



SAN DIEGO COUNTY  
**CHILD CARE**  
BLUEPRINT



**SAN DIEGO COUNTY  
CHILD CARE**

**B L U E P R I N T**

## CONTENTS

Acknowledgements	1
Executive Summary	3
Introduction	7
Goals and Strategies	17
Clear Priorities for San Diego County	22
Appendices	
Appendix A: Action Plan	23
Appendix B: Research and Resources	41
Appendix C: Glossary of Terms	45

# ACKNOWLEDGEMENTS

Many thanks to the individuals below for their active participation and guidance in developing the San Diego County Child Care Blueprint. In addition, we want to recognize the San Diego County Child Care and Development Planning Council (LPC), Parent Voices, and Child Care Providers Union for their foundational contributions to this critical plan and First 5 San Diego for providing funding to support the planning process.

## STEERING TEAM

**Alethea Arguilez**, Executive Director, First 5 San Diego

**Courtney Baltiyskyy**, Vice President of Policy and Advocacy, YMCA of San Diego County

**Erin Hogeboom**, Director, San Diego for Every Child

**Lenette Javier**, Program and Evaluation Administrator, First 5 San Diego

**Carolyn Verheyen**, Principal, MIG, Inc.

**Kate Welty**, Director of Social Impact, MIG, Inc.

## ACTION TEAM

**Courtney Baltiyskyy**, YMCA of San Diego, Co-Chair

**Erin Hogeboom**, San Diego for Every Child, Co-Chair

**Alethea Arguilez**, First 5 San Diego

**Andrea O'Hara**, City of San Diego, Office of Child and Youth Success

**Belinda J. Panelo**, San Diego Foundation

**Charlotte Ochiqui**, Neighborhood House Association

**Chris Jewell**, SAY San Diego

**Daniel Enemark**, San Diego Policy and Innovation Center

**Dezerie Martinez**, San Diego County Office of Education, San Diego Child Care and Development Planning Council

**Eileen Calderon**, Child Development Associates  
**Katie Rast**, San Diego Foundation  
**Kim McDougal**, YMCA Childcare Resource Service  
**Laura Kohn**, Mission Driven Finance  
**Lenette Javier**, First 5 San Diego  
**Lucia Garay**, Community Member  
**Martin Huici**, SAY San Diego  
**Mina Nguyen**, San Diego for Every Child  
**Rachel Villarespe**, Chicano Federation  
**Rick Richardson**, Child Development Associates

**Rita Palet**, San Diego County Office of Education  
**Ryan Wolf**, Metropolitan Area Advisory Committee  
**Sakara Tear**, Price Philanthropies  
**Sarina Lynn**, Educational Enrichment Systems  
**Shaina Gross**, San Diego Workforce Partnership  
**Stefanie Benvenuto**, San Diego Regional Chamber of Commerce  
**Susan Villareal**, San Diego Community College District  
**Tori Calish**, San Diego Foundation

# EXECUTIVE SUMMARY

---

San Diego County is facing a child care crisis. Child care is vital to parents, children, and employers. But too many families cannot find care that meets their needs. While access to affordable child care is not a new issue, COVID-19 exacerbated an already overwhelming problem. The shut down shuttered many child care providers, and despite government intervention, the industry has not recovered. In response, the County of San Diego Board of Supervisors (Board) held a Child Care Conference in October 2022. After hearing testimony from local and national experts, the Board voted unanimously to create a child care blueprint and asked staff to provide a plan in six months.

The Children First Collective (CFC), a collective action group working to improve access, quality, and equity of child care throughout San Diego County communities, along with First 5 San Diego, facilitated development of this Child Care Blueprint (Blueprint). CFC also invited representatives from workforce development, local philanthropy, the Regional Chamber of Commerce, and City of San Diego to join in developing the Blueprint. With generous funding from First 5 San Diego, consultant MIG, Inc. was hired and began working with both a Steering Team and an Action Team to generate a clear and actionable path forward. To ensure consistency and alignment in a San Diego County approach, the Action Team began with and built from the San Diego County Child Care and Development Local Planning Council Child Care Plan, approved by the County of San Diego Board in February 2022.

The opportunity to make meaningful changes to our child care system is now. On February 28, 2023, the Board unanimously approved the establishment of the Child and Family Well-Being Department, a new department within the County of San Diego Health and Human Services Agency. Beginning in July, existing child and family systems, including First 5 San Diego and Child Welfare Services, will be consolidated into the new department, thereby integrating resources, programs, and services to support families and increase protective factors. This new department is ideally positioned to provide the necessary backbone support in realizing the vision and achieving the goals in this Blueprint.

A group of diverse children are playing outdoors. In the foreground, a young boy in a green plaid shirt is focused on something in his hands. Next to him, a girl with dark curly hair is looking upwards with an open mouth, as if laughing or shouting. In the background, other children are visible, some wearing colorful clothing like an orange shirt. The scene is bright and sunny, with green foliage in the background. A semi-transparent blue rectangular box is overlaid in the center of the image, containing white text.

## **VISION**

**San Diego County is a place where every family has access to child care that meets their geographic, scheduling, cultural, language, and economic needs; the child care provider workforce is highly valued and financially thriving; and all types of child care settings support children's healthy development.**



## GOAL 1

The child care<sup>1</sup> workforce is well-trained, supported, valued as a profession, and paid competitive wages.<sup>2</sup>

---



## GOAL 2

Safe and quality facilities are developed and renovated to expand child care programs, particularly in geographic areas where child care is scarce or family demand outpaces supply.

---



## GOAL 3

All families have access<sup>3</sup> to child care that meets their needs and preferences<sup>4</sup> and supports their children's learning, physical and mental health, and social-emotional development.

<sup>1</sup> Used in this Blueprint, child care includes early learning and care for infants, toddlers and preschoolers, as well as before- and after-school care for children ages five to 12.

<sup>2</sup> Competitive wages are defined as at par with kindergarten and TK teachers in the region.

<sup>3</sup> In this Blueprint we are using the following definition of access: "Parents, with reasonable effort and affordability, can enroll their child in an arrangement that supports the child's development and meets the parents' needs," which comes from Measuring and Comparing Multiple Dimensions of Early Care and Education Access, OPRE and Child Trends (2021)

<sup>4</sup> Preferences may include, but are not limited to, geography, schedule, culture, language, and economic needs.

## CALL TO ACTION

This Blueprint is responsive to the Board's October 2022 call to action.

San Diego County needs an equitable system that simplifies the child care equation for working families and makes it possible for child care providers, a vital component of our economy, to earn a competitive wage.

---

***To equitably and fully commit to these recommendations, a significant local investment for San Diego's child care sector is needed to support children, families, and child care providers.***

---

The solutions in this Blueprint build on decades of work done at the local, State, and national level and are in alignment with both State and federal policy. Outstanding models exist and replication in San Diego County is possible with leadership and focused investment of funding, resources, and time. No one sector will solve this problem alone. But acting in unison, with clear priorities and common goals, a coordinated, multi-sector approach can succeed.



# INTRODUCTION

Child care is vital to families, children, and employers. Yet too many San Diegans cannot find or afford child care that meets their needs and provides the educational, physical, and social-emotional support to promote optimal development for their young and school-age children.

**Seventy-seven percent of parents say that it is a challenge to find child care in San Diego.**<sup>5</sup>

And geography matters; some areas of the region have adequate supply, but other areas are referred to as “child care deserts,” where little to no licensed child care exists.<sup>6</sup> A recent U.S. Chamber of Commerce Foundation report refers to this complexity of varied needs as the “child care equation.” Parents must navigate the array of factors presented in *Image 1* below, making it enormously challenging to balance work and family.<sup>7</sup>

<sup>5</sup> San Diego Child Care Conference Presentation (October 14, 2022)

<sup>6</sup> Ibid.

