

**The Early Head Start for Family  
Child Care Project: Profiles of the  
Partnership Teams**

Final Report

November 22, 2011

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## INTRODUCTION

In 2010, the Office of Head Start with its partner the Office of Child Care contracted with ZERO TO THREE (ZTT) and its subcontractor, Mathematica Policy Research, to implement and evaluate the Early Head Start for Family Child Care project to develop and pilot strategies for building Early Head Start-family child care partnerships. The purpose of this demonstration project was to design, implement, and evaluate a replicable framework to support partnerships between Early Head Start and family child care providers. ZTT and Mathematica, in partnership with the Office of Head Start and the Office of Child Care, identified the following four overall goals for the project:

1. Higher quality care for low-income children in family child care homes.
2. Coordinated and comprehensive services for families.
3. Support to increase the capacity of family child care providers.
4. Strong partnerships that support coordinated service delivery in communities.

To test the feasibility of implementing the framework, ZTT selected 22 partnership teams to participate in a ten-month demonstration project. The partnership teams had to include an ARRA-funded Early Head Start agency, as well as a child care partner (such as child care resource and referral agencies) identified by the Early Head Start agency. The partnership teams were supported by a Child Care Partnership Coordinator (CCPC) who consulted with the teams for up to 52 hours per month. In addition, each partnership team had access to a stipend of up to \$20,000 that could be used to support relevant project activities.

ZTT partnered with Mathematica to evaluate the Early Head Start for Family Child Care project. The evaluation aimed to (1) document the characteristics of the grantees, their child care partners, the CCPCs, and the communities in which they operate; (2) describe how the grantees and their child care partners implemented the framework at the local and state levels, including how much progress they made to their targeted outcomes; (3) identify the types of partnerships formed to support collaboration between Early Head Start grantees and family child care providers; (4) assess the sustainability of the partnerships formed through the project; and (5) highlight lessons learned about collaborations designed to create more seamless service delivery for families.

This report provides profiles for the 22 partnership teams. Each profile identifies the Early Head Start and child care partner agencies; highlights local and state initiatives designed to support quality in family child care; describes the team's targeted outcomes and key strategies implemented as part of the Early Head Start for Family Child Care project; and identifies the team's key partners. Each profile also lists contact information for lead staff on the partnership team.

**Partnership Team Location:** Huntsville, Alabama

**Early Head Start Agency:** Community Action Partnership Huntsville/Madison and Limestone Counties, Inc.

**Child Care Partner Agency:** Madison County Home Child Care Association

### **Characteristics of the Partnership Team**

Community Action Partnership Huntsville/Madison and Limestone Counties, Inc. (CAP) is a community action partnership providing assistance with utilities, housing, home ownership, energy bills, and weatherization. CAP has provided Head Start services for 45 years in Madison and Limestone counties and currently has 554 Head Start slots. CAP began providing Early Head Start services in 2010; all services are offered through Early Head Start in family child care. CAP Early Head Start's funded enrollment is 56 children and 4 pregnant women.

The Madison County Home Child Care Association includes approximately half of the 71 licensed family child care providers in the county. The association not only ensures that providers maintain a license, but also that providers receive required trainings. The association shares information from and attends trainings by the National Association for Family Child Care (NAFCC). The association has held joint trainings with the Early Head Start agency for family child care providers.

### **Context**

The state's Children's Trust Fund funds the local child care resource and referral services (CCR&Rs). The CCR&Rs are primarily charged with training for early child care providers in their area, providing assistance with licensing, and providing a physical place where providers can use an office and reference resources. The CCR&Rs offer training for family child care providers. Locally, the Child Care Education Resources (CCER) trains providers on the Department of Human Resources' Early Learning Guidelines. CCER also provides Child Development Associate (CDA) training and many other workshops.

### **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted six outcomes:

1. Awareness of state and local resources that support comprehensive, high-quality service delivery
2. Skills to develop relationships (Early Head Start, local CCR&R representatives, family child care providers, and families)
3. Attitude that family child care is a good option for infants and toddlers
4. Awareness of the varied experiences of family child care providers
5. Skills to recruit and support providers
6. Strong community of family child care providers who partner with Early Head Start with increased capacity to provide quality comprehensive services

## Key Strategies

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five key strategies:

1. Host a workshop for family child care providers with breakout sessions on child development, health, nutrition, children with disabilities, and mental health or training needs as identified.
2. Host two luncheons for Department of Human Resources representatives and technical assistants, CCR&R organizations, Alabama family child care leadership, local National Association for the Education of Young Children (NAEYC) affiliate leadership, university/college early childhood education staff, and community partners.
3. Collaborate with Early Head Start family child care providers to host an open house at their homes.
4. Update the existing Madison/Limestone County Early Head Start list of state and local resources available to provide high-quality training in the areas of early child development and health for family child care providers.
5. Create a supplemental list of free webinars and online events/resources; these trainings are not eligible for continuing education units (CEUs).

## Key Partnerships

The team had formed partnerships with four key organizations to support its work on the Early Head Start for Family Child Care project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Local Child Care Resource and Referral services (CCR&Rs): Child Care Education Resources and United Cerebral Palsy	Provide assistance to providers with licensing, offer low cost training, and offer a physical place where providers can use an office and reference resources; United Cerebral Palsy is a key resource in the area for helping families, child care providers, and educators work with children with disabilities
Alabama Department of Human Resources Alabama Department of Early Intervention Autism Resource Foundation	Participates in luncheons hosted by the partnership team; during the meeting, the team presented several suggestions for how these groups could help, including sharing resources, opportunities for joint grants, and collaboration for using funds
Alabama Head Start State Collaboration Office Office of School Readiness	Receivers of outreach by the partnership team
Alabama Partnership for Children’s Blueprint for Zero to Five	Potential project partner

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**Partnership Team Location:** Yuma, Arizona

**Early Head Start Agency:** Chicanos Por La Causa, Inc.

**Child Care Partner Agency:** Child and Family Resources, Inc.

## **Characteristics of the Partnership Team**

Chicanos Por La Causa, Inc. (CPLC) is a nonprofit organization offering services and referrals to diverse providers in the local community. CPLC has offered center-based Early Head Start since 2010, with 88 funded enrollment slots. In addition, CPCL offers Migrant and Seasonal Head Start (funded enrollment is 301) and Head Start (funded enrollment is 752).

Child and Family Resources, Inc. (CFR) is a nonprofit organization offering the following programs in the Yuma area: (1) the Child and Adult Care Food Programs; (2) Child Care Home Recruitment, a program that recruits, trains, and monitors child care offered in private homes for the Arizona Department of Economic Security, Child Care Administration; (3) Quality First!, Arizona's voluntary child care quality rating and improvement system (QRIS) for early care and education programs serving children from birth through age 5, through which providers receive financial incentives, professional development, access to child care health consultants, and coaching; and (4) Child Care Resource and Referral (CCR&R), a statewide program that helps families find quality child care.

## **Context**

In November 2006, Arizona voters passed Proposition 203, a citizens' initiative to fund quality services for early childhood health and development. The initiative was designed as a voluntary system of early care and education centered on three principles: (1) local communities must come together to plan and administer what works best in their community; (2) it must be flexible enough to accommodate the unique demographics of the state; and (3) it must be transparent and held accountable for outcomes. The initiative is known as First Things First.

