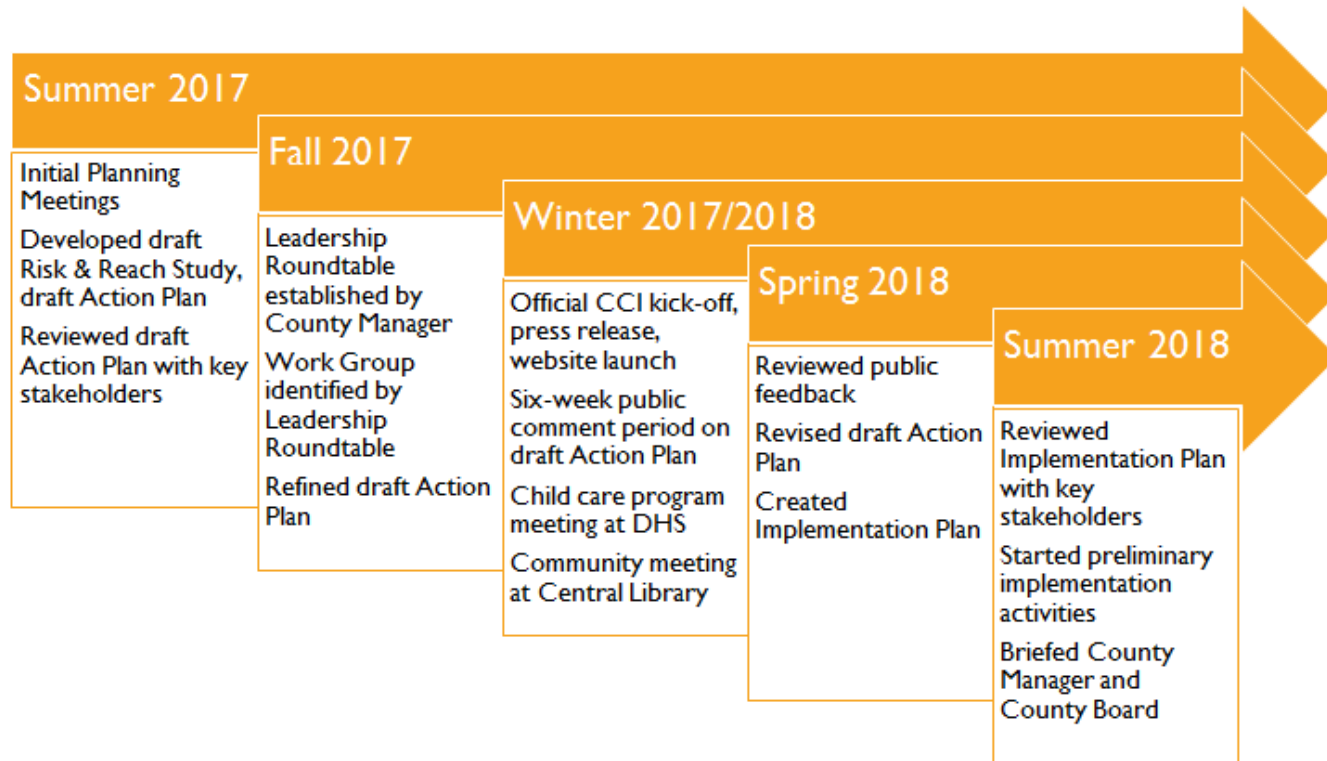
Focus Area	Action Steps	Objectives and Sub-bullets	Lead(s) <sup>1</sup>	Timeline
Accessibility (AC)	AC1. Increase participation of subsidy-approved child care programs.	A. Survey child care programs on why they do not enroll subsidized families (e.g., payment rates are too low, paperwork is cumbersome).	DHS/QUAD-QA, DHS/CFSD-CCS	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		B. Identify strategies and develop a plan to incentivize child care programs to accept subsidies; examine the Montgomery County Child Care in Public Space Program as a potential model.	DHS	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		C. Investigate the potential for obtaining approval from APS's Extended Day Program to accept state-funded child care subsidy funds for age appropriate children.	DHS/EID-PAB, APS	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		D. Identify and quantify need for increased local funding to supplement state subsidies.	DHS/EID, DHS/QUAD-QA	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		E. Advocate for changes to the VDSS Child Care Subsidy Program (e.g., increased child care program reimbursement rates, reduced administrative burden on child care programs, additional allowed absences or payments that are not based on attendance).	APCYF, Voices for Virginia's Children	<span style="background-color: #800080; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
	AC2. Determine the extent of need for a financial assistance program for child care programs.	A. Survey current and potential child care programs, as well as real estate professionals, to understand operating budgets, and examine other relevant data sources (e.g., United States Department of Health and Human Services Provider Cost of Quality Calculator) to ascertain if there is a need to develop financial assistance programs. Evaluate costs associated with opening and/or expanding a child care facility, for both center-based facilities and Family Day Care Homes.	AED, DHS/QUAD-QA	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		B. Identify opportunities to reduce financial barriers to enter marketplace, and develop strategies to provide financial assistance for start-up and expansion costs (e.g., rotating loans, tax credits, grants). Investigate promoting funding programs from the Virginia Small Business Financing Authority, providing tax reduction for the property owner in exchange for lowering the cost to the business owner to establish a child care facility, and the creation of a County-sponsored revolving loan fund for child care programs.	