Image 1

## Factors in Selecting Child Care



### Work Responsibilities

including their hours, schedule, and employer flexibility



### Home Environment

including who in the home might be available to care for young children and the family's physical proximity to a child care program



### Finances

including balancing a family's budget, understanding tradeoffs and other expenses and resources within the family



### Community Options

including availability of child care, potential conflicting schedules and needs of school aged children who are attending school either in person or remotely



### Family Composition

including the work schedule of a partner, spouse, extended family member, or friend to share caregiving responsibilities

The impact of COVID-19 on the child care industry exacerbated an already historical problem. According to data from California Department of Social Services, 4,000 child care providers closed their doors after the pandemic hit. While some reopened with government support, too many were never able to recover. In San Diego County, 372, or about one in eight, child care settings closed after March 2020, with closures hitting the most vulnerable neighborhoods the hardest, the data show.<sup>8</sup>

Child care has emerged from the pandemic as one of the top equity issues facing the country, and San Diego County

is no exception. Differential access to child care among families and the low wages of child care providers, many of whom are women of color, are persistent disparities that affect parents' ability to participate in the workforce and perpetuate the opportunity gap for low-income children, children of color, and those with developmental disabilities.

Supporting and continuing to grow the child care industry is urgently needed, and no one sector can do it alone. This Blueprint calls for a coordinated, collective response from government, education, and private business across San Diego County.

<sup>7</sup> Piecing Together Solutions: The Importance of Childcare to U.S. Families and Businesses. U.S. Chamber of Commerce Foundation (2020)

<sup>8</sup> The Pandemic's Toll on San Diego Child Care Business is Still Being Felt. National Public Radio, All Things Considered (June 2022)



## BACKGROUND

Understanding the critical need in San Diego County, the Board held a Child Care Conference on October 12, 2022, to understand the complex set of issues related to child care availability and affordability and learn about potential solutions.

The San Diego and Imperial Counties Labor Council and San Diego Regional Chamber of Commerce collaborated with the Board to convene the three-hour session. Presenters included:

**Kelly Jenkins-Pultz**, U.S. Department of Labor

**Pamela Gray Payton**, San Diego Foundation

**Stefanie Benvenuto**, San Diego Regional Chamber of Commerce

**Johanna Hester**, United Domestic Workers of America, AFSCME, Local 3930

**Liz Ramirez**, Chicano Federation

**Lilia Vergara**, Dr. Bronner's

**Erin Hogeboom**, San Diego for Every Child

Presenters shared critical information about the nature and extent of the problem across the region, as well as promising solutions. The infographic<sup>9</sup> here includes a snapshot of data shared by presenters.

As the conference closed, the Board voted unanimously to develop a blueprint for child care and asked staff to provide a plan in six months.

<sup>9</sup> San Diego Child Care Conference presentation (October 14, 2022)

## Gap in Available Child Care Spaces



# 153,041

Children ages 0–5 with working parents



# 79,006


Licensed child care spaces




# 20%

Less than 20 percent of children under age two with working parents have an available child care spot in most of East County (including Southeast and Northeast) and parts of the City of San Diego.

## Cost of Child Care

 **\$19,000**  
Average Annual Cost  
for Infant Care

 **40%**  
of San Diego families with two  
children and living on a median  
income spend up to 40 percent of  
their monthly income on child care

## Employment Impact

Those most likely to have experienced job loss, lost opportunities at work, and financial uncertainty are:



**Low-income  
workers**



**Working parents without  
college degrees**



**Single parents/sole  
decision makers**



**Women, especially  
women of color**

## Provider Impact

Nearly half of child care providers are Hispanic/Latina women and they earn a median annual income of **\$22,008**. Since 2019, the region has lost nearly **2,000 child care slots**.

Despite financial challenges, **79% of providers** said they want to grow, and only **2% of respondents** reported that they plan to close within the next 12 months.

A photograph of a group of people holding hands in a circle, symbolizing unity and support. The image is partially obscured by a dark blue text box. The background shows the back of a person's head with braided hair, and the arms and hands of several other people, some wearing colorful clothing like a blue shirt with polka dots and a pink and white striped shirt.

## APPROACH

The Children First Collective (CFC), a collective action group working to improve access, quality, and equity of child care throughout San Diego County communities, along with First 5 San Diego, facilitated development of the Blueprint. CFC also invited representatives from workforce development, local philanthropy, the Regional Chamber of Commerce, and City of San Diego to join the effort. With generous funding from First 5 San Diego, consultant MIG, Inc. began working with both a Steering Team and an Action Team to generate a clear and actionable path forward.

**The Blueprint was built from the San Diego County Child Care and Development Local Planning Council Child Care Plan. The planning process included the following elements:**

---



### **LITERATURE REVIEW**

Both Steering and Action Team members recommended dozens of local, State, and national resources, which were carefully analyzed to frame the problem and identify solutions appropriate for San Diego's context. Resources included community feedback surveys from Child Care Resource and Referral, as well as interview findings and policy priorities from key organizations in the child care sector in California including Child Care Provider Union and Parent Voices.



### **STEERING TEAM MEETINGS**

A Steering Team comprised of the co-chairs of the CFC, First 5 San Diego leadership, and the consulting team met throughout the process to shape Action Team agendas and advise the development of goals, strategies, and action plans.



### **ACTION TEAM MEETINGS**

The planning process leveraged the standing meetings of the Children First Collective. Four, two-hour meetings were held with the Action Team, which was comprised of CFC members and additional stakeholders critical to changing the child care ecosystem in San Diego County. Action Team members completed homework assignments, provided additional resources, and advised on strategies and action plans outside of meeting times.

## FRAMEWORK

The resulting framework (see *Image 2 on page 16*) for the Blueprint leads with the following vision:

**San Diego County is a place where every family has access to child care that meets their geographic, scheduling, cultural, language, and economic needs; the child care provider workforce is highly valued and financially thriving; and all types of child care settings support children's healthy development.**



Since the goals are long-term, the Blueprint also includes measurable objectives to be accomplished in the next two fiscal years—FY23/24 and FY24/25.

To achieve each goal, the Blueprint outlines a series of high-level strategies. In addition, the plan includes a foundational strategy critical to achieving all three goals and realizing the overall vision for the region. On February 28, 2023, the Board took a giant step by unanimously approving the establishment of the Child and Family Well-Being Department, a new department within the County of San Diego Health and Human Services Agency. Beginning in July, existing child and family systems, including First 5 San Diego and Child Welfare Services, will be consolidated into the new department, thereby integrating resources, programs, and services to support families and increase protective factors.





## FOUNDATIONAL STRATEGY

The Child and Family Well-Being Department is ideally positioned to provide the necessary backbone support in implementing this Blueprint. The foundational strategy and related actions steps are:

**Charge the Child and Family Well-Being Department to grow funding for child care, guide advocacy strategies, engage families in culturally responsive ways, and streamline access to child care information and resources.**



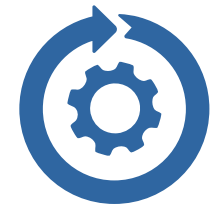
### RESEARCH

and identify other relevant municipal or county offices' operations, structure, and innovative child care funding strategies.



### RECOMMEND

best operations, structure, and funding strategies for San Diego County based on local context.



### ADOPT

and implement recommendations.

Finally, the Blueprint includes an action plan to guide strategy implementation from FY23/24 through FY 24/25. The hope is that the Child and Family Well-Being Department will establish an ongoing process to convene partners for continuous refinement and implementation of the Blueprint until the vision for San Diego County's children, families, and providers is realized.

# BLUEPRINT FRAMEWORK

Image 2





# GOALS AND STRATEGIES



## GOAL 1

The child care workforce is well-trained, supported, valued as a profession, and paid competitive wages.

### FY23/24-FY24/25 Objectives:

- The child care workforce in San Diego County participates in more hours of training each year, across all provider types and ages served.
- The average local child care workforce salary increases every year and meets the wages of the TK-12 sector in San Diego County, across all provider types and ages served.
- The child care workforce in San Diego County has experienced a decrease in staff turnover from the prior year, across all provider types and ages served.
- The child care workforce in San Diego County has grown in numbers from the prior year, across all provider types and ages served.
- All Goal 1 strategies are in the process of being implemented.

