

**Wednesday, April 3, 2019 • 12:00 p.m. – 2:00 p.m.**

Educare Los Angeles at Long Beach  
4840 Lemon Avenue  
Long Beach, CA 90807

**AGENDA**

- |             |   |  |
|-------------|---|--|
| 1.<br>12:00 | Welcome and Introductions<br>▪ Opening Statement and Comments by the Chair                                | Julie Taren, Vice Chair  |
| 2.<br>12:10 | Overview of Educare Los Angeles at Long Beach   | Roberto Viramontes, LA Area Chamber of Commerce  |
| 3.<br>12:15 | Approval of Minutes<br>▪ March 6, 2019  | <b>Action Item</b><br>Julie Taren, Vice Chair  |
| 4.<br>12:20 | Strategic Planning Update<br>▪ Review of Vision and Mission<br>▪ Outcome Goals and Preliminary Objectives | Alex Himmel and Julie Taren  |
| 5.<br>1:00  | Comprehensive Fiscal Analysis: Findings and Preliminary Recommendations                                   | Jeanna Capito and Karen Yarbrough, CFA Consultant Team   |
| 6.<br>1:25  | Board Motion: Assessing County Property for Future ECE Sites  | Kelly Quinn and Max Thelander<br>Master Planning Unit, Asset Management Branch of the Chief Executive Office |
| 8.<br>1:40  | Announcements and Public Comment  | Julie Taren  |
| 9.<br>1:45  | Call to Adjourn   | Julie Taren  |

**Next Meeting**

Wednesday, May 1, 2019 • 12:00 – 2:00 p.m.  
Los Angeles County Office of Education (LACOE)  
Head Start-State Preschool Conference Center  
10100 Pioneer Boulevard, Conference Room 109  
Santa Fe Springs, CA 90670

**Invitation to stay to participate  
in a First 5 LA Strategic  
Planning Input Session  
May 1, 2019 • 2:00 – 3:00 p.m.**

**MISSION STATEMENT**

*The mission of the Child Care Planning Committee is to engage parents, child care providers, allied organizations, community, and public agencies in collaborative planning efforts to improve the overall child care infrastructure of Los Angeles County, including the quality and continuity, affordability, and accessibility of child care and development services for all families.*

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**Meeting Minutes – March 6, 2019**

Members in Attendance (20)				
Parents	ECE Program	Community Agency	Public Agencies	Discretionary
Alejandra Berrio	Tonya Burns	Terry Johnson for Norma Amezcua		Toni Isaacs
Mona Franco	Aolelani Lutu	Mallika Bhandarkar		Kelly O'Connell <i>1<sup>st</sup> Supervisorial District</i>
Tara Henriquez	JoAnn Shalhoub-Mejia	Cyndi McAuley		Dianne Philibosian <i>5<sup>th</sup> Supervisorial District</i>
Nellie Ríos-Parra		Joyce Robinson		Michael Shannon
Ernesto Saldaña		Ancelma Sanchez		Sarah Soriano <i>4<sup>th</sup> Supervisorial District</i>
		Kathy Schreiner		Julie Taren <i>3<sup>rd</sup> Supervisorial District</i>

**Guests and Alternates:** Rocio Bach – The Children’s Collective, Avis Boyd – Child360, Tinatra Glaspie – Learning Care Group/La Petite Academy, Indrea Greer – CDS Consulting, Shoghig Khadarian – California Department of Social Services/Community Care Licensing Division, Patricia Reed Cunningham – Heavenly Vision, Stefanie Ritoper – Southern California Public Radio, Edilma Serna – WestEd, Roders Shakhvaladyon – Department of Public Social Services, and Amanda Steiman, California Preschool Instructional Network

**Staff:** Michele Sartell, Renatta Cooper

**1. Welcome and Introductions**

Nellie Ríos-Parra, Chair, opened the Child Care Planning Committee (Planning Committee) meeting at 12:07 p.m. She welcomed members and guests after reading the opening statement and asked Toni Isaacs to read the mission statement. She then asked meeting participants to make self-introductions.

**2. Approval of Minutes**

Julie Taren, Vice Chair, reviewed the minutes from February 6, 2018 and then asked for a motion to approve.

*Kelly O'Connell made the motion to approve the minutes; the motion was seconded by Mallika Bhandarkar. The motion on the minutes passed with abstentions from Tara Henriquez, Cyndi McAuley and Sarah Soriano.*

**3. LPC Local Funding Priorities – Fiscal Year (FY) 2018-19**

Michele Sartell, staff to the Planning Committee, provided a brief overview of the priority setting process including a summary of the data sources and the required methodology for assigning priorities to zip codes with gaps in subsidized early care and education services. Michele listed the public hearing findings that suggested revisiting the priorities to ensure a more accurate representation of the need for Los Angeles County. The final iteration of the priorities reflects the need for families with incomes up to 85 percent of State Median Income (SMI) rather than 70 percent of SMI given the

change in law that will become effective July 1, 2019. She added that counties implementing pilot subsidy programs are already using the higher income cap for determining their priority zip codes. The final slides presented an overview of the findings by Service Planning Area.

Nellie Ríos-Parra called for the motion to approve the LPC Local Funding Priorities for 2018-19 for: General Child Care and Development Programs (CCTR) – Full-day Infant and Toddler Services; California State Preschool Program (CSPP) – Full-day and Part-day; and General Child Care and Development Program (CCTR) – School Age Children.

*Dianne Philibosian made the motion to approve the LPC Local Funding Priorities; the motion was seconded by Anselma Sanchez. The motion passed unanimously.*

#### **4. Public Policy Report**

Michele, on behalf of the Joint Committee on Legislation (Joint Committee), provided the report. She referred meeting participants to the matrix of state legislation, noting that it is updated weekly and sent to the membership via e-mail. She briefly reviewed the structure and purpose of the matrix that is designed to track the progress of bills relating to early care and education during the current legislative session. Each bill is reviewed by the Joint Committee and assigned a level of interest to ensure those that are considered of highest priority are closely monitored. While the level of interest does not denote a potential position on the bill, the interest assignments are helpful in identifying potential bills that may be elevated by the Planning Committee and Policy Roundtable for Child Care and Development with recommendations for the Board to consider taking pursuits of position.

The Joint Committee has started identifying bills of high interest that are consistent with the current priorities established by early care and education stakeholder groups across the state as well as County policy. Priority areas and the bills of interest are as follows:

- Increase investments for infants and toddlers – AB 194 (Reyes)
- Reform the reimbursement rate system – AB 125 (McCarty) and SB 174 (Leyva)
- Invest in facility development – AB 452 (Mullin): grants for facility development; SB 234 (Skinner)
  - ease restrictions in local ordinances for the development of large family child care homes

Other bills of interest with impacts on the work of the local child care and development planning councils (LPC) include:

- AB 324 (Aguiar-Curry): expansion of the child care retention/salary program (AB 212)
- AB 1001 (Ting): intent to increase funding and augment duties of the LPCs

Also mentioned was SB 321 (Mitchell), which in part would provide families participating in CalWORKs welfare-to-work activities to receive one year of continuous eligibility in Stage 1 Child Care or until enrolled in Stage 2. This bill is of interest to and being monitored by the Department of Public Social Services.

Julie invited meeting participants to ask questions or comments on the priorities, adding “are these the right priorities?” Members and guests agreed with the more pressing needs to increase services for infants and toddlers and reform the reimbursement rate system. Meeting the needs of families with non-traditional and variable work schedules was also identified as a high priority that is often met by family child care providers. However, it was noted that fees and reimbursement rates do not meet the actual cost of offering more flexible services. A distinction was made between full-fee pay and reimbursement for subsidized services. For fee-based services, families are paying upfront for their early care and education services that theoretically covers the full month regardless of the child’s

attendance whereas reimbursement for subsidized services is based on a child's attendance and therefore paid in arrears.