AED	<span style="background-color: #FF0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		C. Investigate providing bonus density, modifications or exclusions or related density in exchange for providing first floor space for child care use.	CPHD	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		D. Develop new incentives for utilizing existing commercial space. Eliminate barriers where and when possible to make it easier for child care programs to open and expand.	AED	<span style="background-color: #FF0000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		E. Identify other sources of direct or indirect financial assistance for both Family Day Care Homes as well as center-based child care facilities.	DHS/CFSD-CCS	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
		F. Inventory existing zoning, permitting, and inspection fees, and consider possible revisions to the fee schedules. Explore reductions in, or reimbursement of, fees in exchange for acceptance of subsidy holders, provision of scholarships to low-income children, etc.	CPHD	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
	AC3. Ensure affordable opportunities for child care.	A. With consumer input, select a working definition of "affordable child care" and "families in need".	DHS/CFSD-CCS, Child Care Aware of America	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>
B. In coordination with consumers, local employers and foundations, develop a plan that will provide financial assistance for families in need who do not qualify for state subsidies (or for whom the state subsidy is not appropriate) and cannot afford the full cost of child care (e.g., Alexandria's Scholarship for Fours, and D.C.'s First Step).		DHS/EID-Workforce Council, AED, ACF	<span style="background-color: #90EE90; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	
C. Survey and analyze obstacles related to accessing affordable child care (e.g., transportation issues).		CPN, DHS	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	
D. Advocate for a state child care tax credit to help lower- and middle-income families afford quality child care.		APCYF, Voices for Virginia's Children	<span style="background-color: #800080; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	
AC4. Increase family participation in state-funded financial assistance.	A. Survey families to identify and address barriers to accessing child care financial assistance (e.g., lack of awareness of existing programs, inability to apply for financial assistance in-person during regular business hours due to transportation challenges or work hours).	ARAH, AHC, DHS	<span style="background-color: #FFD700; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	