## Why this is important:

To expand the supply of high-quality child care, San Diego County needs to grow and sustain the workforce. With the high cost of living and running a business in the region, retaining and attracting new providers is increasingly difficult. Historically low wages plague this vital segment of the workforce, which continues to be undervalued. According to the 2022 RAPID survey administered by Stanford University, over half of child care providers report feeling stressed about paying for food and utilities. Also, in 2022, 34% of providers reported that their programs experienced staffing shortages prior to COVID-19, and 61% reported that their programs were currently experiencing shortages.<sup>10</sup>

Local child care resource and referral agencies provide technical assistance and training, mentoring/coaching, support for accessing grant funding, business supports (e.g., helping providers become better business managers) and licensing support (e.g., helping providers navigate state and local child care regulations). But more is needed to ensure the growth and sustainability of this essential industry.

## How we get there:

- 1.1** Advocate for child care workforce rate reform at the State level.
- 1.2** Eliminate barriers to, incentivize, and provide compensation for child care provider participation in continuous learning and advanced training.
- 1.3** Support targeted long-term and ongoing investments in the sustainability of existing child care settings, including enhancement of child care business resilience.
- 1.4** Create a program to assist in funding new family child care and community-based center start-up costs.
- 1.5** Increase access to innovative, culturally responsive approaches to expand access to affordable mental and behavioral health services and supports for child care providers.

*The actions for strategies 1.1 through 1.5 can be found in Appendix A.*



## GOAL 2

Safe and quality facilities are developed and renovated to expand child care programs, particularly in geographic areas where child care is scarce or family demand outpaces supply.

### FY23/24-FY24/25 Objectives:

- State legislation, including funding, is passed that supports facilities—child care centers and family child care homes—improvement and expansion.
- At least 50 properties are identified as strong candidates for facilities expansion.
- Child care facilities are included in 10% of new development plans.
- All Goal 2 strategies are in the process of being implemented.

### Why this is important:

Growing a sustainable workforce is only one element in increasing the supply of child care; facilities are also needed. Yet the obstacles to obtaining facilities to expand the supply of affordable care can feel overwhelming. The high cost of purchasing, renting, or renovating in the region can make too many options out of reach. Local zoning and permit requirements can be confusing and too often technical assistance is not available to make sense of the process.

Finally, the State’s licensing requirements and timelines can be barriers to expansion.

### How we get there:

- 2.1** Simplify the experience of entities seeking to secure, improve or develop child care facilities by making expertise and resources user-friendly and readily available.
- 2.2** Advocate for changes to local policies and State Title 22 Community Care Licensing regulations and practices that will remove obstacles to improving existing child care facilities and developing new facilities.
- 2.3** Advocate for cities to include innovative financing investment mechanisms in their redevelopment plans to expand facilities.
- 2.4** Identify existing public land or buildings that can be repurposed for child care.
- 2.5** Embed child care centers into new developments based on early recommendations from the regional co-location report, co-authored by the Low Income Investment Fund (LIIF) and Children First Collective San Diego (CFC).

*The actions for strategies 2.1 through 2.5 can be found in Appendix A.*



## GOAL 3

All families have access to child care that meets their needs and preferences and supports their children’s learning, physical and mental health, and social-emotional development.

### FY23/24-FY24/25 Objectives:

- Licensed infant and toddler child care slots have increased from the prior year.
- Subsidies are expanded to families earning 110% of Area Median Income (AMI).
- Full-day, full-year child care is being piloted at three additional school sites.
- All Goal 3 strategies are in the process of being implemented.

### Why this is important:

As discussed previously, families face a challenging child care equation and too many are forced to make unenviable trade-offs. Presenters at the Child Care Conference reported that, “Often, the high cost and low availability of child care force parents to choose between their jobs and their children’s safety, limiting the number of workers — particularly women — who remain in the workforce.”<sup>11</sup>

The location of child care, cost, and hours available are fundamental considerations, not to mention whether child care settings support healthy, optimal child development or are culturally and linguistically responsive. Responding to the Stanford RAPID survey, parents were asked to rate how important various factors were to them when considering child care arrangements. Trust, safety/cleanliness, curriculum/learning environment and staff qualifications received the most ratings of “very important.” Over 50% of parents also listed cost and location as very important factors.<sup>12</sup>

### How we get there:

- 3.1** To address the subsidy gap, create a program to provide financial assistance, through a phased approach, to families who earn an increasingly higher percentage of Area Median Income (AMI) (e.g., Phase I-110% AMI, Phase II-150% AMI, etc.).
- 3.2** Establish a program to support vulnerable families with child care.
- 3.3** Design and launch a targeted public education campaign to increase awareness and understanding of the early learning and child care system for children from birth to age 12.

<sup>11</sup> ‘On thinner ice than ever’: County Plans Child Care Blueprint as Parents’ Options Dwindle and Costs Soar, The San Diego Union Tribune (October 14, 2022)

<sup>12</sup> Haynie, K., Waterman, C., Ritter, J. (2023). The Year in Child Care: 2021 Data, Analysis and Recommendations. Arlington, VA: Child Care Aware® of America. [childcareaware.org/catalyzing-growth/](https://childcareaware.org/catalyzing-growth/)

- 3.4** Provide education about the tax benefits for businesses providing family-friendly employer policies and link businesses to local, State, and federal resources through Live Well @ Work, a regional initiative of *Live Well San Diego*. Family-friendly policies include schedules that meet the needs of parents (e.g., predictable or flexible work schedules), generous paid-time-off or sick leave benefits, child care benefits for ages 0–12 (including on-site or nearby discounted center-based and family child care), and dependent care assistance plans or flexible spending accounts so parents can use pre-tax dollars to pay for child care.
- 3.5** Build on the existing network of care to expand collaboration and understand referral pathways, availability of developmental screenings, services, and protective factors for all children across child care settings.

- 3.6** Expand the capacity of Infant and Early Childhood Mental Health Consultation (ECMHC) services for greater access to child care providers, families, and children.
- 3.7** Expand and sustain child care slots for infants and toddlers.
- 3.8** Build bridges among community-based child care and the early grades of elementary schools and out-of-school time child care programs to improve access and navigation for families and to improve outcomes for children.

*The actions for strategies 3.1 through 3.8 can be found in Appendix A.*

# CLEAR PRIORITIES FOR SAN DIEGO

The Blueprint is responsive to the Board's October 2022 call for action. Parents cannot wait. Children cannot wait. Child care providers cannot wait. The time for a collective response to the child care crisis is now.

San Diego County needs an equitable system that simplifies the child care equation for working parents and makes it possible for child care providers, a vital component of our economy, to earn a competitive wage. San Diego County needs a system that prepares children for school and nurtures their ongoing development in safe, supportive environments during out-of-school time.

The solutions in this Blueprint build on decades of work done at the local, State, and national level and are in alignment with both state and federal policy. Outstanding models exist and replication in San Diego County is possible with leadership and focused investment of funding, resources, and time. No one sector will solve this problem alone. But acting in unison, with clear priorities and common goals, a coordinated, multi-sector approach can succeed.

San Diego County cannot wait. Commitment to effective implementation of this Blueprint will have far-reaching social and economic benefits for our community. The time is now.



# APPENDIX A: ACTION PLAN



## GOAL 1

THE CHILD CARE WORKFORCE IS WELL-TRAINED, SUPPORTED, VALUED AS A PROFESSION, AND PAID COMPETITIVE WAGES.