## **5. Strategic Planning**

Dianne Philibosian provided a brief update of the assignment to the smaller work group to shape the strategic plan. At their most recent meeting, the group spent some time discussing statewide, regional and county initiatives/policies emerging that should be considered in the development of the plan. She added that they reviewed draft principles adapted from those developed by the Assembly Blue Ribbon Commission on Early Childhood Education. Each month, progress on aspects of the draft strategic plan will be presented for feedback from the Planning Committee, followed by the Roundtable.

Dianne referred meeting participants to their packets for the draft principles and a worksheet. The draft principles reflect the comments from the retreat, including ensuring they are appropriate for Los Angeles County. Dianne instructed the participants to spend time at their tables reviewing the draft principles and answering questions listed on the worksheet to be turned in at the close of the meeting. The questions included: 1) what do you like about the principles?; and 2) what is missing?

A representative of each table was asked to report briefly on each question. There was a lot to like about the principles, including: spotlight on equity; attention to access, workforce and quality; meeting higher areas of need; a global perspective; and integration with support services. Areas that are missing include: mention of children with special needs, trauma-informed practice; meeting the needs of families working non-traditional and variable hours; and a definition of high quality. A question also was raised on whether the order of the principles should be prioritized.

Dianne thanked everyone for their thoughtful comments. She closed by reflecting on the purpose of guiding principles as philosophical statements on what should be addressed in the strategic plan. Principles do not need to be specific; rather they are big ideas to pursue and return to, answering the question, is this what we set out to do?

## **6. Launch of Membership Recruitment**

Ancelma ("Selma") Sanchez, Co-chair of the Governance Work Group, announced the official launch of recruitment of Planning Committee members for FY 2019-20. New this year is a simplified "Intent to Continue" for returning members. Current members must complete the form if they want to continue and have time remaining in their term – each member can serve up to two consecutive three-year terms. Included in the meeting packets are copies of the cover letter and application form for prospective new members. Members were asked to help with recruitment to ensure geographic representation in addition to meeting the five mandated categories: parents/ consumers, early care and education programs, community-based organizations, public agencies and others. Help is needed especially with recruiting parents and family child care providers.

Selma relayed that the Governance Work Group is charged with putting together the membership slate based on applications received and presenting it to the Planning Committee for action at its June meeting; the Board of Supervisors typically approves the membership in late summer. The slate is then forwarded to the California Department of Education/Early Learning and Care Division.

## **7. Announcements and Public Comment**

- The Southern California Chapter of the California Association for the Education of Young Children will host *The Power of Play with Dr. Stuart Brown* on March 23, 2019 at the Moseley-Salvatori Conference Center in Los Angeles. For more information, visit <http://conta.cc/2RKgyvl>.

- Long Beach Early Childhood Education Committee will be holding its annual Early Learning Symposium on March 30, 2019. The theme is “Building Resiliency in Family and Community”. More information is available at their website: <http://lbece.org/>.
- The Southern California Chapter of the Infant Development Association is hosting a series workshops, including one on suspensions and expulsions in early childhood programs. For more information, visit <https://www.idaofcal.org/events-southern-california-chapter>.
- At next month’s Planning Committee meeting, Kelly Quinn and Max Thelander of the Master Planning Unit, Asset Management Branch of the Chief Executive Office will present their approach for the report to the Board in response to the Board motion: Assessing County Property for Future ECE Sites. Kelly and Max are interested in hearing from the Planning Committee members.

**8. Adjournment**

<i>The meeting was adjourned at 2:02 p.m.</i>
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# Conceptualizing the Strategic Plan

Los Angeles County Child Care Planning Committee  
April 3, 2019



# PRELIMINARY ITEMS FOR REVIEW

- Vision
- Mission
- Priority Areas/Outcome Goals
- Measures of Success (Objectives).



# ONE VISION

# ONE MISSION



# DRAFT VISION

All children and their families have access to high-quality early care and education programs.

(other concepts to consider– ECE as part of larger system, children’s optimal development, strengthens families)

# DRAFT MISSION

To serve as a leader for building and strengthening a high quality early care and education system for all children and families in Los Angeles County.



# DRAFT PRIORITY AREAS/OUTCOME GOALS

**Goal 1:** Lifting the OAECE as a Change Agent for Early Care and Education

**Goal 2:** Increasing Access

**Goal 3:** Enhancing Quality

**Goal 4:** Growing the Workforce

**Goal 5:** Engaging Families and Communities



# LIFTING THE OAECE AS CHANGE AGENT

- Strengthen conceptual understanding of DPH's overarching goals of just culture and equity and relationship with early care and education
- Explore/determine structure/roles for achieving shared goals
- Build the capacity of the office/leverage resources needed to achieve goals and objectives
- Foster partnerships with local stakeholders and County departments
- Strengthening the relationship between the Board of Supervisors and the OAECE/Roundtable/Planning Committee
- Contribute to the Los Angeles County voice on policy issues at the state level
- Create a communications system

# INCREASING ACCESS

- Enhance data collection and analysis – identify opportunities to overlay with and leverage other sources
- Harness the power of data to understand strengths and needs to tell the Los Angeles County story
- Promote mixed delivery system – establish a task force
- Conduct study of family child care providers who have left the system
- Use data to advocate at the state level

# ENHANCING QUALITY

- Serve as advisory to Quality Start Los Angeles (QSLA)
- Promote development of Quality Improvement System that broadens the quality improvement continuum
- Advocate for increased investments in Quality Rating and Improvement System
- Boost integration of services and linkages with County initiatives
- Promote mixed delivery system – establish a task force
- Conduct study of family child care providers who have left the system
- Use data to advocate at the state level

# GROWING THE WORKFORCE

- Advocate for reimbursement rate reform
- Provide forum for conversations on child development permit revisions and the ECE credential
- Improve information systems to support professional development
- Explore the integration of the Child Care Retention/Salary (AB 212) Program with the ECE Workforce Registry and alignment with QSLA
- Advocate for compensation comparable to education. Experience and responsibilities



# ENGAGING FAMILIES AND COMMUNITIES

- Define the purpose of the parent/community voice
- Develop strategies to engage parents and communities
- Leverage existing entities working directly with families
- Explore creating an arm of the Planning Committee
- Host forums with parents and community members

# COMMENTS...

- What do you like?
- What is missing?
- Additional thoughts?