First Things First currently funds the following programs available to family child care providers in the Yuma area:

- Professional development through the Western Arizona Council of Governments
- Professional Career Pathways Project through Arizona Western College, which offers scholarship money to early child care providers for Child Development Associate and other child development courses
- Teacher Education and Compensation Helps, a scholarship program that links training, compensation, and commitment to improving the quality of early childhood care and education experiences
- Home- and community-based parent education and support, through CFR and the Yuma County Public Health Services District
- Expert advice through Child Care Health Consultants (CCHCs)
- Child care scholarships through the United Way of Yuma County

- Quality First! QRIS, which provides financial incentives, professional development, access to child care health consultants, and coaching
- Home Recruitment and Certification Program, which recruits, trains, and monitors providers of child care offered in homes
- Kith and Kin, which provides support and training to kith and kin providers through home visits and support-training groups
- Reach Out and Read, which partners with doctors to prescribe books and encourage families to read together
- SMART Support, a program that partners early childhood mental health consultants with child care providers to improve the classroom environment and the overall quality of care
- Early Care and Education Inclusion, a program to train and help child care providers that serve children ages birth to 5 with developmental delays or disabilities

In addition to the resources available through First Things First, family child care providers can access supports through CCR&R services; the Child and Adult Care Food Program provided by CFR and Comité de Bien Estar; and the Arizona Self-Study Project, a statewide project that assists early care and education programs to integrate quality, developmentally appropriate practices in their child care models.

## **Targeted Outcomes**

Through its Early Head Start in Family Child Care project, the partnership team targeted three outcomes:

1. Formation of collaborative relationships and partnerships between family child care providers, state/tribal and local child care administrators, and other stakeholders
2. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations (Child Care and Development Fund, licensing)
3. Establishment of policies regarding the (1) recruitment and enrollment of families into Early Head Start in family child care; (2) creation of a fiscal infrastructure to support Early Head Start in family child care; and (3) articulation of the relationship between Early Head Start grantees and family child care providers

## **Key Strategies**

Through the Early Head Start for Family Child Care project, CPLC and CFR planned to implement 13 key strategies:

1. Review environment assessments to determine strengths, needs, and barriers of family child care providers.
2. Train mentors and liaisons on the Head Start Program Performance Standards (HSPPS).

3. Work with Early Head Start, CFR, and partners to develop a preliminary policy for recruiting and enrolling providers and families into Early Head Start in family child care.
4. Meet with family child care providers on a monthly basis to generate interest in partnerships with Early Head Start.
5. Hold bimonthly meetings with Early Head Start, CFR, and other project partners.
6. Identify and recruit a core group of 5 to 10 providers to serve as mentors or liaisons to Early Head Start and CFR agencies.
7. Conduct a presentation for CPLC Early Head Start staff during the annual preservice training on the Early Head Start for Family Child Care project and possibility of implementing Early Head Start in family child care.
8. Train CPLC Early Head Start and CFR staff on state mandates and the HSPPS related to family child care.
9. Complete environment assessments of providers' homes.
10. Host an Early Head Start and CFR gathering of about 40 to 60 stakeholders of the early child care community to raise awareness of Early Head Start in family child care and to recruit potential partners.
11. Present work plan and project development to CPLC and CFR senior management.
12. Meet with potential partners to begin discussion on collaborative relationships to support Early Head Start in family child care.
13. Contact media sources interested in developing an article about the Early Head Start for Family Child Care project.

## Key Partnerships

To support their work on the Early Head Start for Family Child Care project, CPLC and CFR formed partnerships with five key organizations.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Regional First Things First Councils	Brings together local, regional, and state representatives involved in working with communities to determine what children age 5 and under need to arrive at school healthy and ready to succeed
RIF (Reading Is Fundamental)	Collaborates on local literacy efforts
Yuma County Library District, local libraries in Yuma, Somerton, and San Luis	Collaborates on local literacy efforts and reading activities for children
Regional Center of Border Health Somerton Walk-in Clinic	Ensures children have regular check-ups and are up-to-date with immunizations and other health care needs
Arizona Western College Early Childhood Education	Offers Infant/Toddler classes/certifications (AA & BA in Early Childhood Education) and classes towards CDA

Partner Organization	Role
Association For Supportive Child Care AZ Self-Study Project	Collaborates to enhance the quality of family child care services through combining resources and trainings
Somerton School District Adult Ed. (South Yuma Co. Adult Ed. Consortium) First Things First	Shares resources and offers training events
Department of Economic Security Child Care Administrator	Shares resources, trainings, and knowledge relating to certification status of providers, state mandates, and HSPPS

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**Partnership Team Location:** Los Angeles, California

**Early Head Start Agency:** Hope Street Family Center (a member of Catholic Healthcare West –California Hospital Medical Center)

**Child Care Partner Agency:** Hope Street Family Center

## **Characteristics of the Partnership Team**

California Hospital Medical Center (CHMC), a nonprofit urban teaching hospital and member of Catholic Healthcare West, has operated the Hope Street Family Center (HSFC) Early Head Start program since 1998 and the center-based and combination options since 2001. Currently, the home-based option has a funded enrollment of 130; the center-based option has a funded enrollment of 94, and the combination option has a funded enrollment of 48.

In addition to Early Head Start, HSFC offers other early childhood education, family literacy, and family support/home visiting services. Programs include the following:

- Family Childcare Network, which includes 12 licensed family child care providers; HSFC helped these providers start their own child care businesses and continues to provide technical assistance, support, training and guidance for them.
- Child Development Center, a licensed child care facility primarily serving Early Head Start families
- Early Childhood Center, a licensed center-based child care facility that meets the Head Start Program Performance Standards, co-located at Angelica Evangelical Lutheran Church
- Hope Street Youth Center, which offers educational support, academic enrichment, and recreational opportunities for school-aged youth
- Family Literacy Program, which integrates early childhood, parenting, and adult education and serves 40 Early Head Start families; this program targets low-income, recent immigrant Latino families, with an emphasis on serving families with special needs children from birth to age 5.
- School Readiness Program, which provides comprehensive center-based and home-based services to 80 children from birth to age 5 and their families
- Central High School, a continuation high school classroom co-located at HSFC
- Nurse Family Partnership, which provides 100 young, unmarried, first-time pregnant women with regular home visits by public health nurses funded by the L.A. County Department of Health Services; these nurses provide case management, parenting education, and psychosocial support that begins during pregnancy and continues until the child is 2 years old.
- Pico Union Family Preservation Network, which offers an integrated, comprehensive approach to strengthen and preserve families impacted by child abuse and neglect

## **Context**

At the state level, the California Department of Education's Child Development Division uses the Child Care and Development Fund (CCDF) to support several initiatives for family child care providers, including: (1) the California Exempt Care Training, which targets non-licensed caregivers, (2) the Child Care Initiative Project, which focuses on increasing the quantity and quality of licensed care, (3) the Healthline, a warm-line service offering parents and providers information on health and development, (4) the Ready to Learn initiative, which provides information on how to use television properly, and (5) the Family Child Care Association project, which supports the development of family child care associations and other professional development opportunities. In addition, the California Child Care Resource and Referral (CCR&R) Network disperses Division funds to its programs and agencies in every county, and the First 5 County Commissions provide education, health, and child care services to local children and families. At the local level, funds are used to support the Los Angeles County Investing in Early Educators program, which provides educational stipends to child care providers.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted five outcomes:

1. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations (CCDF, licensing)
2. Skills to recruit and support providers
3. Skills to implement HSPPS
4. Strengthened community of family child care providers with stronger capacity to provide comprehensive services
5. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement nine key strategies:

1. Assess Early Head Start staff's current knowledge of HSPPS in relationship to Early Head Start in family child care, as well as state licensing regulations; accordingly, design, conduct, and evaluate a professional development session for staff.
2. Assess gaps between current Family Child Care Network expectations and HSPPS as they apply to Early Head Start in family child care; revise expectations package for current and future CHMC family child care network providers accordingly.
3. Develop CHMC family child care network professional development opportunity to expand understanding of HSPPS and state child care regulations and their connection to quality service delivery.
4. Review results of Family Child Care Environment Rating Scale (FCCERS-R); meet with providers as a group and individually to assess needs.