### Strategy 1.1 Advocate for child care workforce rate reform at the State level.

Action Steps	Lead Responsibility	Key Partners
a. Include in the County of San Diego Legislative Program advocacy to support the State’s <a href="#">Rate and Quality Workgroup Report</a> recommendations, as well as the accompanying modeling of an alternative methodology rate structure— <a href="#">Understanding the True Cost of Child Care in California: Building A Cost Model to Inform Policy Change</a> .	County of San Diego	California Alternative Payment Program Association (CAPPA), California Child Care Law Center, Children First Collective San Diego (CFC), Early Childhood Education Coalition, Every Child California, Parent Voices, Resource and Referral Network, San Diego County Child Care and Development Planning Council (LPC), United Domestic Workers/Child Care Providers United (UDW/CCPU)
b. Investigate steps taken by the counties of San Francisco and Alameda to increase provider pay to \$28/hour and craft an action plan to take a similar approach in San Diego County and the municipalities in the region.	County of San Diego	CFC, Children’s Funding Project (CFP), Funding the Next Generation, LPC, Metropolitan Area Advisory Committee (MAAC), San Diego Regional Chamber of Commerce (The Chamber), UDW/CCPU

## Strategy 1.2 Eliminate barriers to, incentivize, and provide compensation for child care provider participation in continuous learning and advanced training.

Action Steps	Lead Responsibility	Key Partners
<p>a. Facilitate a collaborative, sustainable effort across all child care education and training partners (e.g., community colleges, community college districts, public four-year universities, and child care associations and training providers) to streamline access to free and low-cost education and training opportunities. Conduct an assessment to understand the full array of education and training opportunities across San Diego County, as well as existing local and State funding streams which can reduce or eliminate any out-of-pocket costs to child care providers. Prioritize education and training programs specifically focused on caring for infants and toddlers.</p>	<p>County of San Diego Child and Family Well-Being Department (CFWB), co-leading with Quality Counts CA (QCC) Consortium</p>	<p>BEACON Project partners (University of California at San Diego, SAY San Diego, YMCA CRS), community college districts in San Diego County, MAAC, San Diego County Office of Education (SDCOE), San Diego Education Consortium, San Diego Imperial Counties Community Colleges Regional Consortium, San Diego State University (SDSU), Steps to Family Child Care Success (STEPS) partners (International Rescue Committee, Chicano Federation, Horn of Africa, Center for Excellence in Early Development at San Diego State University), Women’s Business Center (WBC) at Southwestern College, YMCA Child Care Resource Services (YMCA CRS)</p>
<p>b. Create a public/private fund to incentivize continuing education in child care, which is flexible enough to cover income loss experienced from taking time away from work for training activities.</p>	<p>County of San Diego</p>	<p>QCC Consortium</p>
<p>c. Create and sustain a clearinghouse service where child care providers can receive individual counsel and guidance to pursue and enroll in higher education, training, and supportive funding.</p>	<p>County of San Diego CFWB</p>	<p>First 5 San Diego (F5SD), SDCOE, YMCA CRS</p>

### Strategy 1.3 Support targeted long-term and ongoing investments in the sustainability of existing child care settings, including enhancement of child care business resilience.

Action Steps	Lead Responsibility	Key Partners
<p>a. Build on the County of San Diego’s American Rescue Plan Act (ARPA) Shared Services Alliance investments and leverage existing statewide programs, like Child Care Providers United and the California Department of Social Services California Early Childhood Online, to support child care business owners. Establish and support a child care provider-led design team to outline the primary needs of child care business owners in San Diego County. Elements of support may include child care business efficiency, such as using local data to manage rates, business planning, expense management, strategies for growth, marketing, economies of scale services, and using tax incentives all through the support from business counselors and cultural navigators.</p>	<p>County of San Diego</p>	<p>F5SD, MAAC, regional municipalities’ small business assistance programs, STEPS partners, WBC at Southwestern College, YMCA CRS</p>
<p>b. Assist in funding and incentivizing the expansion of existing family child care services from small to large licenses and community-based center expansions in serving more ages or opening new classrooms.</p>	<p>County of San Diego CFWB</p>	<p>Recipient(s) of County of San Diego American Rescue Plan Act (ARPA) funding, STEPS partners</p>

## Strategy 1.4 Create a program to assist in funding new family child care and community-based center start-up costs.

Action Steps	Lead Responsibility	Key Partners
a. Consider supplemental funding to increase support for new family child care and community-based center start-up costs.	County of San Diego	F5SD, regional municipalities' small business assistance programs, STEPS partners, WBC at Southwestern College, YMCA CRS
b. Establish a process to host a registry of providers considering closing and then determine support needed. In the case of a provider closing, the process will also include a referral opportunity to other providers interested in taking on the child care business, or at least ensure other providers may have an opportunity to access furniture, materials, etc. (This action also supports strategy 1.3).	County of San Diego	YMCA CRS

**Strategy 1.5 Increase access to innovative, culturally responsive approaches to expand access to affordable mental and behavioral health services and supports for child care providers.**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
a. Promote existing resources to support child care provider mental health, such as Child Care Provider Cafes, a low-barrier emotional support group designed for authentic sharing and peer-to-peer learning through culturally responsive approaches.	County of San Diego CFWB	F5SD, SDCOE, YMCA CRS
b. Leverage existing programs for child care providers, like coaching and apprenticeships, to disseminate information about the value of and tangible supports for self-care, respite, and emotional support. Inform child care program operators about how to access mental health and well-being resources and provide a warm hand off to ensure providers can find and access programs. Utilize the Community Information Exchange when applicable.	YMCA CRS	Community Information Exchange (CIE) 2-1-1 San Diego, YMCA Partners in Prevention (YMCA PiP)



## GOAL 2

SAFE AND QUALITY FACILITIES ARE DEVELOPED AND RENOVATED TO EXPAND CHILD CARE PROGRAMS, PARTICULARLY IN GEOGRAPHIC AREAS WHERE CHILD CARE IS SCARCE OR FAMILY DEMAND OUTPACES SUPPLY.

**Strategy 2.1 Simplify the experience of entities seeking to secure, improve or develop child care facilities by making expertise and resources user-friendly and readily available.**

Action Steps	Lead Responsibility	Key Partners
a. Conduct a comprehensive study of child care supply, demand, and facilities (both number and quality and both commercial and residential), to be updated annually. Include an assessment of current facilities, discussion of facility expansion opportunities, and identification of possible public funding mechanisms to bring to the San Diego region.	YMCA CRS	CFC, philanthropy, San Diego Regional Economic Development Corporation (EDC), University of San Diego or alternate academic partner
b. Establish and sustain a peer-based navigation hub that offers end-to-end assistance to any public or private entity (e.g., child care providers, employers, developers, economic development corporations, housing advocates, government agencies, foundations) looking to increase the number of licensed child care slots in San Diego County through facility improvement or development. Topics addressed may include securing funding (grants, loans, tax benefits), identifying candidate properties, zoning, and permitting, designing indoor and outdoor learning environments, working with Community Care Licensing and the fire department, among others.	County of San Diego CFWB	Child care providers, CFC, Low Income Investment Fund (LIIF)/Build Up CA, Mission Driven Finance, LPC, YMCA CRS, UDW/CCPU

c. Maintain a list of vetted vendors, contractors, land use attorneys, and child care designers/architects. Implement a system for referrals.	County of San Diego	Child care providers who have experience in facilities development, LIIF/Build Up CA
d. Host a regular series of facilities workshops to share knowledge, stoke enthusiasm, and deepen networks by welcoming supportive partners, economic development councils, chambers of commerce, government, and other stakeholders.	County of San Diego CFWB	CFC, LIIF/Build Up CA, LPC, MAAC
e. City/County offices focused on child care lead a regularly scheduled convening on facilities expansion, bringing together child care licensing, permitting officials, fire marshal, and child care facilities technical assistants to review upcoming projects, create strategic relationships, and help navigate and expedite necessary processes.	County of San Diego	City of San Diego Office of Child and Youth Success (OCYS), Community Care Licensing (CCL), municipalities in the region, YMCA CRS
f. Host a regular meeting for the two regional Community Care Licensing managers and all the fire marshals to align on process, timing, requirements, and expectations; provide visibility on the pipeline of upcoming licensing applications linked to the dashboard in Strategy 2.2; and build lines of communication among the entities with the common goal of expanding child care and improving child care facilities quality in the region.	County of San Diego CFWB	CFC, CCL, County of San Diego and regional municipal fire marshals, LPC
g. Create a clearinghouse for providers vacating licensed child care facilities so that other providers may purchase or lease the property and keep it in the child care supply.	County of San Diego CFWB	LPC, YMCA CRS

## Strategy 2.2 Advocate for changes to local policies and State Title 22 Community Care Licensing regulations and practices that will remove obstacles to improving existing child care facilities and developing new facilities.