Office for the Advancement of Early Care and Education, Child Care Planning Committee and Policy Roundtable for Child Care and Development  
**Proposed Strategic Plan Vision, Mission, Goals and Objectives**

**Breakout Questions – April 3, 2019**

Draft Proposed Language	Questions/Comments
<b>Draft Vision</b> All children and their families have access to high-quality early care and education programs.  (other concepts to consider– ECE as contributor to larger system, children’s optimal development, strengthens families)	
<b>Draft Mission</b> To serve as a leader for building and strengthening a high-quality early care and education system for all children and families in Los Angeles County.	
<b>Draft Goal 1: Lifting the OAECE as a Change Agent for Early Care and Education</b>	
<i>Draft Objectives ~</i> <ul style="list-style-type: none"> <li>▪ Strengthen conceptual understanding of DPH’s overarching goals of just culture and equity and relationship with early care and education</li> <li>▪ Explore/determine structure/roles for achieving shared goals</li> <li>▪ Build the capacity of the office/leverage resources needed to achieve goals and objectives</li> <li>▪ Foster partnerships with local stakeholders and County departments</li> <li>▪ Strengthening the relationship between the Board of Supervisors and the OAECE/Roundtable/Planning Committee</li> <li>▪ Contribute to the Los Angeles County voice on policy issues at the state level</li> <li>▪ Create a communications system</li> </ul>	
<b>Draft Goal 2: Increasing Access</b>	
<i>Draft Objectives ~</i> <ul style="list-style-type: none"> <li>▪ Enhance data collection and analysis – identify opportunities to overlay with other sources</li> <li>▪ Harness power of data to understand strengths and needs to tell the Los Angeles County story</li> </ul>	

Draft Proposed Language	Questions/Comments
<ul style="list-style-type: none"> <li>Promote mixed delivery system – establish a task force</li> <li>Conduct study of family child care providers who have left the system</li> <li>Use data to advocate at the state level</li> </ul>	
<b>Draft Goal 3: Enhancing Quality</b>	
<p><i>Draft Objectives ~</i></p> <ul style="list-style-type: none"> <li>Serve as advisory to Quality Start Los Angeles (QSLA)</li> <li>Promote development of Quality Improvement System that broadens the quality improvement continuum</li> <li>Advocate for increased investments in Quality Rating and Improvement System</li> <li>Boost integration of services and linkages with County initiatives</li> <li>Promote mixed delivery system – establish a task force</li> <li>Conduct study of family child care providers who have left the system</li> <li>Use data to advocate at the state level</li> </ul>	
<b>Draft Goal 4: Growing the Workforce</b>	
<p><i>Draft Objectives ~</i></p> <ul style="list-style-type: none"> <li>Advocate for reimbursement rate reform</li> <li>Provide forum for conversations on child development permit revisions and the ECE credential</li> <li>Improve information systems to support professional development</li> <li>Explore the integration of the Child Care Retention/Salary (AB 212) Program with the ECE Workforce Registry and alignment with QSLA</li> <li>Advocate for compensation comparable to education. Experience and responsibilities</li> </ul>	

Draft Proposed Language	Questions/Comments
<b>Draft Goal 5: Engaging Families and Communities</b>	
<i>Draft Objectives ~</i> <ul style="list-style-type: none"> <li>▪ Define the purpose of the parent/community voice</li> <li>▪ Develop strategies to engage parents and communities</li> <li>▪ Leverage existing entities working directly with families</li> <li>▪ Explore creating an arm of the Planning Committee</li> <li>▪ Host forums with parents and community members</li> </ul>	

What do you like?

What is missing?

Additional thoughts?

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## **Speaker Bios • April 3, 2019**

### **COMPREHENSIVE FISCAL ANALYSIS (CFA)**

#### **JEANNA CAPITO, CFA CONSULTANT TEAM**

Based in Chicago, Jeanna has worked at the state and local levels including the management of child care programming, Early/Head Start, developmental pediatrics, national home visiting models, collaboration building and child welfare programming. Jeanna led the San Francisco CFA, has done fiscal work for Early Head Start, family child care, collaborations and home visiting, has expertise in budget creation and management, and building complementary fiscal, governance and management systems to support quality programming.

#### **KAREN YARBROUGH, CFA CONSULTANT TEAM**

Based in Chicago, Karen has extensive experience in early childhood systems building. Karen oversaw development and implementation of public policy and advocacy strategy and systems change initiatives for the policy division of a statewide early childhood organization. She has also written and overseen production of policy research and analysis on a number of diverse topics. Karen has provided consultation on systems design and strategy to other state advocates and policymakers.

### **BOARD MOTION: ASSESSING COUNTY PROPERTY FOR FUTURE ECE SITES**

#### **KELLY QUINN, MANAGER, CHIEF EXECUTIVE OFFICE (CEO), LOS ANGELES COUNTY**

Kelly Quinn directs a wide range of strategic asset and master planning initiatives for the CEO of Los Angeles County—our nation's largest, approaching 11 million residents. Kelly's team develops plans to optimize value capture and policy outcomes for vacant/underutilized County properties. Previously, Kelly led capital planning for courthouse construction in Massachusetts and California, pioneering data-driven statewide prioritization of capital needs that resulted in legislation securing over \$6 billion in funding for 65+ construction courthouse capital projects. Kelly has lectured at Harvard Graduate School of Design's Executive Education Program. She holds an Master in City Planning from MIT and a BA from UCLA.

#### **MAX THELANDER, ANALYST, CEO, LOS ANGELES COUNTY**

As part of the LA County CEO's Master Planning team, Max Thelander develops long-range facility plans for County departments and reuse plans for vacant and underutilized County properties, drawing from his background in policy analysis, urban design, and community engagement. Previously, at the County's Department of Regional Planning, Max worked in highly diverse and varied assignments ranging from code enforcement in Willowbrook to planning for utility-scale solar farms and high-speed rail in the Antelope Valley. Max holds a Master in City Planning from MIT and a BA from Kenyon College.

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# Los Angeles County Early Care and Education Comprehensive Fiscal Analysis Project Overview

**OPPORTUNITY** The Los Angeles County Office of Child Protection, with the ECE Prevention Work Group leadership, has engaged in a comprehensive fiscal analysis, running from October 2018 to June 2019. This county level analysis will address:

- what funding currently supports early care and education services in Los Angeles County;
- how these funds are being used and if they are being fully spent; and,
- what opportunities exist to better coordinate, streamline, and maximize existing funds.

The information gathered through the comprehensive fiscal analysis (CFA) process will be used to further the goals of the LA County ECE Prevention Workgroup (for more information see reverse side.)

**APPROACH & OUTCOMES** The CFA is being conducted by a team of early childhood program and financing experts, who work in many states and communities, as well as on national work, but also bring specific experience in California. Additional information about the team members, Jeanna Capito, Simon Workman, and Karen Yarbrough, and their contact information is provided on the right of this page. The approach of the team rests on several guiding principles regarding optimal operation of an early childhood systems. The system must:

- work for all children and ensure that programming reaches those who need it the most and positively impacts all children;
- be fair to providers and support quality implementation across settings;
- use public resources wisely and efficiently, augmenting with private resources from those families who can afford services.

Benefits of a comprehensive analysis of all the funding for early care and education include:

- increasing programming availability and access;
- increasing the ease and expediency for families engaging in services;
- illuminating a clear path for matching service and need;
- enhancing understanding of how effectively services are meeting the needs of children and families and whether the outcomes achieved for children and families align with the investments made.

**INVOLVEMENT** A strong fiscal analysis relies on a collaborative partnership between the CFA team and the professionals and stakeholders with years of experience serving young children and their families across Los Angeles County combined with the guidance of the Prevention Workgroup as the advisory body to the CFA. The CFA team has included several mechanisms to gather input from the early care and education community; in addition to these meetings and conversations, please do not hesitate to contact any one of the three team members directly to share your thoughts and information on programming and funding. All information gathered through this process will be linked together in a way to promote thoughtful consideration of the opportunities to enhance the system for children, families and providers. Thank you in advance for your input, we look forward to working together.