5. Create and distribute annual and quarterly master calendars of training opportunities through available state and local resources and agency-developed opportunities.
6. Pilot first four months of Network Professional Development Vision and Training Cycle (health and safety, FCCERS-R, the state Department of Education's child assessment tool, and the *Creative Curriculum*).
7. Tailor Integrated Behavioral Health Training Program for CHMC family child care network providers, specifically, and family child care providers, more broadly.
8. Hire Family Services Coordinator (FSC) to serve HSFC Early Head Start home-based children placed in CHMC family child care network provider care, and to work collaboratively with parents and providers.
9. Send certain Early Head Start staff, including FSC, to Integrated Behavioral Health Core Training Program, Integrated Behavioral Health Mentor Training, and Reflective Supervision/Coaching Training.

## Key Partnerships

Partnership team members have strong partnerships with a variety of community agencies and plan to utilize these relationships to publicize the proposed project and recruit child care providers. Hope Street Family Center has formal agreements with 28 local agencies providing a variety of education, youth, social, and health services. Staff members are also active in a number of community collaborative and provider networks, such as the Family Childcare Systems Association and the Maternal and Child Health Access Project.

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**Partnership Team Location:** Merced County, California

**Early Head Start Agency:** Merced County Office of Education, Head Start

**Child Care Partner Agency:** Merced County Office of Education, A.C.C.E.S.S. Child Care Resource and Referral

## **Characteristics of the Partnership Team**

Both the Merced County Head Start program and the A.C.C.E.S.S. Child Care Resource and Referral (CCR&R) program fall under the Merced County Office of Education's Early Care and Education Department (ECE), which houses multiple programs providing early care and education services to young children, their families, and the greater community. Other programs within the ECE include: (1) A.C.C.E.S.S. child care subsidy programs; (2) First 5 Merced County Work Force Recruitment and Advancement Project (WRAP) and early care and education workforce development and incentive programs; (3) California Preschool Instructional Network Region 7; (4) Family Resource Council parent education programs; (5) Merced County Local Child Care and Development Planning Council; and (6) special projects (Caring Kids, Business Education Alliance of Merced). Merced County Head Start has offered center- and home-based Early Head Start since 2010. The grantee is funded to serve 56 children in its center-based program and 144 children through home-based services.

A.C.C.E.S.S. CCR&R is a state-funded program providing free information for parents on choosing child care, referrals to child care centers and licensed family child care homes, and information on available child care subsidies. A.C.C.E.S.S. also provides a variety of support services and training for licensed centers and family child care providers, license exempt providers, and parents, including information about the licensing process and assistance in becoming licensed, health and safety training, child development workshops and classes, and other quality improvement activities.

## **Context**

At the state level, the California Department of Education's Child Development Division uses the Child Care and Development Fund (CCDF) to support several initiatives for family child care providers, including: (1) the California Exempt Care Training, which targets non-licensed caregivers, (2) the Child Care Initiative Project, which focuses on increasing the quantity and quality of licensed care, (3) the Healthline, a warm-line service offering parents and providers information on health and development, (4) the Ready to Learn initiative, which provides information on how to use television properly, and (5) the Family Child Care Association project, which supports the development of family child care associations and other professional development opportunities. In addition, the California Child Care Resource and Referral (CCR&R) Network disperses Division funds to its programs and agencies in every county, and the First 5 County Commissions provide education, health, and child care services to local children and families.

At the local level, CCDF funds with support from First 5 Merced fund two initiatives: (1) WRAP, a program for licensed and license-exempt family child care providers and child care center staff designed to increase educational and professional growth through educational planning, advising, coaching and financial support; and (2) the Early Quality Improvement Project (EQUIP), an program designed to train and coach licensed and license-exempt family child care providers by adopting a bilingual curriculum, assessing their environment utilizing the Family Child Care

Environmental Rating Scale (FCCERS-R), providing peer mentoring, and operating a home visitation program in order to provide resources and trainings.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted seven outcomes:

1. Awareness of where low-income infants and toddlers receive care
2. Attitude that family child care is a “good” option for infants and toddlers
3. Awareness of the varied experiences of family child care providers
4. Awareness of state and local resources that support comprehensive, high-quality service delivery
5. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations (licensing, CCDF)
6. Skills to recruit and support providers
7. Policies are in place regarding the (1) recruitment and enrollment of families into Early Head Start in family child care; (2) creation of a fiscal infrastructure to support Early Head Start in family child care; and (3) articulation of the relationship between Early Head Start grantees and family child care providers

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement multiple strategies focused on four key areas:

1. Develop the needed infrastructure for future implementation of Early Head Start in family child care by outlining a possible delivery model, crafting a suggested policy regarding provider qualifications based on the HSPPS, holding focus groups with licensed family child care providers, proposing bylaws revisions regarding policy council representation of Early Head Start in family child care parents, revising the service implementation plan for Early Head Start in family child care, and drafting a monitoring procedure and preliminary budget.
2. Enhance staff knowledge and attitudes toward family child care by surveying Early Head Start center-based, home visitation staff, and family support service providers to determine what they know about family child care; holding a meeting for Head Start-Preschool/Early Head Start managers and supervisors to explain the significance and goals of the project and potential benefits to Merced County children and families; developing and presenting to Early Head Start and CCR&R staff a presentation that highlights key similarities and differences between family child care licensing regulations and HSPPS requirements; revising Merced County Early Head Start procedures on advising parents about how to choose child care and train staff accordingly; preparing a list of licensed child care options, eligibility criteria, cost/subsidy availability, and referral/contact process for each recruitment area, including family child care providers’ qualifications; providing memberships in the National Association for Family Child Care (NAFCC) for two Early Head Start staff, a CCR&R supervisor, and two family

child care providers to enable them to participate in training and conference opportunities; and working with community agencies and organizations to create and distribute a calendar of available training and technical assistance.

3. Enhance community knowledge of and attitudes towards family child care by sending a letter about the project to stakeholders and potential partner; partnering with other to develop five Public Service Announcements (PSAs) in English and in Spanish that illustrate key information about quality, comprehensive care in a licensed family child care setting; airing the PSAs on local/regional English- and Spanish-language TV and radio stations, in local movie theatres; and presenting the PSAs to the Merced County Child Care and Development Local Planning Council, First 5 Merced County, Gateway Association for the Education of Young Children, Professional Association for Child Education, Women Infants and Children (WIC), and La Leche League.
4. Enhance provider knowledge through training, technical assistance, and support by exploring interest in establishing a support group for English-speaking family child care providers (a group for Spanish-speaking providers already exists); offering a half-day leadership training institute (one in English and one in Spanish) for licensed family child care providers; assessing the training and technical assistance needs of licensed family child care providers by compiling a list of all providers' qualifications, holding focus groups at CCR&R and Child and Adult Care Food Program meetings, and surveying all licensed family child care providers; and providing bilingual training for licensed providers on administration of the California Department of Education's child assessment tool (Desired Results Developmental Profile).

## Key Partnerships

Merced County Head Start has active partnerships with many local agencies that serve Head Start and Early Head Start families. Specifically, Merced County Head Start has memorandums of understanding with agencies for the provision of comprehensive service provision and referrals. Merced County Head Start managers also maintain working relationships with a number of agencies that provide food, legal, health, medical, and educational services. Finally, Merced County Head Start representatives are involved in a variety of networks and coalitions that work together to enhance services to Head Start children and families, such as the Domestic Violence and Child Abuse Prevention Network, ensuring coordination of services. A.C.C.E.S.S. CCR&R also has many active partnerships. These include partnerships with EQuIP, regional California Community Care Licensing (CCL) to assist applicants in the licensing process and serve as liaison between providers and the CCL, the National Association of Child Care Resource and Referral Agencies (NACCRRA) to identify and work toward needed changes in policy at the state level, and the Building Healthy Communities project to engage parents (funded by the California Endowment).