Action Steps	Lead Responsibility	Key Partners
<p>a. Create and implement a local advocacy campaign to effect the following changes:</p> <ul style="list-style-type: none"> <li>• zoning and permitting reforms that facilitate the addition or expansion of child care facilities;</li> <li>• inclusion of child care and child- and family-friendly design in community development plans; and</li> <li>• using innovations such as acting as master leaseholders, creating community land trusts, etc.</li> </ul>	CFC	County of San Diego CFWB, LPC, MAAC, municipalities in the region
<p>b. Advocate for administrative changes that would:</p> <ul style="list-style-type: none"> <li>• streamline State licensing regulations, requirements, and process for opening, renewing, and maintaining child care licenses;</li> <li>• continually allocate new rounds of State facilities funding;</li> <li>• create a public-facing dashboard to increase transparency and accountability around the Community Care Licensing process;</li> <li>• provide licensing information and documentation in threshold languages to increase access to all expanding and aspiring providers; and</li> <li>• provide technical assistance to providers that is culturally and linguistically responsive.</li> </ul>	County of San Diego	CFC, LPC, statewide child care advocacy alliances, UDW/CCPU

**Strategy 2.3 Advocate for cities to include innovative financing investment mechanisms in their redevelopment plans to expand facilities.**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
a. Assess possibility of utilizing development tax dollars for child care facility expansion.	County of San Diego	CFP (Innovative Financing Report), municipalities in the region
b. Include child care in school and higher education bond initiatives.	Local Education Agencies (LEAs), in conjunction with local child care sector through guidance from County of San Diego CFWB	San Diego Community College District (SDCCD), San Diego County k-12 school districts

## Strategy 2.4 Identify existing public land or buildings that can be repurposed for child care.

Action Steps	Lead Responsibility	Key Partners
<p>a. Identify where buildings or land owned by County of San Diego, city, and local education agencies could incorporate or be repurposed to include early care and education at little or no cost to the child care providers through long-term lease agreements. Use the City of San Diego DREAM report as a reference for the process.</p>	<p>County of San Diego</p>	<p>City of San Diego Public Works Department, County of San Diego Department of General Services, County of San Diego Land Use and Environment Group (LUEG), County of San Diego Department of Public Works, municipalities in the region</p>
<p>b. Create a coordinated approach to promote Request for Proposals (RFPs) and provide technical assistance to support successful proposals. (Link with Strategy 2.1 actions related to peer collaboration and partner coordination).</p>	<p>County of San Diego</p>	<p>OCYS</p>
<p>c. Estimate costs for tenant improvements to align with Title 22 requirements and seek funding to support needed renovations.</p>	<p>County of San Diego</p>	<p>Mission Driven Finance, EDC, U.S. Small Business Administration/San Diego District Office, WBC at Southwestern College</p>

**Strategy 2.5 Embed child care centers into new developments based on early recommendations from the regional co-location report, co-authored by the Low Income Investment Fund (LIIF) and Children First Collective San Diego (CFC).**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
<p>a. Work with Housing and Community Development Services to include incentive points on local Notice of Funding Availability for developments that integrate early learning and care spaces, both centers and family child care homes, including surplus land planning and affordable housing developments, which may include mixed-use developments and transit-oriented developments (as funding sources permit).</p>	<p>County of San Diego Housing and Community Development Services (HCDS)</p>	<p>OCYS, developers</p>
<p>b. Work with the County of San Diego Land Use and Environment Group to consider streamlined or expedited permitting allowances and processes for co-located projects.</p>	<p>County of San Diego LUEG</p>	<p>Municipalities in the region</p>
<p>c. Include child care as a component in community planning for city and County of San Diego planning commissions, regional planning, land use development, etc.</p>	<p>OCYS</p>	<p>Municipalities in the region, San Diego Association of Governments (SANDAG), EDC</p>
<p>d. Increase awareness of innovative public-private child care financing models and launch new joint funding initiatives with community development financial institutions. Reap the learning and understanding of Mission Driven Finance CARE San Diego.</p>	<p>County of San Diego</p>	<p>Child Development Associates (CDA), CFP, Mission Driven Finance CARE San Diego partners and funders, LPC, MAAC</p>



## GOAL 3

**ALL FAMILIES HAVE ACCESS TO CHILD CARE THAT MEETS THEIR NEEDS AND PREFERENCES AND SUPPORTS THEIR CHILDREN’S LEARNING, PHYSICAL AND MENTAL HEALTH, AND SOCIAL-EMOTIONAL DEVELOPMENT.**

**Strategy 3.1 To address the subsidy gap, create a program to provide financial assistance, through a phased approach, to families who earn an increasingly higher percentage of Area Median Income (AMI) (e.g., Phase I-110% AMI, Phase II-150% AMI, etc.).**

Action Steps	Lead Responsibility	Key Partners
a. Build on local efforts to identify successful community funding models, including reviewing Build Back Better Plan, San Francisco Implemented Plan, and Innovative Financing Report. Incorporate a system-level evaluation of publicly funded programs including: Alternative Payment, CalWORKs Stage 1, State Preschool, Local Education Agency programs including After School Education and Safety (ASES) and Expanded Learning Opportunities Program (ELO-P) Century 21.	CFC	OCYS, philanthropy, LPC
b. Recommend a funding model for San Diego County.	CFC	County of San Diego CFWB, LPC
c. Pilot model to demonstrate proof of concept.	County of San Diego CFWB	philanthropy

### Strategy 3.2 Establish a program to support vulnerable families with child care.

Action Steps	Lead Responsibility	Key Partners
a. Design a program to assist unhoused families and families re-entering the workforce with child care. Operations can parallel the Foster Care Bridge program, and include scholarship funding for emergency support, used to bridge cost of care for families while they connect to sustainable child care financing.	County of San Diego	YMCA CRS, YMCA Foster Care Bridge Program partners, Regional Task Force on Homelessness (RTFH) Continuum of Care partners

### Strategy 3.3 Design and launch a targeted public education campaign to increase awareness and understanding of the early learning and child care system for children 0-12.

Action Steps	Lead Responsibility	Key Partners
a. Target communications campaigns, one for parents and one for decision makers, to increase understanding of the child care system and available resources.	F5SD	CIE 2-1-1 San Diego, philanthropy, San Diego Quality Preschool Initiative, YMCA CRS
b. Partner to revise and enhance YMCA CRS Child Care Resource and Referral "Choosing Childcare" guide and promote to community.	County of San Diego and YMCA CRS	CFC, San Diego Association for the Education of Young People, LPC, San Diego Association of Governments (SANDAG), San Diego Metropolitan Transit System (MTS), UDW/CCPU

**Strategy 3.4 Provide education about the tax benefits for businesses providing family-friendly employer policies and link businesses to local, State, and federal resources through Live Well @ Work, a regional initiative of *Live Well San Diego*. Family-friendly policies include schedules that meet the needs of parents (e.g., predictable or flexible work schedules), generous paid-time-off or sick leave benefits, child care benefits for ages 0-12 (including on-site or nearby discounted center-based and family child care), and dependent care assistance plans or flexible spending accounts so parents can use pre-tax dollars to pay for child care.**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
a. Research and assess existing tax benefits to offer financial incentive.	The Chamber	BIOCOM San Diego, NAIOP Commercial Real Estate Development Association/ San Diego Chapter, San Diego Building Owners and Managers Association (BOMA), San Diego Business Summit partners, EDC
b. Advise on language for a policy proposal to strengthen federal corporate tax benefits and to create a state corporate tax benefit for employers supporting child care for employees.	The Chamber	CFC, County of San Diego, federal and State elected officials, LPC
c. Create template policies that employers may operationalize.	The Chamber	Chambers of commerce in the region
d. Build upon the Live Well @ Work Healthy Workplace Accelerator Program to include the family-friendly employer policies and resources and provide technical assistance for adoption.	County of San Diego Public Health Services (PHS)	The Chamber

e. Create a network of employers to adopt family-friendly policies and learn from one another through collaboration of chambers.	The Chamber	Chambers of commerce in the region
f. Create a specific public acknowledgment for family-friendly employers through receiving a Live Well @ Work Accelerator Program decal and employer highlights.	County of San Diego PHS	The Chamber, other chambers of commerce in the region
g. Pursue and advocate for funding opportunities that align federal and state incentives.	County of San Diego	CFC, LPC, The Chamber