<sup>1</sup> The Lead(s) identified in this Implementation Plan are not intended to be an all-inclusive list of possible team members involved with each objective; additional possible team members for each Action Step are identified in the CCI Action Plan. Lead(s) are responsible for providing leadership to the Work Group member(s) working on the objective; developing a Work Plan; convening and facilitating meetings and/or telephone calls; assigning tasks; synthesizing input; providing updates and advising County staff on overall project management; addressing areas of conflict; presenting recommendations to the County Board in collaboration with County Staff (as needed); and ensuring tasks are completed within the timeframe identified in this Implementation Plan.

<sup>2</sup> "The Child Care Initiative will promote the development of an inclusive, integrated child care system that effectively serves all Arlington County families, with a priority focus on vulnerable populations. This system will be strengthened by engagement, participation, and collaboration across a diverse network of stakeholders, and will ultimately increase child care availability, accessibility and affordability, and improve the overall quality of child care programs."



# WHAT HAS HAPPENED SO FAR?



# WHAT HAS HAPPENED SO FAR?

- **Preliminary implementation efforts currently underway**
  - Child Care Land Use Analysis
  - Review of Zoning Ordinance
  - Review of local child care Codes (Chapters 16, 52, 59)
  - Partner advocacy
    - Changes to the Virginia Department of Social Services Subsidy Program
    - Increased state subsidy funding, funding for professional development of child care work force
    - Measures to improve quality, increase participation in Virginia Quality
  - Conversations with senior communities about multigenerational care
  - How-to Guide to assist child care programs with opening, maintaining a child care business



# WHAT HAPPENS NEXT?

- Review of Zoning Ordinance
  - September 2018: Community Meeting, CCI Work Group, CCI Leadership Roundtable
  - October 2018: Zoning Committee (ZOCO)
  - November 2018: Request to Advertise
  - December 2018: Public Hearings (Planning Commission, County Board)
- Review of local child care Codes (Chapters 16, 52, 59)
  - September 2018: Community Meeting, CCI Work Group, CCI Leadership Roundtable
  - December 2018: Proposed Code Changes Released
  - 1<sup>st</sup> Quarter 2019: Additional Community Engagement, County Board Action



# WHAT HAPPENS NEXT?

- Highlights of additional short-term objectives include:
  - In coordination with local employers and foundations, develop a plan that will provide **financial assistance for families in need who do not qualify for state subsidies** (or for whom the state subsidy is not appropriate) and cannot afford the full cost of child care (e.g., Alexandria's Scholarship for Fours, and D.C.'s First Step).
  - Examine neighboring jurisdictions' **mixed delivery models for VPI**, and determine applicability in Arlington County.
  - Identify **unmet child care needs for children with disabilities and/or behavioral health needs**.
  - Inventory availability of, and assess the demand for, **nontraditional hours and drop-in child care**.
  - Explore **back-up child care arrangements** (e.g., at home and center-based ill child care).



# WHAT HAPPENS NEXT?

- Highlights of additional short-term objectives (continued):
  - Update <http://family.arlingtonva.us/child-care/> to be an **inclusive, accessible, mobile-friendly web portal** for all CCI stakeholders.
  - **Educate landlords** regarding the provision of **in-unit child care**, with a particular emphasis on projects financed with low income housing tax credits.
  - Obtain **child care workforce information** (e.g., average rate of pay for these positions, access to benefits such as health care or retirements plans, etc.) and **compare to comparable communities**. If findings suggest that total compensation for Arlington's child care workforce lags behind comparable communities regionally or nationally, or is less than the Arlington County living wage, **research potential solutions**.
  - Identify **training** for teachers and administrators on the **health and development of children**.
  - Analyze internal procedures and coordination with other inspection agencies to develop a **systematic protocol** for the **child care facility inspection process**.



# WHAT HAPPENS NEXT?

- The CCI team will:
  - Develop communication plan to continuously engage with child care programs and the community;
  - Provide backbone support to Action Plan implementation;
  - Develop performance measures to evaluate CCI progress;
  - Provide periodic updates via Manager's Notes;
  - Update the CCI website regularly; and
  - Actively pursue opportunities for child care preservation, creation, and/or expansion.





# COUNTY MANAGER RECOMMENDATION

- Accept the Child Care Initiative Action Plan.
- Late 2018/Early 2019: Receive report on status of short-term action items, and annual reports thereafter.



# QUESTIONS AND DISCUSSION

- ✓ Why are we here?
- ✓ What has happened so far?
- ✓ What happens next?
- ✓ County Manager Recommendation
- Questions and Discussion

**LEARN  
MORE**

For more information, or to sign up for e-mail updates, go to:  
[commissions.arlingtonva.us/child-care-initiative/](https://commissions.arlingtonva.us/child-care-initiative/)