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**Partnership Team Location:** San Obispo County, Santa Barbara County, and Monterrey County, California

**Early Head Start Agency:** Community Action Partnership of San Luis Obispo County, Inc., Early Head Start and Migrant/Seasonal Head Start

**Child Care Partner Agency:** Community Action Partnership of San Luis Obispo County, Inc., Child Care Resource Connection

## **Characteristics of the Partnership Team**

Community Action Partnership of San Luis Obispo County (CAPSLO), a nonprofit agency, serves nine counties in southern and central California through a comprehensive array of community-based programs.<sup>1</sup> Services include adult day care, family support services, energy and weatherization, free tax preparation, health services, and homeless services. CAPSLO's largest division is child, family, and youth services, which includes Migrant/Seasonal Head Start (MSHS), Head Start, Early Head Start, Child Care Resource Connection, and State Child Development. CAPSLO has been providing MSHS in family child care since 1990 and recently expanded the family child care option to families served through Early Head Start.

## **Context**

At the state level, the California Department of Education's Child Development Division uses the Child Care and Development Fund (CCDF) to support several initiatives for family child care providers, including: (1) the California Exempt Care Training, which targets non-licensed caregivers, (2) the Child Care Initiative Project, which focuses on increasing the quantity and quality of licensed care, (3) the Healthline, a warm-line service offering parents and providers information on health and development, (4) the Ready to Learn initiative, which provides information on how to use television properly, and (5) the Family Child Care Association project, which supports the development of family child care associations and other professional development opportunities. In addition, the California Child Care Resource and Referral (CCR&R) Network disperses Division funds to its programs and agencies in every county, and the First 5 County Commissions provide education, health, and child care services to local children and families.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted six outcomes:

1. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations
2. Attitude that family child care is a "good" option for infants and toddlers
3. Community awareness of Early Head Start and MSHS in family child care
4. Community of family child care providers with a strong capacity to provide quality, comprehensive services

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<sup>1</sup> CAPSLO serves nine counties, but only three (San Luis Obispo, Santa Barbara, and Monterrey) are targeted for the Early Head Start in Family Child Care project.

5. Establishment of policies regarding the (a) recruitment and enrollment of families into Early Head Start and MSHS in family child care, (b) creation of a fiscal infrastructure to support Early Head Start and MSHS in family child care, (c) articulation of the relationship between CAPSLO and family child care providers
6. Formation of partnerships exist that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start and MSHS family child care provider homes

## Key Strategies

Through its Early Head Start for Family Child Care project, the partnership team planned to implement six key strategies:

1. Prepare a video that informs stakeholders about the benefits of family child care.
2. Develop a brochure about Early Head Start and MSHS in family child care and distribute it to organizations and agencies that serve low-income and migrant/seasonal infants, toddlers, and their families.
3. Conduct a survey of providers to better understand their role in improving the services provided to children and families through the MSHS family child care option.
4. Hold focus groups with providers in Monterrey, San Luis Obispo, and Santa Barbara counties to better understand their role in improving the services provided to children and families through Early Head Start and MSHS in family child care; focus groups will be held.
5. Train staff from Santa Barbara CCR&R as Child Development Association (CDA) advisors; CAPSLO staff were already trained as advisors.
6. Determine the ongoing availability of Alternative Payment Program funds that could be allocated to support Early Head Start and MSHS in family child care.

## Key Partnerships

CAPLSO formed partnerships with two types of organizations to support its work on the Early Head Start for Family Child Care project: (1) local colleges that provide CDA credential coursework in Spanish so providers can further their education and meet HSPPS requirements and (2) CCR&R agencies in San Luis Obispo, Santa Barbara, and Monterrey counties that offer supports, resources, and training opportunities to family child care providers.

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**Partnership Team Location:** San Mateo County, California

**Early Head Start Agency:** Peninsula Family Service, Early Head Start Program

**Child Care Partner Agency:** Peninsula Family Service, Neighborhood Child Care Program

## **Characteristics of the Partnership Team**

Peninsula Family Service, a nonprofit organization, offers a range of comprehensive services, including child development services, access to affordable car loans, financial literacy training and asset-building products, job development for older workers, wellness and support services for older adults, and supervised visitation and exchange. Peninsula Family Service has offered child development services in the San Mateo area since 1973. The organization operates a network of neighborhood family day care homes (Neighborhood Child Care Program) as well as five child development centers. In February 2010, Peninsula Family Service was awarded a federal Early Head Start contract and currently provides Early Head Start services to 72 children; the agency is funded to serve 52 children in center-based programs and 20 children through home-based services.

Peninsula Family Service's Neighborhood Child Care Program (NCCP) provides access to quality, affordable child care through a network of neighborhood family child care providers. Currently, 16 providers serve 89 families in South San Francisco, San Mateo, Redwood City, Menlo Park, and East Palo Alto. Child care providers are formally employed by Peninsula Family Service; services are subsidized by the California Department of Education, Child Development Division.

## **Context**

At the state level, the California Department of Education's Child Development Division uses the Child Care and Development Fund (CCDF) to support several initiatives for family child care providers, including: (1) the California Exempt Care Training, which targets non-licensed caregivers, (2) the Child Care Initiative Project, which focuses on increasing the quantity and quality of licensed care, (3) the Healthline, a warm-line service offering parents and providers information on health and development, (4) the Ready to Learn initiative, which provides information on how to use television properly, and (5) the Family Child Care Association project, which supports the development of family child care associations and other professional development opportunities. In addition, the California Child Care Resource and Referral (CCR&R) Network disperses Division funds to its programs and agencies in every county, and the First 5 County Commissions provide education, health, and child care services to local children and families. In 2009, the San Mateo County Office of Education launched the Early Childhood Quality Improvement Project (EQuIP). Funded by First 5 San Mateo, the initiative offers child care providers menu of best practices and strategies designed to improve care quality.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted six outcomes:

1. Skills to recruit and support providers
2. Skills to implement Head Start Program Performance Standards (HSPPS)

3. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, families)
4. Knowledge of HSPPS and state child care regulations
5. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care
6. Collaborative relationships and partnerships exist between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement seven key strategies:

1. Reach out to family child care providers county-wide (including NCCP providers) and begin to share information and resources; the team sent an informational flyer to community partners and held a “meet and greet” at Peninsula Family Service.
2. Reach out to stakeholders to increase knowledge of and gain support for Early Head Start in family child care; the team met with the Child Care Coordinating Council (4Cs) of San Mateo County and the Infant Services Committee.
3. Market Early Head Start in family child care as a beneficial option for families; referrals to new and existing families will include the benefits of family child care.
4. Conduct a group training for family child care providers, Early Head Start staff, and child care staff; training will include information on the HSPPS, *Creative Curriculum*, and the Program for Infant/Toddler Care (PITC) philosophy.
5. Develop a training/meeting calendar and providing development opportunities in areas of high-quality comprehensive services; trainings will be conducted in small groups as well as through on-site coaching/mentoring.
6. Create a collaborative, sustainable plan for current and new family child care providers; the team is developing a mentoring/coaching system to support providers interested in implementing best practices.
7. Create a model for Early Head Start in family child care as a potential service option for Peninsula Family Service.

## **Key Partnerships**

Peninsula Family Service and NCCP formed a partnership with 4Cs of San Mateo County to support their work on the Early Head Start for family child care project. They are working with 4Cs to identify and connect with new and existing family child care providers in their community.

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**Partnership Team Location:** Santa Clara County, California

**Early Head Start Agency:** Community Child Care Council of Santa Clara County, Inc., Early Head Start

**Child Care Partner Agency:** Community Child Care Council of Santa Clara County, Inc.

## **Characteristics of the Partnership Team**

Community Child Care Council of Santa Clara County, Inc. (4Cs) is a nonprofit, community-based agency that provides a variety of comprehensive services and functions as the primary link between child care providers and families in Santa Clara County. Programs managed by 4Cs include child care resource and referral (CCR&R); the centralized eligibility list; subsidized child care programs; a family child care network; the Child Care Initiative Project; the Growing, Learning, and Caring program; health and safety program; child development centers; TrustLine; and the senior nutrition program. 4Cs began providing Early Head Start in 2010 and currently provides home-based services (funded enrollment is 48) and services in family child care (funded enrollment is 82).