**Strategy 3.5 Build on the existing network of care to expand collaboration and understand referral pathways, availability of developmental screenings, services, and protective factors for all children across child care settings.**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
a. Review analysis of what already exists in behavioral and developmental screenings, assessments, and services. Identify gaps and strategize around meeting family and child needs, focusing on expanding support for children birth to five.	County of San Diego CFWB	Center for Excellence in Early Development at San Diego State University, County of San Diego Behavioral Health Services (BHS), F5SD, philanthropy, QCC
b. Explore what data is currently being gathered regarding the number and percentage of children birth to three who are screened and whether they received referral and services.	County of San Diego Office of Business Intelligence (OBI)	American Academy of Pediatrics San Diego Chapter (AAP-CA3), CIE 2-1-1 San Diego, BHS, F5SD, San Diego Regional Center

c. Cultivate local data on population demographics for children birth to five. Deepen understanding of service delays and saturation. Understand waiting list duplicity and best referral pathways for families to have their needs met timely, efficiently, and effectively.	County of San Diego	County of San Diego BHS, F5SD, YMCA PiP
d. Based on evidence, consider expansion or enhancement of Healthy Development Services currently within First 5 San Diego operations.	County of San Diego	American Academy of Pediatrics San Diego Chapter (AAP-CA3), F5SD
e. Expand collaboration across social services providers and enhance network of care coordination beyond the Partners in Prevention grant.	County of San Diego CFWB	YMCA PiP

### Strategy 3.6 Expand the capacity of Infant and Early Childhood Mental Health Consultation (ECMHC) services for greater access to child care providers, families, and children.

Action Steps	Lead Responsibility	Key Partners
a. Integrate an assessment of current capacity, referral pathways, and impact of existing ECMHC programs into Strategy 3.5, action step a.	YMCA PiP	County of San Diego CFWB, F5SD
b. Building on best practice research, develop a county-wide, sustainable ECMHC model for San Diego County.	County of San Diego CFWB	F5SD
c. Provide technical assistance, learning communities, and transparent data sharing to ensure that ECMHC programs are culturally responsive, aligned with best practices, and contributing to national research efforts.	YMCA PiP	County of San Diego CFWB, existing and potential ECMHC providers, F5SD, Neighborhood House Association, SDSU Child and Family Development Department

### Strategy 3.7 Expand and sustain child care slots for infants and toddlers.

Action Steps	Lead Responsibility	Key Partners
a. Assess the need for infant (up to age 11 months) and toddler (12 to 36 months) slots, including those that need subsidy and related workforce issues (how many additional slots needed).	County of San Diego CFWB	Philanthropy, academic institutions, YMCA CRS
b. Make policy recommendations based on findings from the assessment.	County of San Diego CFWB	LPC, CFC
c. Utilize data from the pending County of San Diego Cost Estimation Model for child care to identify the cost of supplementing existing child care slots for infants and toddlers.	County of San Diego CFWB	LPC, CFC
d. Create a scaled funding projection to include new slots for infants and toddlers with a more fiscally sound model.	County of San Diego CFWB	F5SD, CFC, LPC
e. Implement a supplemental, local revenue source to incentivize and support San Diego County providers to obtain infant/toddler licenses and retain infant/toddler slots.	County of San Diego	County of San Diego CFWB, San Diego County voters, LPC

**Strategy 3.8 Build bridges among community-based child care and the early grades of elementary schools and out-of-school time child care programs to improve access and navigation for families and to improve outcomes for children.**

<b>Action Steps</b>	<b>Lead Responsibility</b>	<b>Key Partners</b>
a. Build intentional relationships with schools engaged in continuous universal TK or community schools planning and implementation to include a continuum of child care in communities and at schools.	County of San Diego CFWB	LPC, SDCOE, school districts in San Diego County
b. Create and promote accessible information about child care access, family needs, and partnership opportunities.	YMCA CRS	County of San Diego CFWB, F5SD, SDCOE, school districts in San Diego County
c. Implement a pilot based on exemplary models in local districts that have child care on sites. Ensure programs are full day, full year.	County of San Diego CFWB	Representatives from program model sites, YMCA CRS

# APPENDIX B: RESEARCH AND RESOURCES

## Local to San Diego

### Report to YMCA Childcare Resource Service –

Opportunities for Local Jurisdictions to Implement Policy Changes that Could Increase the Supply and Address the Cost of Child Care

### The San Diego Foundation Policy & Research Pitch –

San Diego Cities Together for Child Care: <https://www.sdchildrenfirst.org/wp-content/uploads/2023/02/San-Diego-Cities-Together-for-Child-Care-Program-Overview.pdf>

### San Diego Foundation’s Workforce, Childcare & Change report –

Executive Summary Workforce + Childcare, Two Vital Components of a Thriving San Diego Region: <https://workforce.sdfoundation.org/>

### County of San Diego Board of Supervisors Child

**Care Conference** – Creating a Path Towards Better Child Care in San Diego County PowerPoint: <https://bosagenda.sandiegocounty.gov/cob/cosd/cob/doc?id=0901127e80f2ae1a>

**San Diego Union Tribune Article** – ‘On thinner ice than ever’: County plans child care blueprint as parents’ options dwindle and costs soar: <https://www.sandiegouniontribune.com/news/politics/story/2022-10-14/child-care-conference>

### County of San Diego Board of Supervisors Child Care

**Board Conference** – October 11, 2022, Agenda Item Final Release: <https://bosagenda.sandiegocounty.gov/cob/cosd/cob/doc?id=0901127e80f23680>

### County of San Diego Board of Supervisors Announcement of The Child Care Conference to Address our Region’s Workforce and Affordability

**Challenges** – Video Recording: <https://www.youtube.com/watch?v=SNNp4Rrt5A0>

**Child Care Board Conference Press Release** – October 7, 2021: <https://www.supervisornathanfletcher.com/content/d4/en/newsroom/newsfeed/current/2022/news-20221007.html>

**San Diego Union Tribune Article** – “Opinion: Community colleges can help parents with child care, as well as providers. Here’s how”: <https://www.sandiegouniontribune.com/opinion/commentary/story/2022-10-19/tina-ngo-bartel-commentary-community-colleges-child-care-needs>

**San Diego Union Tribune Article** – “San Diego looking at city buildings to add child care facilities amid severe shortage”: <https://www.sandiegouniontribune.com/local/story/2022-01-16/san-diego-city-buildings-child-care#:~:text=San%20Diego%20looking%20at%20city%20buildings%20to%20add,to%20libraries%2C%20identified%20as%20potential%20child%20care%20centers>

**Times of San Diego Article** – “County Supervisors Approve New Child, Family Well-Being Department”: <https://timesofsandiego.com/politics/2023/02/28/county-supervisors-approve-new-child-family-well-being-department/>

**KPBS Article** – “The pandemic’s toll on San Diego County child care businesses is still being felt”: <https://www.kpbs.org/news/education/2022/06/01/the-pandemics-toll-on-san-diego-county-child-care-businesses-is-still-being-felt>

## California State

**Long Beach Press Telegram Article** – Long Beach Unified, city health department to launch 1st childhood experiences survey: <https://www.presstelegram.com/2022/11/22/long-beach-unified-city-health-department-to-launch-1st-childhood-experiences-survey/>

**U.C. Berkeley Center for the Study of Child Care Employment** – Early Childhood Workforce Index 2020: <https://cscce.berkeley.edu/workforce-index-2020/>