## CFA TEAM

*Jeanna Capito* From Chicago, Jeanna has worked at the state and local levels including the management of child care programming, Early/Head Start, developmental pediatrics, national home visiting models, collaboration building and child welfare programming. Jeanna led the San Francisco CFA, has done fiscal work for EHS, family child care, collaborations and home visiting, has expertise in budget creation and management, and building complementary fiscal, governance and management systems to support quality programming.  
[jeannacapito@gmail.com](mailto:jeannacapito@gmail.com)  
630.797.5154

*Simon Workman* From Washington DC, Simon has developed interactive comprehensive ECE systems cost models which allow policy makers to model the fiscal impact, and impact on enrollment, of making certain changes to their ECE systems, including changes to QRIS. In addition, Simon is the co-developer of the Provider Cost of Quality Calculator, an online tool which models the cost of quality for providers in a center or home setting and demonstrates the impact on a provider's net revenue.  
[sworkman@americanprogress.org](mailto:sworkman@americanprogress.org)  
202 599 9698

*Karen Yarbrough* From Chicago, Karen has extensive experience in early childhood systems building. Karen oversaw development and implementation of public policy and advocacy strategy and systems change initiatives for the policy division of a statewide early childhood organization. She has also written and overseen production of policy research and analysis on a number of diverse topics. Karen has provided consultation on systems design and strategy to other state advocates and policymakers.  
[karen@kyarbrough.net](mailto:karen@kyarbrough.net)  
312.730.2548

## ECE Prevention Workgroup

<b>WHAT IS THE ECE PREVENTION WORKGROUP?</b>	Improving access to early care and education (ECE) programs is one of the seven strategies outlined in LA County's 2017 <i>Paving the Road to Safety for our Children: A prevention plan for Los Angeles County</i> . Working together, the LA County Office of Child Protection, the Policy Roundtable for Child Care and Development, First 5 LA and other partners have convened this workgroup to make policy and program recommendations to strengthen the countywide ECE system.	
<b>WHAT WE WANT</b>	<ul style="list-style-type: none"> <li>• Improved access to child and family-centered supports and services</li> <li>• Quality and program continuity</li> <li>• Smooth connection for children/families to supports that prevent child maltreatment</li> <li>• Ensure that educational achievement gaps, socio-economic mobility, and well-being are thoughtfully addressed</li> </ul>	
<b>WHAT IS NEEDED (County Level)</b>	<b>Funding</b>	<b>Access and Affordability</b>
	1. Leveraging to increase available funding 2. Advocacy for increased funding	3. Increasing affordability 4. Increasing access 5. Increasing coordination and flexibility across funding streams
	<b>Workforce Development</b>	<b>Family Engagement</b>
	6. Increased number of well-prepared staff with access to ongoing professional development 7. Higher compensation tied to qualifications 8. Improved competency in trauma-informed care	9. Accountability of program functioning 10. Inclusion of parent voices in planning/implementation 11. Use of technology to help parents search and identify available child care and scholarships
	<b>Coordination</b>	<b>Accountability</b>
	12. Coordination among service providers 13. Coordinated administrative functions across funding streams 14. Funding alignment 15. Alignment of program and reporting requirements	16. Tracking/monitoring of funding, service distribution and outcomes 17. Ensuring social justice
<b>WORKGROUP MEMBERS</b>	<p><b>Jacquelyn McCroskey, USC/Policy Roundtable (Workgroup Chair)</b></p> <div> <div> <b>Rochelle Alley</b>, Big Orange Splot Social Impact Consulting  <b>Cristina Alvarado</b>, Los Angeles Child Care Alliance  <b>Linda Aragon</b>, LA County Department of Public Health  <b>Sonia Campos-Rivera</b>, LA Area Chamber of Commerce  <b>Ellen Cervantes</b>, Child Care Resource Center/Policy Roundtable  <b>Fran Chasen</b>, SCAEYC/Policy Roundtable  <b>Genie Chough</b>, LA County Department of Children and Family Services  <b>Richard Cohen</b>, Policy Roundtable  <b>Dorothy Fleisher</b>, W.M. Keck Foundation  <b>Wendy Garen</b>, Parsons Foundation/Commission for Children and Families  <b>Kalene Gilbert</b>, DMH/Policy Roundtable  <b>Robert Gilchick</b>, LA County Department of Public Health  <b>Stefanie Gluckman</b>, OCP, Education Coordinating Council  <b>Lila Gurguis</b>, Karsh Center </div> <div> <b>Genethia Hudley-Hayes</b>, LA County Supervisor Sheila Kuehl, District 3  <b>Maral Karaccusian</b>, LA County Supervisor Janice Hahn, District 4  <b>Katie Fallin Kenyon</b>, Kenyon Consulting  <b>Jackie Majors</b>, Crystal Stairs  <b>Ofelia Medina</b>, First 5 LA  <b>Carrie Miller</b>, LA County Office of Child Protection  <b>Collins Nweke</b>, LA County Department of Public Social Services  <b>Terry Ogawa</b>, Policy Roundtable  <b>Becca Patton</b>, First 5 LA  <b>Karla Pleitez-Howell</b>, Advancement Project/Policy Roundtable  <b>Joyce Robinson</b>, Child Care Planning Committee, Low Income Investment Fund  <b>Michele Sartell</b>, Office for the Advancement of Early Care and Education  <b>Martine Singer</b>, Children's Institute International  <b>Dean Tagawa</b>, Los Angeles Unified School District  <b>Elise Weinberg</b>, Alliance for Children's Rights  <b>Cheryl Wold</b>, Wold and Associates  <b>Keesha Woods</b>, LACOE </div> </div>	

# Los Angeles County

## Comprehensive Fiscal Analysis Project

Child Care Planning Committee

April 2019

# Introductions

- **Team**

Jeanna Capito

Simon Workman

Karen Yarbrough

- **Background  
and Experience**



## Guiding Principles for an ECE System

- Works for all children and ensures positive impact on the most vulnerable
- Is fair to providers and supports their developing capacity for quality implementation
- Uses public resources wisely and efficiently



## Project Approach and Outputs

1. Comprehensive resource table of all funding sources and programs reviewed (Direct Service and Quality Supports)
2. Revenue and Expense Model to support understanding the cost of quality
3. Report with community innovation profiles, written analysis and recommendations

# Innovation Profiling

- Strategy to cover the diversity of LA County
- Share out and raise up examples of investments and approaches to birth to five
- Two types of profiling: narrative and narrative plus revenue and expense modeling

# Revenue and Expense Modeling

- Modeling for multiple types of program, select which one you want to run:
  - Full day, Full year, 10 hour/day childcare
  - Extended Day PreK
  - Part-day PreK
- Implement quality variables approach for quality frame in model
- Multiple levels of quality modeled
  - Quality
  - High Quality
  - Aspirational
- Data from multiple communities will allow for running modifications to the model for different areas of the county
  - Specific data will cover 6 areas or communities (LA county as a whole and 5 community areas)



## CFA Activities

Research and  
Investigation

- Review of all funding sources and programs
- Communicating with CFA leadership
- Interviews and meetings with stakeholders
- Engaging with early care and education providers



# CFA Activities

Analysis and  
Recommendations

- CFA includes:
  - What the funding is, level and purpose
  - What costs are
  - How much funding is needed to meet your goals
- Recommendations on:
  - Increasing efficiency
  - Increasing revenue
  - Increasing stability and sustainability of funding



# Profiles: Community and Innovation Focus

- |                    |  |
|--------------------|--|
| 1. Antelope Valley | Antelope Valley Health Partners and home visiting partnerships, highlighting transitions to ECE programming. Provider (centers and FCCs) fiscal data collection. |
| 2. Community in SE | Exploring with meetings in March (Norwalk LaMirada)  |
| 3. Lennox          | General fund investment in B to 3 program, builds strong family engagement   |
| 4. Long Beach      | City support for child care position, community partnerships, Mayor's Fund for Education, Educare. Provider (centers and FCCs) fiscal data collection.           |
| 5. Los Angeles     | City investments in ECE (meetings occurring in April)  |
| 6. LAUSD           | ECE is in LCAP, Whole Child goal area in the strategic plan, CACFP enrollment approach, DLL/ECE program example  |
| 7. NE Valley       | Health and Wellness Center, other community entities and partnerships  |
| 8. Pasadena        | Child care position funded by city, housed at library; Hubs approach; Health Department birth to five programming  |