## **Context**

At the state level, the California Department of Education's Child Development Division uses the Child Care and Development Fund (CCDF) to support several initiatives for family child care providers, including: (1) the California Exempt Care Training, which targets non-licensed caregivers, (2) the Child Care Initiative Project, which focuses on increasing the quantity and quality of licensed care, (3) the Healthline, a warm-line service offering parents and providers information on health and development, (4) the Ready to Learn initiative, which provides information on how to use television properly, and (5) the Family Child Care Association project, which supports the development of family child care associations and other professional development opportunities. In addition, the California Child Care Resource and Referral (CCR&R) Network disperses Division funds to its programs and agencies in every county, and the First 5 County Commissions provide education, health, and child care services to local children and families.

Locally, Smart Start San Jose is a collaboration of schools, parents, early childhood development professionals, businesses, community-based organizations, and the City of San Jose. Through its Family Child Care Training Program, Smart Start strives to retain and expand quality family child care space by strengthening the business skills/program quality of existing providers; promoting economic self-sufficiency by training low- and moderate-income families to be successful, licensed providers; and ensuring availability of quality programs so that all children are academically and socially prepared for kindergarten. The 4Cs Council also operates the California Child Care Initiative Project in San Jose and for 15 years has operated a model program that provides supports to new family child care providers to help them to become licensed, learn about child development, and manage a successful small business.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted six outcomes:

1. Knowledge and understanding of Head Start Program Performance Standards (HSPPS) and state child care regulations

2. Partnerships exist that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start family child care provider and Family child care providers are connected to state/local resources
3. The larger community of family child care providers has a strong capacity to provide quality, comprehensive services
4. Skills to implement HSPPS
5. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, families).
6. Attitude that family child care is a “good” option for infants and toddlers in the community

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement nine key strategies:

1. Create a matrix of requirements (HSPPS and child care subsidy).
2. Host an informational meeting about the project for Early Head Start and subsidy staff.
3. Host an informational event for family child care providers.
4. Compile information on all current funding sources, programs, and professional development opportunities for family child care providers.
5. Survey family child care providers in the community to learn about training needs and, based on the results of the survey, design a series of training for providers.
6. Assist providers in tracking professional development and developing programmatic and professional development action plans.
7. Create mechanisms to improve the networking capacity of providers.
8. Integrate professional development information into the resource and referral database.
9. Promote family child care as an appropriate option for families.

## **Key Partnerships**

To support its work on the Early Head Start for Family Child Care project 4Cs partnered with three organizations: (1) Smart Start San Jose to coordinate professional development and assistance to family child care providers; (2) First 5 Santa Clara County to coordinate referrals for Early Head Start children whose developmental screening results were not within normal limits; and (3) 4C Council Resource and Referral and CalWorks department leadership to coordinate ongoing training for providers in areas such as special needs and inclusion, attachment, and math skills.

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**Partnership Team Location:** Denver, Colorado  
**Early Head Start Agency:** Family Star Inc.  
**Child Care Partner Agency:** Denver Early Childhood Council

## **Characteristics of the Partnership Team**

Family Star Inc. (Family Star), a nonprofit organization, offers a Montessori Education Program for children ages 2 months to 6 years. In 1997, Family Star began integrating Early Head Start services into its Montessori model. Currently, Family Star serves 212 children, 115 of which are served through Early Head Start center-based and home-based options. Education and care are delivered in both English and Spanish and focus on language skills, motor skills, social-emotional skills, cultural awareness, coordination, spatial concepts, personal confidence, and inner discipline.

The Denver Early Childhood Council (DECC) is one of 30 early childhood councils in Colorado that receives funding from the federal Child Care and Development Block Grant (CCDBG). DECC strives to coordinate collaborative decision making about early childhood financial resources, manage collaborative service delivery among public and private providers, increase the quality of early childhood care and education services, and respond to the needs of families and providers in Denver. DECC accomplishes these goals by managing and distributing resources and providing professional development training to child care providers through initiatives such as the School Readiness Quality Improvement Program, Denver Preschool Program Quality Improvement Program, and child care resource & referral (CCR&R) programs.

## **Context**

The Colorado Department of Human Services, Division of Child Care is the state's leading agency in planning and implementing public child care policy. The division is responsible for licensing and monitoring child care facilities, managing the Child Care Assistance Program, administering child care grants and quality initiatives, and serving as the lead in implementing federal child care programs. The overall goal of the Division of Child Care is to promote quality, accessible, and affordable child care to all Colorado families. The state requires that family child care providers who care for more than two nonrelatives be licensed. Colorado's Quality Rating and Improvement System (QRIS) is currently being reviewed and restructured.

DECC administers many of the quality initiatives available locally to Denver families, including the following:

- School Readiness Quality Improvement Program. Established to improve school readiness of young children from low-income families while closing the learning gap and improving school-age learning outcomes; this program is funded through the Child Care and Development Fund (CCDF).
- Denver Preschool Program Quality Improvement Program. This program uses a percentage of sales tax revenue to fund tuition credits for families and quality improvement grants for preschool providers.
- Professional Development/Denver Resource and Referral. This initiative provides professional development opportunities for early childhood professionals, including one-time trainings and scholarships for early childhood education (ECE) college courses.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted seven outcomes.

1. Knowledge of intersections between Head Start Program Performance Standards (HSPPS) and state child care regulations
2. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, and families)
3. Attitude that family child care is a good option for infants and toddlers
4. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care
5. The community is aware of Early Head Start in family child care
6. Policies exist that support the recruitment and enrollment of families into Early Head Start
7. Partnerships exist that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start family child care provider homes

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement seven key strategies:

1. Organize and conduct a series of meetings to introduce stakeholders to Early Head Start in family child care and the HSPPS.
2. Create and conduct pre- and post-pilot surveys of CCR&R and Early Head Start staff to gauge baseline attitude and understanding of the benefits of family child care for infants and toddlers.
3. Identify and reach out to current family child care providers.
4. Determine family child care providers' familiarity with Early Head Start and provide trainings to address gaps in high quality care.
5. Establish policies for recruitment and enrollment of families into Early Head Start in family child care.
6. Create a fiscal infrastructure to support Early Head Start in family child care.
7. Develop additional memorandums of understanding that support ongoing partnerships with health centers, medical providers, family resources centers, and home visitation programs.

## **Key Partnerships**

Family Start and DECC formed partnerships with several organizations to support their work on the Early Head Start for Family Child Care project.

## Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Mile High Montessori Early Learning Center	Provides Head Start services
Denver Options	Provides assessments and therapeutic services for children with disabilities (Part C provider)
Denver's Great Kids Head Start Program	Provides Head Start services for metro Denver, through delegate agencies
Mary Ervolina (infant mental health specialist)	Consults with teachers and parents on challenging behavior concerns
Metro Denver Bright Beginnings	Provides birth to age 3 parenting and literacy packets
The Children's Hospital, School Health Program	Provides nursing services/ consultation
Northeast Denver Housing Center	Conducts lead screenings for Family Star children
Planned Parenthood of Rocky Mountains	Provides informational workshops for parents
Wee Cycle	Provides reusable prenatal and infant items
The Haven	Refers mothers with prior substance abuse problems to Family Star
The Center for Hearing, Speech, and Language	Conducts hearing and speech screenings for Family Star children two times per year
The Children's Hospital, Pediatric Residency Program	Pediatric residents do a residency rotation at Family Star
Denver School of Nursing	Nursing interns do a rotation at Family Star and provide health screenings at Family Star's annual health fair
Project Wise (Women's Initiative for Service and Empowerment)	Refers interested families to Family Star
Colorado Preschool Program	Provides supplemental funding for the extended day and professional development workshops for teachers
Breathe Better Foundation	Provides second-hand smoke and asthma workshops for parents and staff
La Leche League	Provides breastfeeding workshops for parents
Early Learning Ventures Alliance	Works with team to determine whether a shared services alliance among Denver providers would strengthen Family Star's program quality
Mile High United Way	Works with team to determine whether a shared services alliance among Denver providers would strengthen Family Star's program quality
Denver Department of Human Services	Potential partner for family child care provider outreach
Local Mental Health Centers	Potential partner for family child care provider outreach
Local Family Resource Centers	Potential partner for family child care provider outreach

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**Partnership Team Location:** New Haven, Connecticut

**Early Head Start Agency:** United Way of Greater New Haven (grantee); All Our Kin, Inc. (delegate)

**Child Care Partner Agency:** All Our Kin, Inc.

## **Characteristics of the Partnership Team**

All Our Kin, Inc. (AOK), a private nonprofit organization, offers a “quality highway” of services to children’s “first teachers,” who are often home-based caregivers. AOK helps to professionalize family child care providers and raise the quality of their services through a licensing project, a new teacher mentoring project, and the family child care network (an extensive menu of services including program visits, coaching and consultation, child development training, entrepreneurship training, loans and grants, materials and supplies, scholarships for college coursework, and other supports). Through these efforts, AOK has worked to increase the capacity of the area’s family child care providers. AOK has operated Early Head Start since 2010 as a delegate agency to the United Way of Greater New Haven. It implements Early Head Start in family child care with funded enrollment of 24 slots.

## **Context**

In addition to working directly with family child care providers to increase the quality and sustainability of their programs, AOK has worked with local agencies to identify opportunities to support providers. For example, the School Readiness Council in New Haven started offering professional development, college courses, and coaching for family child care providers.

The state underwrites the child development associate (CDA) credential training provided by AOK (and others) and offers funds for providers to take beginning college-level courses. (As a result of this partnership, all of AOK’s Early Head Start family child care providers have their CDAs and many have additional college credits in early childhood education.) This year, the state has funded a statewide project led by AOK to train family child care providers and family, friend, and neighbor caregivers in the use of Connecticut’s Guidelines for the Development of Infant & Toddler Early Learning. AOK led that training locally and trained agencies around the state to lead it in their respective localities.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, AOK targeted five outcomes:

1. Skills to implement Head Start Program Performance Standards (HSPPS)
2. Attitude that family child care is a “good” option for infants and toddlers
3. Creation of collaborative relationships and partnerships with family child care providers, state and local child care administrators, and other stakeholders
4. Motivation to make high-quality, comprehensive services available to low-income infants and toddlers
5. Development of strategies for overcoming obstacles

## Key Strategies

Through its Early Head Start for Family Child Care project, AOK planned to implement seven key strategies:

1. Initiate relationships on behalf of family child care providers with the local and statewide stakeholders by convening a family child care recognition and celebration event and by presenting at local, state, and national meetings.
2. Conduct workshops on HSPPS regulations for Early Head Start family child care providers.
3. Conduct a 10-session training series for all family child care providers (Early Head Start and non-Early Head Start) on reciprocal relationships with families and providing in-program training and coaching visits to reinforce training.
4. Publish a brochure on family child care that includes the benefits of Early Head Start family child care so that more parents and key stakeholders increasingly recognize family child care as an appropriate quality option for infants and toddlers.
5. Build a collaborative with New Haven Public Schools to discuss priority placement of children from Early Head Start designated family child care homes into Head Start.
6. Mobilize public and private statewide agencies and organizations to promote high-quality child care and family child care by facilitating meetings to identify areas for collaborative work, to explore options to maximize existing funding, and to increase family child care providers' access to health, mental health and early childhood development resources and by making a presentation to the State Advisory Council on Early Childhood Education and Care.
7. Research and discuss strategies to blend and braid funding to help the Department of Social Services (DSS) identify strategies for overcoming obstacles to Early Head Start and family child care partnerships.

## Key Partnerships

To support their work on the Early Head Start for Family Child Care project, AOK formed partnerships with two key organizations, as well as other local partners.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
New Haven Public Schools	Operates Head Start and offers professional development opportunities
New Haven School Readiness Council	Offers professional development, college courses, and coaching for family child care providers
Local partners in New Haven	Provide resources for providers, such as free books, diapers, and literacy materials

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**Partnership Team Location:** Hillsborough County, Florida

**Early Head Start Agency:** Hillsborough County Board of County Commissioners

**Child Care Partner Agency:** Tampa Metropolitan Area YMCA

## **Characteristics of the Partnership Team**

Hillsborough County Board of County Commissioners (Hillsborough County), a government agency, operates one of the largest Head Start/Early Head Start programs in the southeastern United States. A grantee of Early Head Start since 1996, Hillsborough County operates a center-based option (funded enrollment is 139), a home-based option (funded enrollment is 24), and a family child care option (funded enrollment is 20). In 2009 the program expanded its family child care option to increase the total funded enrollment to 204. Two delegate agencies, Tampa Metropolitan Area YMCA (Tampa YMCA) and Lutheran Services, implement the family child care option. Hillsborough County provides staff resources to each of its delegates to support and monitor the implementation of the Head Start Program Performance Standards (HSPPS). Additionally, the grantee provides access to and training on developmentally appropriate intellectual, emotional, and social activities based on the *Creative Curriculum for Infants, Toddlers and Two's*.

Tampa YMCA is a nonprofit service organization that provides membership, programs, and outreach activities to the surrounding community. Tampa YMCA has been involved in family child care for 18 years through a grant to improve the quality of care and education for children and families served in licensed family child care homes in Hillsborough County. Specifically, the program, Family Child Care *PLUS*, assists providers with obtaining quality standards and practices that align with NAFCC accreditation and Child Development Associate (CDA) requirements. The program conducts assessments coupled with in-home technical assistance and is available to all licensed family child care homes provider in the county, which currently licensed over 600 providers. Each year the program provides intensive technical assistance to at least 50 providers consequently, directly impacting over 300 children and families within the community each year. Over the past eight years, Tampa YMCA has expanded its family child care role by actively seeking and licensing potential providers in high-need areas. Since 2010, Tampa YMCA has served as one of two Early Head Start family child care delegates. In this role, Tampa YMCA assigns educational specialists to each provider, provides support services in terms of accreditation and improved quality, and hosts monthly formal training and support groups.

## **Context**

In Florida, child care is highly localized. While professional associations such as the Florida Association for Family Child Care and the National Association for Family Child Care funnel many resources directly to providers, most funding (state or otherwise) is distributed through local channels. Hillsborough County also maintains the Children's Board of Hillsborough County, an agency funded under ad valorem property taxes committed to improving the future of children.

Florida state law requires that providers be registered with the Department of Children and Families. However, 14 counties in the state have established ordinances requiring licensing of family child care homes, including Hillsborough County. Hillsborough is one of six counties that have chosen to self-regulate; it requires that providers have a business license and current child care license, and undergo background checks. All family child care providers seeking to be registered or licensed must complete a 30 clock hour training mandated by the state before receiving their operating documents.