**U.C. Berkeley Center for the Study of Child Care Employment** – Worthy Work, STILL Unlivable Wages: The Early Childhood Workforce 25 Years after the National Child Care Staffing Study: <https://cscce.berkeley.edu/publications/report/worthy-work-still-unlivable-wages/>

**U.C. Berkeley Center for the Study of Child Care Employment** – Early Educator Compensation, Technical Supplement: Non-Representative County Wage Estimates in California, 2020: <https://cscce.berkeley.edu/wp-content/uploads/2022/09/CSCCE-Early-Educator-Compensation-California-Supplement.pdf>

**U.C. Berkeley Center for the Study of Child Care Employment** – Early Educator Compensation, Findings From the 2020 California Early Care and Education Workforce Study: <https://cscce.berkeley.edu/publications/report/early-educator-compensation/>

**EdSource Report** – Obstacles deter many California child care providers from building, expanding facilities: <https://edsources.org/2019/obstacles-deter-many-california-child-care-providers-from-building-expanding-facilities/612631>

**California Child Care Resource & Referral Network** – Local Support for Child Care Providers: <https://rrnetwork.org/provider-services/local-support-for-child-care-providers>

## National

**Child Care Aware of America** – Catalyzing Growth Using Data to Change Child Care – Interactive Webpage: <https://www.childcareaware.org/catalyzing-growth-using-data-to-change-child-care/>

**Child Care Aware of America** – Price of Care: 2021 Child Care Affordability Analysis: <https://info.childcareaware.org/hubfs/Child%20Care%20Affordability%20Analysis%202021.pdf>

**Council for a Strong America** – The Infant-Toddler Child Care Crisis Inflicts Economic Damage Across the Nation – Interactive Webpage & Infographic: <https://www.strongnation.org/articles/1552-the-infant-toddler-child-care-crisis-inflicts-economic-damage-across-the-nation>

**National Association for the Education of Young Children** – Provider Pandemic Surveys: <https://www.naeyc.org/pandemic-surveys>

**Bipartisan Policy Center** – The Economic Impact of America’s Child Care Gap – November 2021 Report: <https://bipartisanpolicy.org/report/the-economic-impact-of-americas-child-care-gap/>

**Bipartisan Policy Center** – Parent Surveys: <https://bipartisanpolicy.org/blog/parent-survey-resource-center/>

**The Leadership Conference Education Fund** – Civil Rights Principles for Early Care and Education March 2022: <https://civilrights.org/resource/civil-rights-principles-for-early-care-and-education-ece/>

**National Association of Counties Research Foundation** – Opportunities to Invest State and Local Fiscal Recovery Funds in Prenatal to Three Web Resource: <https://countiesforkids.org/using-local-arpa-funds-for-pn3>

**National Association of Counties Research Foundation** – Early Childhood Urban Peer Learning Network: Strategies for Building the Supply of Child Care at the County-Level PowerPoint: <https://www.naco.org/events/early-childhood-urban-peer-learning-network-strategies-building-supply-child-care-county>

**National Association of Counties Research Foundation** – Early Childhood Suburban Peer Learning Network: Strategies for Building the Supply of Child Care at the County-Level PowerPoint: <https://www.naco.org/events/early-childhood-suburban-peer-learning-network-strategies-building-supply-child-care-county>

**National Association of Counties Research Foundation** – Early Childhood Rural Peer Learning Network: Strategies for Building the Supply of Child Care at the County-Level PowerPoint: <https://www.naco.org/events/early-childhood-rural-peer-learning-network-strategies-building-supply-child-care-county>

**National Association of Counties Research Foundation** – Rural PN-3 Peer Learning Network: Creating Public-Private Partnerships with Local Foundations on Prenatal-to-Three PowerPoint: <https://www.naco.org/events/prenatal-three-rural-peer-learning-network-creating-public-private-partnerships-local>

**National Association of Counties Research Foundation** – Rural PN-3 Peer Learning Network: Leveraging County ARPA Funds for Infants, Toddlers and Families PowerPoint: <https://www.naco.org/events/prenatal-three-rural-peer-learning-network-leveraging-county-arpa-funds-infants-toddlers-and>

**National Association of Counties Research Foundation** – Suburban PN-3 Peer Learning Network: Supporting Home-Based Child Care Providers PowerPoint: <https://www.naco.org/events/prenatal-three-suburban-peer-learning-network-supporting-home-based-child-care-providers>

**National Association of Counties Research Foundation** – Urban PN-3 Peer Learning Network: Creating Public-Private Partnerships with Local Foundations on Prenatal-to-Three: <https://www.naco.org/events/prenatal-three-urban-peer-learning-network-creating-public-private-partnerships-local>

**National Association of Counties Research Foundation** – Suburban PN-3 Peer Learning Network: Leveraging County ARPA Funds for Infants, Toddlers and Families PowerPoint: <https://www.naco.org/events/prenatal-three-suburban-peer-learning-network-leveraging-county-arpa-funds-infants-toddlers>

**National Association of Counties Research Foundation**  
– Rural PN-3 Peer Learning Network: Supporting Home-Based Child Care Providers PowerPoint: <https://www.naco.org/events/prenatal-three-rural-peer-learning-network-supporting-home-based-child-care-providers>

**National Association of Counties Research Foundation**  
– PN-3 Peer Learning Network: Using Data to Inform Local PN-3 Efforts PowerPoint: <https://www.naco.org/events/prenatal-three-suburban-peer-learning-network-using-data-inform-local-pn-3-efforts>

**National Association of Counties Research Foundation**  
– The National Collaborative for Infants & Toddlers Counties Getting Started: A Prenatal-to-Three Guidebook: <https://static1.squarespace.com/static/5d44865457cd7000014eae5a/t/5e469e23a94fe25417daec7a/1581686310434/Counties+Getting+Started+-+Final+2.13.2020.pdf>

**National Association of Counties Research Foundation**  
– Counties and the American Rescue Plan Act Recovery Fund: Children and Families Report: <https://www.naco.org/resources/featured/arpa/children-and-families>

**National Association of Counties Research Foundation**  
– Legislative Toolkit: Federal Policy Levers for Stabilizing the Child Care Industry: <https://www.naco.org/resources/featured/naco-legislative-toolkit-federal-policy-levers-stabilizing-child-care-industry>

**King County Child Care Partnership One-Pager** – Best Start for KIDS, Investing in Child Care: <https://kingcounty.gov/depts/community-human-services/initiatives/best-starts-for-kids/background.aspx>

**Multnomah County, Oregon** – Preschool for All Plan July 2020: <https://multco-web7-psh-files-usw2.s3-us-west-2.amazonaws.com/s3fs-public/FINAL-Preschool-for-All-Plan-July-2020.pdf>

**Clackamas County, Oregon** – Child Care for All Project Webpage: <https://childcareforallclackamas.com/>

**Montgomery County, Maryland** – The Blueprint for Maryland’s Future Project Webpage: <https://www.montgomeryschoolsmd.org/info/blueprint/>

**Blueprint for Maryland’s Future** – Interim Report on Neighborhood Indicators of Poverty, November 2021 Legislative Report: <https://www.marylandpublicschools.org/Blueprint/Documents/Reports122021/InterimReportOnNeighborhoodIndicatorsOfPoverty.pdf>

**Blueprint for Maryland’s Future** – Interim Report on Workgroup on English Learners in Public Schools, December 2021 Legislative Report: <https://www.marylandpublicschools.org/Blueprint/Documents/Reports122021/ELWorkgroupInterimReport.pdf>

**Blueprint for Maryland’s Future** – College and Career Readiness Roadmap to Implementation, February 2022: <https://marylandpublicschools.org/Blueprint/Documents/CCRReportSummer2022.pdf>

**Blueprint for Maryland’s Future** – Division of Early Childhood Prekindergarten Implementation Planning, November 2021 Legislative Report: <https://www.marylandpublicschools.org/Blueprint/Documents/Reports122021/PrekindergartenImplementationPlanning.pdf>

# APPENDIX C: GLOSSARY OF TERMS

**Access** – Parents, with reasonable effort and affordability, can enroll their child in an arrangement that supports the child’s development and meets the parents’ needs. This definition comes from Measuring and Comparing Multiple Dimensions of Early Care and Education Access, Administration for Children and Families Office of Planning, Research and Evaluation (OPRE) and Child Trends (2021).