# Profiles: Community and Innovation Focus

- |                                       |   |
|---------------------------------------|---|
| 9. Pomona                             | Resource and Referral housed in School District   |
| 10. Santa Monica                      | City investments in subsidy, staffing and land use; school district programming. Provider (centers and FCCs) fiscal data collection.        |
| 11. South LA – Watts Willowbrook      | Community partnerships, MLK child care center. Provider (centers and FCCs) fiscal data collection. Meetings occurring in March/early April. |
| 12. South LA – Westmont               | South Vermont Kindercare center, DPSS site serving community as well.   |
| 13. Southeast LA                      | Community partnerships. Provider (centers and FCCs) fiscal data collection. Meeting occurring in March/early April.                         |
| 14. Dept of Child and Family Services | Referral system built for linking child welfare to ECE.   |
| 15. Dept of Parks/Rec                 | County department. Tiny Tots program and a couple local sites   |
| 16. Dept of Mental Health             | County department. Infant/EC Mental Health consultation approach, possibly a contractor highlight.  |

## Purpose of a CFA

- Increasing programming availability and access
- Increasing the ease and expediency for families enrolling, and engaging, in services
- Illuminating a clear path for matching service and need
- Supporting decision making related to programming for children and families
- Making more efficient use of funding

## Emerging Focus

- Leveraging all available funding
  - Do local approaches (rules and regs) allow for flexibility to the extent possible to meet needs of vulnerable populations
- Match between system supports and provider/family needs
- Match between state funding and local need
- Potentially duplicative monitoring and accountability requirements

# Reflections



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MOTION BY SUPERVISOR HILDA L. SOLIS AND  
SUPERVISOR JANICE HAHN

November 27, 2018

**Assessing LA County Property for Future Early Care and Learning Sites**

Research demonstrates that 90% of a baby's brain develops by the age of five. Further, children who attend high-quality early care and education programs perform better on standardized tests in reading and math, are less likely to be placed in special education, are less likely to be held back a grade, and are more likely to graduate from high school and attend college.<sup>1</sup> Based on cost-benefit analysis, economists share that investing in high-quality early care and education programs is an effective strategy for closing achievement gaps.<sup>2</sup>

Statewide, the need for quality early care and education services is well documented. California is the fifth largest economy in the world, yet it is providing affordable baby and toddler early learning experiences to less than 14% of eligible

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<sup>1</sup> McCoy, D. C., et al. (2017) Impacts of Early Childhood Education on Medium-and Long-Term Educational Outcomes." Educational Research 46(8) 474-487.

<sup>2</sup> Garcia, J. L., et al (2017) Quantifying the Life-cycle Benefits of a Prototypical Early Childhood Program. No. w23479. National Bureau of Economic Research.

**MOTION**

SOLIS	_____
RIDLEY-THOMAS	_____
HAHN	_____
BARGER	_____
KUEHL	_____

families.<sup>3</sup> Los Angeles County is home to 370,313 babies and toddlers. Over half (51%) are eligible for California subsidized early learning programs. Yet, only 6% (11,997) of income-eligible babies and toddlers are served by State subsidies.<sup>4</sup>

While the demand for early care and education is tremendous, the industry is unable to meet this need, especially for working-class communities. This crisis is due to large demand for subsidized ECE services, a shortage of childcare facilities, and minimal state and local funding. Children are missing essential learning and developmental opportunities to create a strong foundation necessary for school readiness and ultimately for successful life outcomes. Increasing access to affordable early care and education will provide key support and opportunities for working-class families to keep their jobs, pay their bills, and more broadly, help reduce the homelessness and housing crisis in the county.

In October, the Board of Supervisors directed the Office of Child Protection, in conjunction with the Department of Public Health and the Policy Roundtable for Child Care and Development, to report-back with a comprehensive financial landscape analysis to determine what funding currently supports Early Care and Education services throughout Los Angeles County. Learning more about the County's fiscal landscape for early care and education is essential, but that understanding must be coupled with a deeper understanding of the property available for future sites for child

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<sup>3</sup> "The State of Early Care and Education in Los Angeles County Executive Summary." Los Angeles County Child Care Planning Committee 2017 Needs Assessment. (2017).

<sup>4</sup> Pleitéz Howell, K., Watson, E., & Lara, A. (2018) "Babies and Toddlers in Los Angeles County: Prioritizing High-Quality Early Care and Education to Set Children on a Path to Success. Recommendations for Decision Makers. Policy Brief by Advancement Project California.

early care and education.

**WE, THEREFORE, MOVE** that the Board of Supervisors direct CEO, in consultation with the Policy Roundtable for Child Care and Development and Office for Advancement of Early Care and Education, housed within the Department of Public Health, Internal Services Department and Public Works, to report back in 120 days on the following:

1. Los Angeles County-owned property which could be used to build new early care and education facilities in accordance with state and local regulations; and
2. Los Angeles County-owned buildings, currently not in use, which could be used for child care services. These buildings may be standalone facilities or have vacant rooms or areas that would be suitable for renovation.

# # #

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# Assessing LA County Property for Future Early Care and Learning Sites



Kelly Quinn and Max Thelander  
Chief Executive Office, County of Los Angeles  
Asset Management Branch, Master Planning Unit

3 April 2019

# Outline

- Who We Are
- Background on Board Motion
- County-Owned Property
- Criteria for ECE Facilities
- Identifying High-Need Areas in LA County
- Preliminary Recommendations and Next Steps
- Tell Us Your Thoughts!

# Who We Are

- LA County CEO's Asset Management Branch has three divisions: Capital Programs, Real Estate, and Master Planning
- Key goals of the Asset Management Branch:
  - Optimize the use of assets to their **highest and best use**
  - Establish stronger **connections between service priorities and asset decisions**
  - Create an **enterprise-wide understanding** of asset needs and priorities
  - Develop **long-term funding strategies** that address future unfunded needs
  - Stimulate **economic activity** and improve residents' **quality of life**

# Background on Board Motion

- November 2018: Board of Supervisors directed CEO to report back on:
  1. Los Angeles County-owned **property** which could be used to build new early care and education facilities in accordance with state and local regulations; and
  2. Los Angeles County-owned **buildings**, currently not in use, which could be used for child care services. These buildings may be standalone facilities or have vacant rooms or areas that would be suitable for renovation.