Quality rating for all child care providers is conducted through the Quality Counts for Kids initiative, a voluntary continuous improvement program. Administered through the Early Learning Coalition of Hillsborough County, Quality Counts assigns different “star” levels to family child care providers based on their ability to meet quality standards in areas such as training, family engagement, and learning environment.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted seven outcomes:

1. Development of skills to recruit and support providers
2. Development of skills to implement HSPPS
3. Strengthen connections between family child care providers and state/local resources
4. Formation of partnerships that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start family child care homes
5. Community of Early Head Start family child care providers with a strong capacity to provide quality, comprehensive services
6. Development of skills to form relationships with Early Head Start, local CCR&R, family child care providers, and families
7. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start family child care

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement six key strategies:

1. Expand a recruitment and licensing program to high-need areas of the county; Tampa YMCA staff will conduct in-home assessments to determine pre-requisites needed for providers to meet licensing requirements and HSPPS.
2. Plan and conduct a series of six English language classes for family child care providers that speak English as a second language.
3. Identify and compile a list of existing online training opportunities and distribute the list to providers; to fill training gaps, establish plans to create three online training modules for family child care providers on targeted early child care topics.
4. Organize and hold a series of two literacy events to increase communication among providers (Early Head Start and community-based), children, and parents.
5. Survey a group of providers that implement Early Head Start in family child care to learn about their satisfaction with the program option and identify opportunities for implementing the program option more efficiently.
6. Reach out to stakeholders who can provide bilingual services to providers and families.

## Key Partnerships

Hillsborough County and Tampa YMCA had formed partnerships with several organizations to support their work on the Early Head Start for Family Child Care project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
University of South Florida	Offers bilingual services that families and providers may be able to access
Hillsborough County Public Library Cooperative (HCPLC)	Collaborates with the partnership teams on the literacy series
Child Abuse Council	Collaborates with the partnership teams on the literacy series
Children's Services Agency Children's Board of Hillsborough County	Collaborates with the partnership team to offer English language classes for family child care providers
Hispanic Services Council	Collaborates with the partnership team to support providers attending English language classes
School Readiness program	Supports inclusion of children eligible for school readiness funding
Family Child Care Plus	Supports improved quality through training and participation in QRIS and accreditation self-studies

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**Partnership Team Location:** Haverhill, Massachusetts

**Early Head Start Agency:** Community Action, Inc. Early Head Start Program

**Child Care Partner Agency:** Community Action, Inc. Family Day Care Division

## **Characteristics of the Partnership Team**

Community Action, Inc. (CAI) is a community action agency. In addition to Early Head Start, CAI provides Head Start, housing assistance, fuel assistance, WIC, and emergency food and shelter. The agency also provides education services, including English for Speakers of Other Languages (ESOL), General Educational Development (GED), and computer skills. CAI's Early Head Start program is funded to serve 72 children (15 in its center-based program and 57 in its home-based program) and 12 pregnant women. It has been operating Early Head Start through its center-based and home-based programs since 2010. CAI planned to enroll 12 children in Early Head Start in family child care in fall 2011. Ultimately, CAI plans to enroll about 22 children in Early Head Start in family child care.

CAI has a Family Day Care division, which serves as one of Massachusetts' series of family child care systems. Each family child care system has 50 to 60 providers who work as independent contractors, as well as a director and staff who work directly with providers to ensure compliance with state standards and licensing, improve the curriculum, and recruit and enroll family child care providers that care for children who are eligible for vouchers or income-eligible.

## **Context**

Outside those provided by CAI, few local resources exist to support increased quality for family child care providers. Through the Department of Early Education and Care, the state offers a number of resources, including tuition reimbursement, the new state child care quality rating and improvement system (QRIS), and an online schedule of trainings.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, CAI targeted four outcomes:

1. CAI, Early Head Start, and family child care staff will have knowledge of the Head Start Program Performance Standards (HSPPS) and Massachusetts state child care regulations
2. The Greater Haverhill and Seacoast parents will have increased knowledge of family child care and an understanding of it as an option for infants and toddlers
3. CAI, Early Head Start, and family child care staff and Early Head Start-designated family child care providers will have the skills to implement the HSPPS
4. CAI will have the skills to recruit and support providers throughout its service area

## **Key Strategies**

Through its Early Head Start for Family Child Care project, CAI planned to implement ten key strategies:

1. Prepare and produce a manual for the Early Head Start in Family Child Care program with policies, procedures, regulations, forms and other appropriate materials.
2. Host two recruitment and orientation meetings for interested/eligible families to promote the understanding that family child care is a good option for infants and toddlers.
3. Host a partnership meeting for CAI Family Child Care and Early Head Start family service staff and other stakeholders to explain the details of how the HSPPS and Massachusetts child care regulations will be implemented through the Early Head Start in Family Child Care program.
4. Deliver a presentation on CAI's Early Head Start for Family Child Care project to the Haverhill Community Partnerships for Children Council in order to promote awareness in the community that family child care is a good option for infants and toddlers.
5. Provide monthly supervisions and regular staff meetings to family child care staff and Early Head Start family service staff and provide ongoing monitoring and support regarding their understanding of the HSPPS and the Massachusetts child care regulations as they relate to Early Head Start in family child care.
6. Provide monthly supervisions and regular staff meetings to family child care providers and provide ongoing monitoring and support regarding their understanding of the HSPPS and the Massachusetts child care regulations as they relate to Early Head Start in family child care.
7. Implement a multi-modal approach to promote awareness of Early Head Start in family child care throughout the service area with concentration on the outlying seacoast communities.
8. Provide monthly reports for the Early Head Start manager with the numbers of families requesting Early Head Start in family child care.
9. Arrange for *Creative Curriculum for Infants, Toddlers, and Two's* training, Strengthening Families training, and Massachusetts Department of Early Education and Care's Core Competencies and Early Learning Guidelines for Infants and Toddlers training for family child care providers, Early Head Start staff, and the local early childhood community.
10. Provide follow-up to all trainings and ongoing monitoring and support to child care providers with regular site visits (at least monthly), periodic staff trainings, and Early Head Start management consultations.

## **Key Partnerships**

To support their work on the Early Head Start for Family Child Care project, CAI formed partnerships with four key organizations.

## **Partner Organizations and Roles on the Early Head Start in Family Child Care Project**

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Partner Organization	Role
Pentucket Area Early Intervention Program	Screens all children enrolled in CAI's Early Head Start program and offers mental health consultation; services will be expanded to include children enrolled in Early Head Start in family child care
Healthy Families	Collaborates with CAI on joint trainings and community advocacy
Haverhill High School Teen Parent Program	Refers families to CAI Early Head Start
State Department of Early Education and Care	Receives updates about the project from CAI

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**Partnership Team Location:** Traverse City, Michigan

**Early Head Start Agency:** Northwest Michigan Community Action Agency

**Child Care Partner Agency:** Great Start Traverse Bay/Manistee Collaborative

## **Characteristics of the Partnership Team**

Northwest Michigan Community Action Agency (NMCAA) is a nonprofit Community Action Agency serving 10 counties of northwest lower Michigan and operates the home weatherization program, the senior nutrition and meals on wheels programs, the Head Start/child development program, and the community services program. The Early Head Start program has been operating both center- and home-based programs for 13 years. NMCAA Early Head Start reports funded enrollment for 8 slots in center-based programs and 207 slots in home-based programs. NMCAA does not currently operate Early Head Start in family child care.

The Great Start Traverse Bay/Manistee Collaborative (GSC) was started in 2007 to ensure that every child arrives at kindergarten healthy, safe, and eager to learn. The GSC is funded by the Kellogg Foundation, school aid funds (through the Intermediate School District), and quality dollars through the Department of Human Services' Office of Child Care. Among GSC members there are several training consortia including socio-emotional and infant mental health training consortia and early childhood training consortia. The GSC operates out of the Chamber of Commerce, which allows it to engage the business community and raise its awareness of challenges employees face finding quality child care.

## **Context**

Both NMCAA and GSC offer training and supports for family child care providers. NMCAA offers community-based training related to child development and mental health. GSC coordinates quality improvement through the Great Start Regional Resource Center (RRC) and regional Great Start team.