**Alternative Payment Program** – The Alternative Payment Program (APP), funded by the Department of Social Services, offers financial assistance for parents needing child care. The APP helps families arrange child care services and makes payments for those services directly to the child care provider selected by the family. The APP is intended to increase parental choice and accommodate the individual needs of the family. Recipients of this program are based on income and need.

**BEACON Project** – BEACON (Building Equity and Access to Child Care Now) is a funded catalyst project to reimagine and grow the infrastructure and workforce needed to provide high quality, affordable, and ample child care to meet the unmet needs of San Diego families. BEACON is a partnership of SAY San Diego, UC San Diego Division of Extended Studies (DES), UC San Diego Child Development Center, and the YMCA of San Diego County.

**California Department of Social Services** – The California Department of Social Services is one of 16 departments and offices in the California Health and Human Services Agency. The Department is comprised of more than 4,200 employees who are responsible for the oversight and administration of programs serving California’s most vulnerable residents. The mission of the California Department of Social Services is to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.

**California Early Childhood Online (CECO)** – California Early Childhood Online (CECO) is an online learning platform developed by the California Department of Social Services to provide training for early childhood teachers on information and best practices in early care and education.

**Chamber of Commerce** – A chamber of commerce is a group of businesses that supports the interests of its members. Each chamber of commerce will elect its own leadership and decide what agendas to pursue. A chamber does not create laws, but they may influence pro-business policies by lobbying legislators.

**Child Care** – In the Blueprint, the term “child care” includes early learning and care for infants, toddlers and preschoolers, as well as care for children ages five to 12 during out-of-school time (e.g., before and after school and vacation time).

**Child Care and Development Planning Council** – This is the San Diego County’s “Local Planning Council” (LPC). LPCs were established in the California Education Code and there are currently LPCs representing all 58 California counties. LPCs plan for child care and development services based on the needs of families in the local community. LPCs are intended to serve as a forum to address the child care needs of all families in the community for all types of child care, both subsidized and unsubsidized.

**Child Care Initiative Program (CCIP)** – The California Child Care Initiative Project (CCIP) strengthens child care for California families. As the Child Care Resource and Referral YMCA CRS recruits new home-based providers and supports current providers with free training, resources, and community connections.

**Child Care Providers Union (CCPU)** – Child Care Providers United California (CCPU) is a union of family child care providers across the state who are members of SEIU Local 99, SEIU Local 521, and UDW/AFSCME Local 3930. Child Care Providers United brings together thousands of child care providers throughout California to improve the profession and ensure every child has access to quality early learning and care. Together, they’ve won rate increases, improved state funding for early care and education, more training for providers, and additional child care slots for families.

**Child Care Resource and Referral Agency** – Child Care Resource and Referral Agencies (R&Rs) provide information on child care availability to parents, and collect and report data on child care needs and providers, and support providers with training and resources.

**Children First Collective San Diego** – A local advocacy collective that brings together an effective group of organizations, child care providers, parents, and community leaders to tackle the challenges of child care throughout our San Diego County communities.

**Community Care Licensing (CCL)** – Community Care Licensing is a division of the California Department of Social Services. It is responsible for overseeing compliance with health and safety regulations that govern licensed service providers in child care, adult care, children’s residential, continuing care, home care services, and senior care.

**Competitive wages** – Wages at par with kindergarten and transitional kindergarten teachers in the region.

**County of San Diego** – When this term is used it is intended to refer to the County Government or some part of the County Government structure.

**Early Childhood Mental Health Consultation (ECMHC)** – Early Childhood Mental Health Consultation (ECMHC) is an emerging practice to support young children and their families with social emotional health and with navigating challenging behaviors.

**Economic Development Corporation (EDC)** – These are independently funded non-profit organizations which work to grow a regional or local economy. EDCs provide direct services to help companies grow and lead initiatives to enhance regional and local economic competitiveness. These organizations are complementary to Chambers of Commerce.

**Local Education Agency (LEA)** – Local Education Agency or ‘LEA’ means a public board of education or other public authority legally constituted within a State for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district, or other political subdivision of a State, or for a combination of school districts or counties as are recognized in a State as an administrative agency for its public elementary schools or secondary schools.

**Mixed-Delivery System** – A mixed-delivery system administers funds across licensed center- and family-based child care programs, Head Start, Early Head Start, public schools, and community-based organizations to ensure access to high-quality, affordable options for children through age five and their families.

**Office of Child and Family Strengthening** – The Office of Child and Family Strengthening is part of the San Diego County Child and Family Well-Being Department and is responsible for First 5 San Diego, Prevention and Preservation Services, and Child Care.

**Partners in Prevention** – A five year initiative funded by the Federal Administration for Children and Families that utilizes a public health and collective impact approach that is highly informed by the Strengthening Families framework, trauma-informed care and culturally responsive practice. We will increase protective factors, and child/family well-being by improving systems alignment between cross-sector partners to better understand and respond to family needs. County Child Welfare Services and YMCA are leads on the grant and facilitation.

**Prenatal to Third Grade Alignment (P-3)** – Prenatal to Third Grade Alignment, also commonly referred to as Preschool to Third Grade Alignment, seeks to support children and families transitioning through early learning environment into the K-12 system through third grade, by increasing alignment within policies and practices.

**San Diego County** – When this term is used it is intended to encompass the geographic area corresponding to the jurisdictional boundaries of the county including all of its cities and communities.

**San Diego Quality Counts California Consortium (SDQC)** – San Diego Quality Counts California Consortium is part of the statewide Quality Counts Consortium, which supports early care and education providers in achieving high quality learning programs. It helps providers use data from the Quality Rating and Improvement (QRIS) system to inform choices of professional development, training, and coaching.

**San Diego Quality Preschool Initiative** – The San Diego Quality Preschool Initiative (SDQPI) is a systemic approach to assessing, improving and communicating the level of quality in early care and education programs. Funded by Quality Counts California (QCC) and First 5 San Diego and operated by San Diego County Office of Education (SDCOE), SDQPI helps providers keep up to date with “best practices” in early learning and identify areas for continued improvement through Quality Improvement Plans.

**Shared Services Alliance (SSA)** – An emerging model in California and other states to strengthen small Early Learning and Care (ELC) businesses by providing them the support to strengthen their business efficiency as deemed necessary by a design team of child care providers.

**STEPS** – Steps to Family Childcare Success (STEPS) program, is a philanthropically funded initiative that connects providers with educational content, business counselors and cultural navigators to support them through comprehensive business development and training, specifically for Latinx immigrant communities in City Heights and Barrio Logan and Afghan and Iraqi communities in El Cajon.

**Subsidy Gap** – This is the gap for families that earn too much to qualify for subsidies but not enough to afford child care, also known as the ‘child care chasm.’

**Two-Generation Approach (2Gen)** – Two-generation (2Gen) approaches build family well-being by intentionally and simultaneously working with children and the adults in their lives together. 2Gen approaches center the whole family to create a legacy of educational success and economic prosperity that passes from one generation to the next. 2Gen approaches recognize whole family units, as families define themselves, in order to understand the multiple dimensions of family life and consider a variety of pathways for promoting positive, pragmatic, and effective outcomes for everyone.

**Universal Transitional Kindergarten (UTK)** – Universal Transitional Kindergarten (UTK) is part of the California Education Code, which requires school districts that offer kindergarten to also offer transitional kindergarten by school year 2025–2026. Transitional kindergarten serves children who turn five after September 1. The specific cut off dates expand each year.

**SAN DIEGO COUNTY  
CHILD CARE**

**B L U E P R I N T**



# SAN DIEGO COUNTY CHILD CARE

BLUEPRINT