AGN. NO. \_\_\_\_

MOTION BY SUPERVISOR HILDA L. SOLIS AND  
SUPERVISOR JANICE HAHN

November 27, 2018

Assessing LA County Property for Future Early Care and Learning Sites

Research demonstrates that 90% of a baby's brain develops by the age of five. Further, children who attend high-quality early care and education programs perform better on standardized tests in reading and math, are less likely to be placed in special education, are less likely to be held back a grade, and are more likely to graduate from high school and attend college.<sup>1</sup> Based on cost-benefit analysis, economists share that investing in high-quality early care and education programs is an effective strategy for closing achievement gaps.<sup>2</sup>

Statewide, the need for quality early care and education services is well documented. California is the fifth largest economy in the world, yet it is providing affordable baby and toddler early learning experiences to less than 14% of eligible



# County-Owned Property

- 13 existing child care facilities on County property
  - Total licensed capacity ~450
- **Limited number of vacant/underutilized County properties without a confirmed plan for reuse**
  - Many of the remaining vacant/underutilized properties are not well-suited for ECE facilities
- County's inventory of owned and leased buildings does not include room-level use data

# Criteria for ECE Facilities

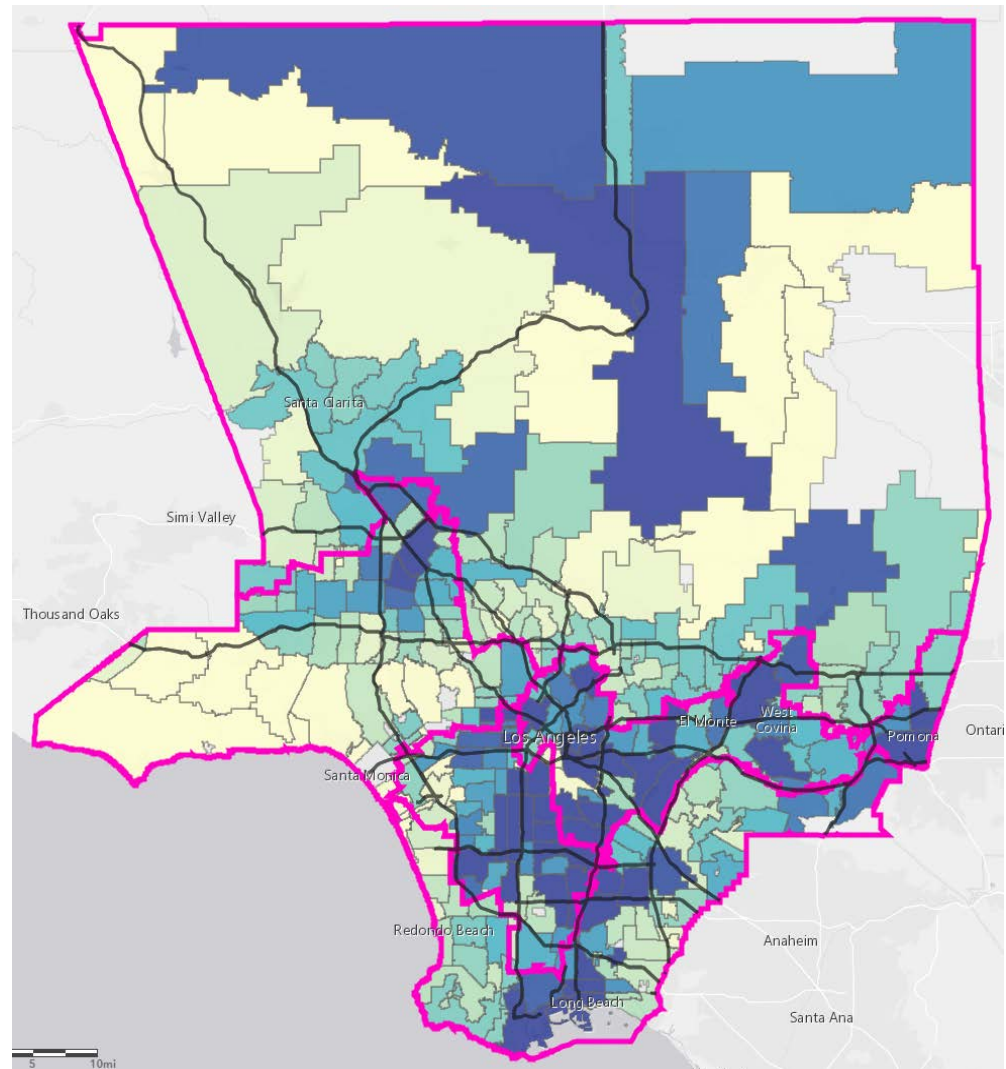
- **Neighborhood scale – surrounding environment**
  - **High-need areas**
  - Proximity to job centers (high employment density)
  - Proximity to elementary schools
  - Proximity to County/social services
  - Proximity to public transit
  - Proximity to public/affordable housing
  - Distance from incompatible land uses (e.g., prisons, industrial areas)
  - Compliant with local regulations (e.g., zoning)
- **Site scale – building amenities**
  - First floor location
  - Outdoor space
  - Compliant with state regulations (e.g., minimum square footage per child, required napping area)
  - Pickup and drop-off area / on-site parking
  - “Look and feel” (smaller, non-institutional facilities preferred)

# Identifying High-Need Areas in LA County

- Which geographic areas in LA County have the **greatest unmet needs** for early care and education?
- Number of **infants and toddlers (0-36 months) eligible for subsidized child care and not currently served**, by ZIP code
  - Data source: LPC Local Funding Priorities (FY 2018-19)
- What **other data indicators** should we be considering?
  - Birth rates?
  - Youth in foster care?
  - R&R agency referrals?

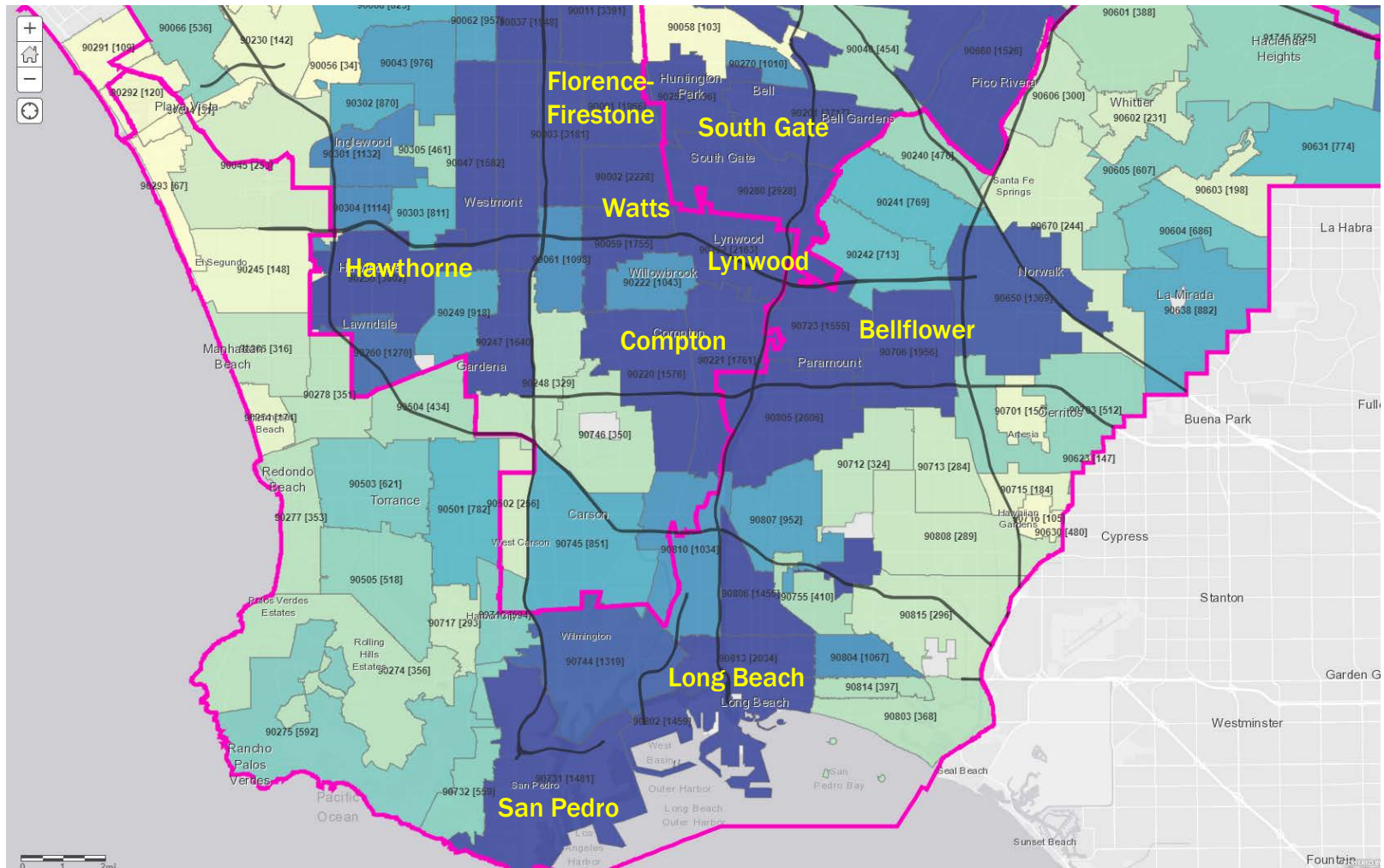
# Identifying High-Need Areas in LA County

- Darker blue indicates higher level of need (greater # of eligible, unserved infants and toddlers)
- Note that data is mapped at the **ZIP Code** level
  - Difficult to pinpoint location where one ZIP code covers a large area



# Identifying High-Need Areas in LA County

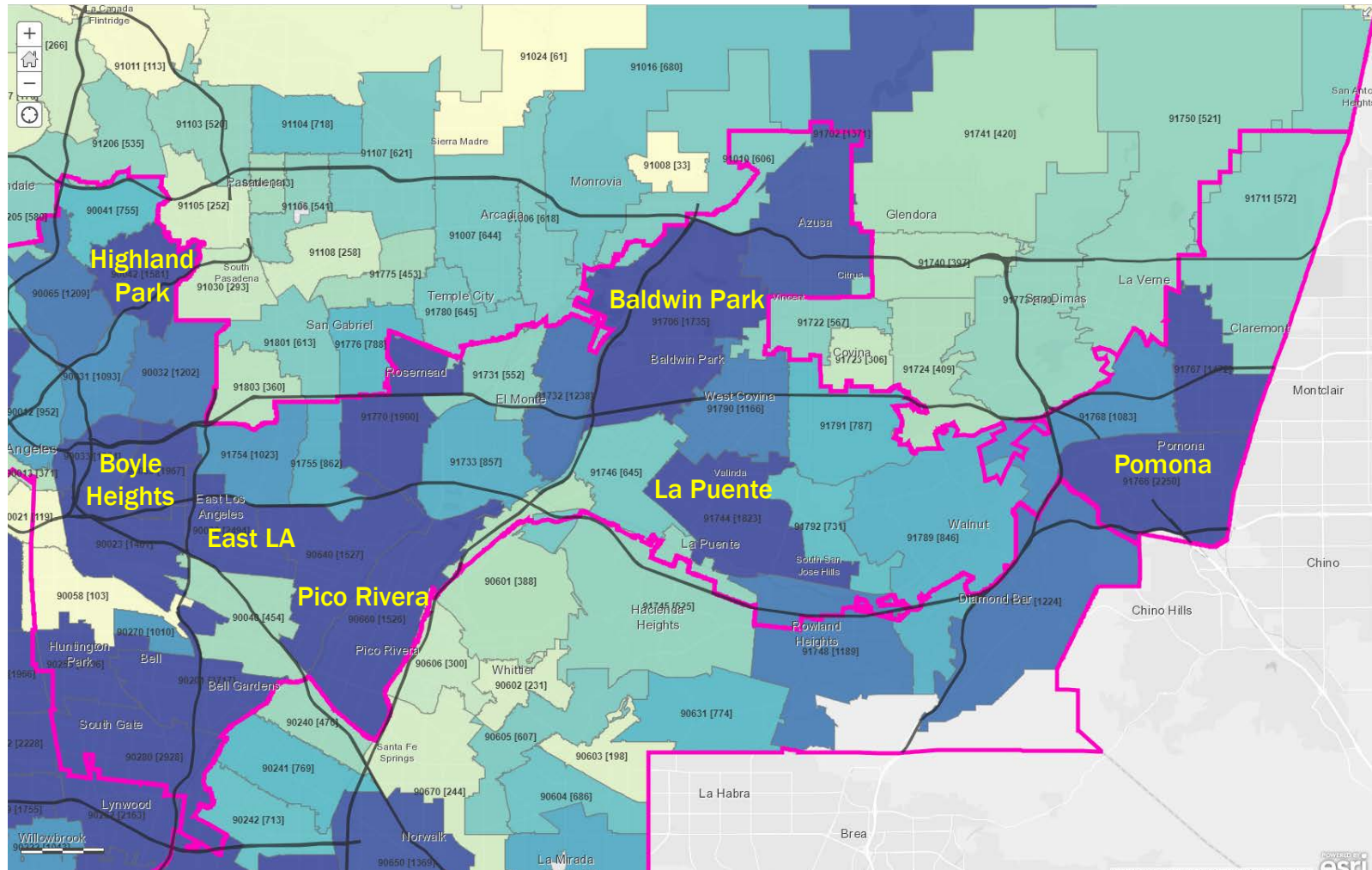
## South LA (SD 2), South Bay/Long Beach/Gateway Cities (SD 4)





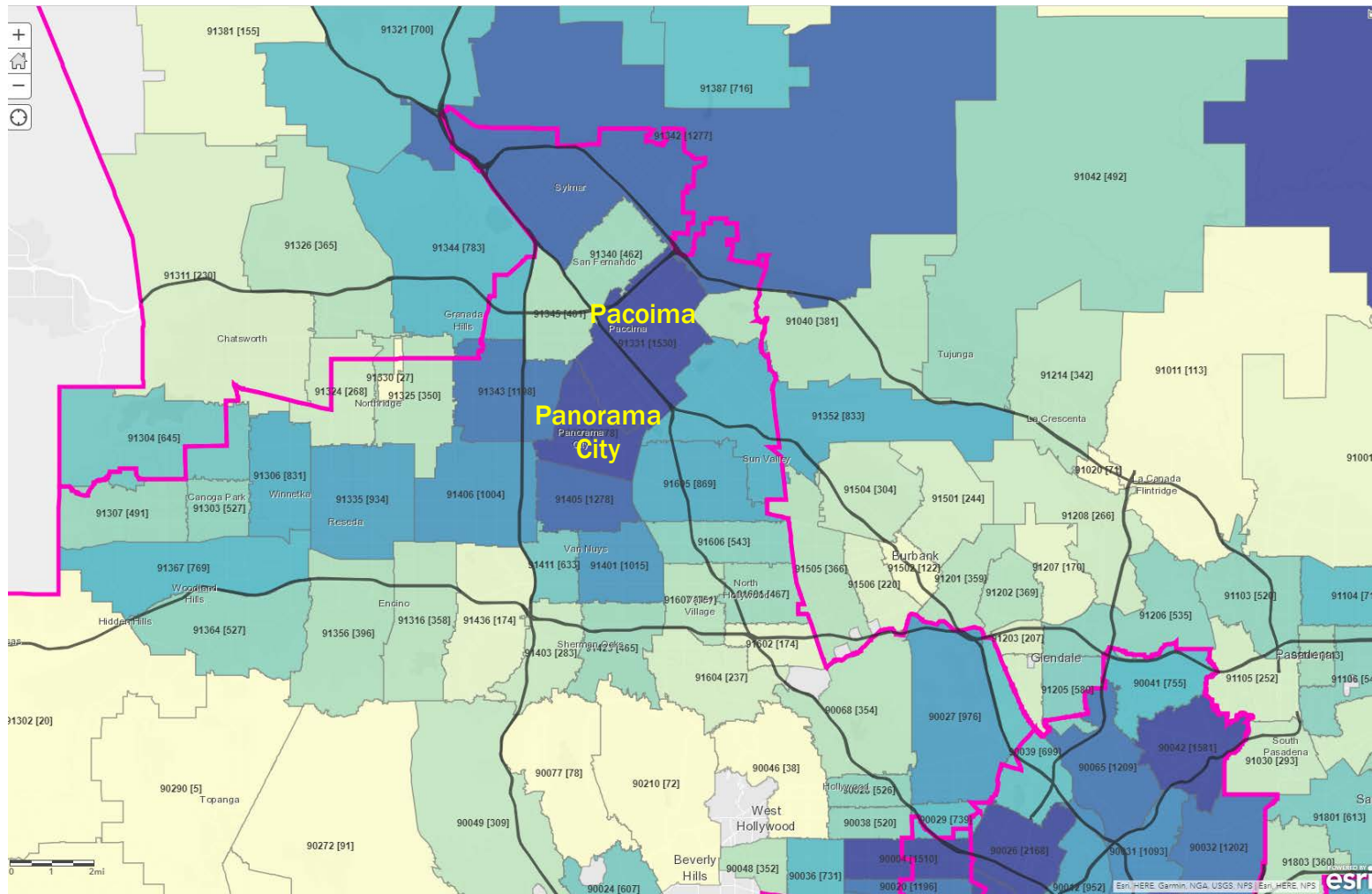
# Identifying High-Need Areas in LA County

## San Gabriel Valley (SD 1, 4, 5)



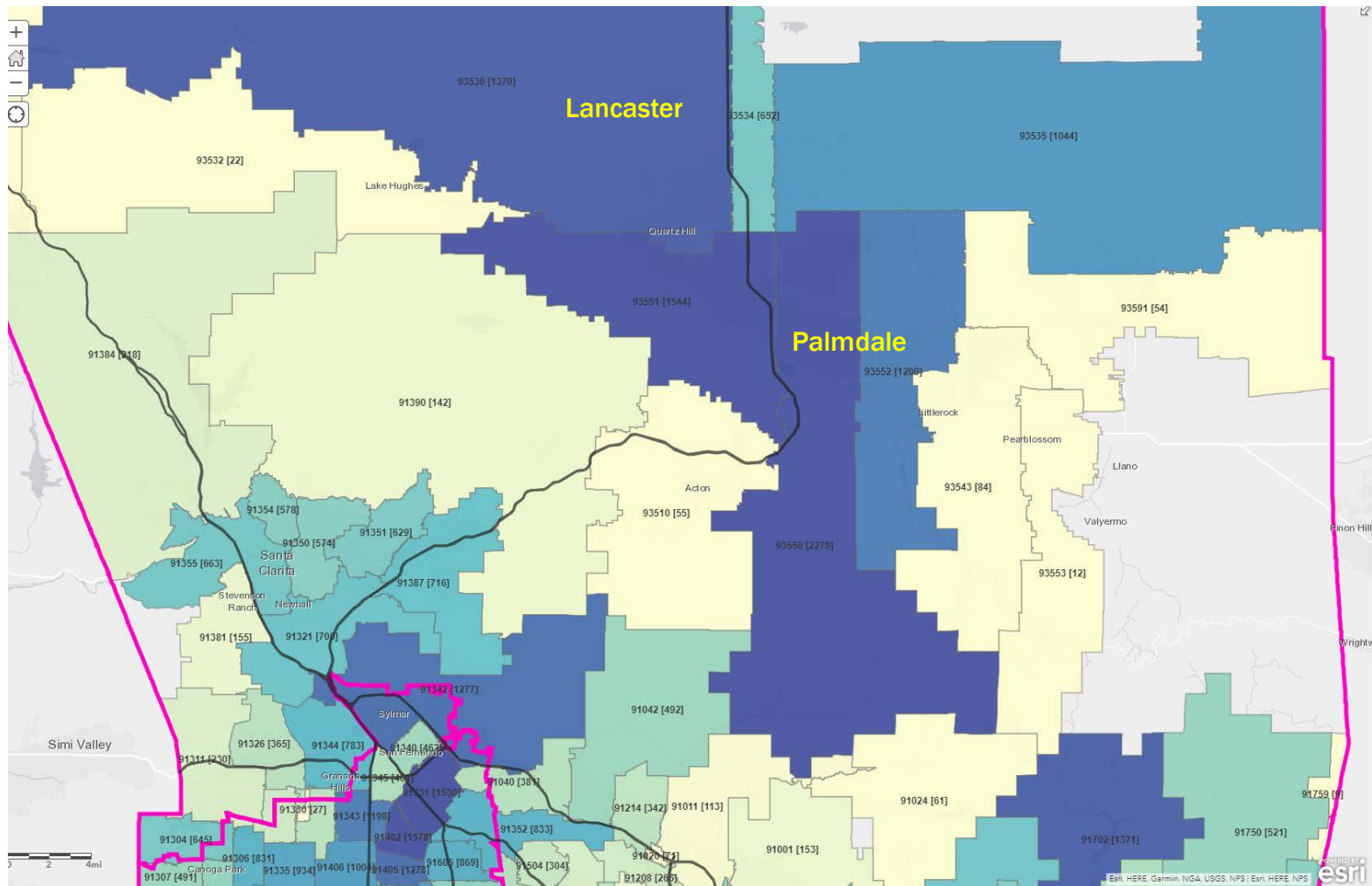
# Identifying High-Need Areas in LA County

## San Fernando Valley (SD 3, 5)



# Identifying High-Need Areas in LA County

## Santa Clarita Valley / Antelope Valley (SD 5)





# Preliminary Recommendations

- **Focus search for available properties on geographic areas with greatest unmet needs.** This could potentially include:
  - Schools
  - Parks
  - Faith-based organizations
  - Other government-owned properties (e.g., Metro)
- **Provide technical assistance, and streamline the permitting process where feasible.** This could potentially include:
  - Locating suitable real estate
  - Navigating state and local regulations
  - Securing funds needed for facility improvements

# Next Steps

- **April 10<sup>th</sup>:** Present to the Policy Roundtable for Child Care and Development
- **Mid-May:** Finalize draft report, incorporating feedback from Planning Committee and Policy Roundtable
- **Mid-June:** File final report with Board of Supervisors
  - Timing should align with completion of the **Comprehensive Fiscal Analysis** (by LA County Office of Child Protection and ECE Prevention Work Group), and adoption of final **state budget** (potential funding for new/expanded ECE facilities)

# Tell Us Your Thoughts!

- **What are the most significant facility-related hurdles that ECE providers currently face?** What are some specific solutions that could help reduce those those barriers?
- **Which geographic areas in LA County have the greatest unmet needs for early care and education?** What other data indicators could we use to estimate ECE needs at the community/ZIP code level?
- **What roles should city, county, state, and federal governments play, respectively, to support creation of ECE facilities most effectively?** Who is best positioned to do what? How might strategic partnerships help?

# Tell Us Your Thoughts!

- We want to hear your thoughts, questions, and ideas!  
("Help us help you help them...")
- Contact:
  - **Max Thelander** – Master Planning Unit, LA County CEO
  - **Email:** [mthelander@ceo.lacounty.gov](mailto:mthelander@ceo.lacounty.gov)
  - **Phone:** 213.893.0443
- Please share your feedback no later than [April 24<sup>th</sup>](#)



**THANK YOU!**