Since 2010, the state of Michigan under the Great Start Early Learning Advisory Committee has been working toward the development of a child care quality rating and improvement system (QRIS). Plans were underway for the QRIS to be field tested in fall 2011.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted seven local-level outcomes:

1. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations
2. Connections between family child care providers and state/local resources
3. Formation of collaborative relationships and partnerships between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders
4. Formation of partnerships that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start family child care providers' homes

5. A defined partnership between Early Head Start and child care
6. Increased capacity of Early Head Start family child care providers
7. Strengthening of Early Head Start family child care providers' ability to provide high-quality services

The partnership team targeted four state-level outcomes:

1. Awareness of state quality improvement efforts
2. Creation of a statewide system that supports the partnership between Early Head Start and child care stakeholders
3. Creation of strategies for overcoming obstacles
4. Alignment of Head Start Program Performance Standards and state child care regulations

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement six local strategies:

1. Develop a web-based one-stop shop for training information.
2. Identify and meet with family child care providers about meeting quality standards and partnering with Early Head Start.
3. Develop a document that aligns the HSPPS with Michigan Child Care Licensing Rules and Regulations and presented the document to Early Head Start home visiting staff.
4. Develop quality benchmarks that measure operational capacity to provide quality services to infants and toddlers and worked through these benchmarks with family child care providers.
5. Help family child care providers and designees submit grants and funding requests.
6. Identify and train coaches to monitor and measure quality benchmarks.

The partnership team planned to implement five strategies at the state-level.

1. Meet with state officials to inform counterparts of project goals.
2. Meet with the Head Start State Collaboration Office to review the alignment of the HSPPS with state licensing rules and regulations.
3. Coordinate alignment with state-level QRIS.
4. Present bimonthly reports about the project to state Early Head Start representatives.
5. Inform the state when obstacles impede progress on the project.

## Key Partnerships

To support their work on the Early Head Start for Family Child Care project, NMCAA and GSC formed partnerships with four key organizations.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Chamber of Commerce	Houses GSC, so its members work with the project team regularly; prioritizes both current and future economic benefits to quality child care
Regional Resource Center	Provides referral services for parents seeking child care and training for child care providers, both home-based and center-based
Michigan Association for Infant Mental Health	Conducts political advocacy on policy related to early childhood development, educates stakeholders on infant mental health, and seeks to diversify the infant mental health community
Michigan Land Use Institute	Promotes local agriculture and facilitates access to local food; works with schools and child care providers through federal food programs and nutrition initiatives

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**Partnership Team Location:** Cass Lake, Minnesota

**Early Head Start Agency:** Leech Lake Band of Ojibwe, Early Head Start

**Child Care Partner Agency:** Leech Lake Child Care Services

## **Characteristics of the Partnership Team**

Leech Lake Band of Ojibwe is a tribal government agency that houses an Early Head Start program and the Leech Lake Child Care Services agency. The Early Head Start program, which began in 2010, funds seven classrooms at a large center in Cass Lake and three smaller centers in surrounding communities. Total center-based enrollment was 60 infants and toddlers and 12 pregnant mothers in 2011. Child Care Services provides programs through their Child Care Development Fund (CCDF) such as licensing, training, grants, and child care assistance. The agency also works with family, friend and neighbor providers (non-licensed providers), coordinates with other agencies, and provides outreach.

## **Context**

Child care providers in Leech Lake receive both state and local support. The state provides two quality improvement grants out of the Child Care Services office. Child Care Services has an in-house state employee who works on building quality projects. Another state grant, Minnesota Tribal Resources for Early Child Care (MnTRECC), funds statewide planning meetings that include all 11 federally recognized tribes in Minnesota and offers grants to tribal providers through the MnTRECC programs office. Family child care providers have access to local trainings offered by Child Care Services and Early Head Start. Providers can receive funding for education toward a Child Development Associate (CDA) at the local tribal college.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted 15 outcomes:

1. Awareness of the varied experiences of family child providers
2. Awareness of state and local resources that support comprehensive, high-quality service delivery
3. Knowledge of intersections between Head Start Program Performance Standards (HSPPS) and state child care regulations
4. Skills to recruit and support providers
5. Skills to implement Head Start Program Performance Standards (HSPPS)
6. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, families)
7. Attitude that family child care is a “good” option for infants and toddlers
8. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care

9. Formation of collaborative relationships and partnerships between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders
10. Community awareness of the Early Head Start in family child care option
11. Connections between family child care providers and state/local resources
12. Strengthening the capacity of the community of Early Head Start family child care providers to provide quality, comprehensive services
13. Creating partnerships that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start for family child care providers' homes
14. Creating policies that support the recruitment and enrollment of families into Early Head Start
15. Establishing policies regarding the (a) recruitment and enrollment of families into the Early Head Start in family child care option, (b) creation of a fiscal infrastructure to support Early Head Start in family child care, and (c) articulation of the relationship between Early Head Start grantees and family child care providers

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement seven key strategies:

1. Hold an Infant-Toddler Resource Awareness Fair for providers, resource agencies, and community leaders to share information and begin promotion of the project.
2. Develop a user-friendly crosswalk of regulations, resources, and training.
3. Develop a technical assistance survey collecting family child care provider-stated Training and Technical Assistance (TTA) needs as well as other needs; TTA needs identified will be utilized in the development of the Annual Early Head Start Program Training Plan.
4. Offer training and implementation support for family child care providers on the HSPPS.
5. Develop a plan for incorporating family child care providers into existing Early Head Start events.
6. Develop a memorandum of agreement between Early Head Start and child care providers and Early Head Start and Tribal Child Care.
7. Conduct an assessment of the degree to which Early Head Start-designated family child care providers offer high-quality comprehensive services to infants, toddlers, and their families.

## **Key Partnerships**

The team formed partnerships with the Leech Lake Early Childhood Program, which houses the following program divisions: Head Start, Early Head Start, Child Care Development Fund, Child

Care Resource and Referral (state grant), and Minnesota Tribal Resources for Early Childhood Care. The office works closely with the Minnesota Department of Human Services. The Early Childhood Program holds two state contracts and has representation on an early childhood committee for the state.

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**Partnership Team Location:** Sedalia, Missouri

**Early Head Start Agency:** Children's Therapy Center Early Head Start

**Child Care Partner Agency:** The Family Child Care Provider Association

## **Characteristics of the Partnership Team**

The Children's Therapy Center of Pettis County at the Center for Human Services in Sedalia, Missouri, is a nonprofit agency that serves children and adults with disabilities. The center serves 1,200 children with disabilities in Part C services across 27 counties. The Children's Therapy Center has been providing center-based (funded enrollment is 87) and home-based (funded enrollment is 59) Early Head Start since 2000 and has been providing services in family child care (funded enrollment is 5) since 2010.

Created in October 2005, the Family Child Care Provider Association is a group of child care providers licensed by and registered in the State of Missouri that meets monthly for trainings and sharing of best practices. The organization's mission is to act as a united voice for family child care providers and the families they serve.

## **Context**

The Department of Health and Senior Services oversees child care services in Missouri. The department is primarily responsible for licensing and inspecting child care facilities, as well as investigating complaints against providers. Child care licenses are required for all providers caring for more than four children who are not related to the provider. Family child care providers are limited to caring for 10 or fewer unrelated children. The department often works closely with the Department of Social Services to ensure that eligible families have access to affordable child care.

Child Care Aware of Missouri is the state's primary community resource for quality child care. The organization connects families to child care, early learning programs, and after-school/out-of-school programs; offers a professional development system to providers that promotes high quality care; and collaborates with business and civic leaders to ensure the safety and enrichment of children. Technical assistance, training, and loan opportunities are available to family child care providers through the Missouri Child Care Resource and Referral (CCR&R) Network and regional CCR&R agencies.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted five outcomes:

1. Knowledge of the Head Start Program Performance Standards (HSPSS) and state regulations
2. Skills to recruit and support providers
3. Skills to develop relationships
4. Formation of collaborative relationships and partnerships with family child care providers
5. Awareness of the varied experiences of local family child care providers

## Key Strategies

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five key strategies:

1. Conduct six monthly trainings on the following topics: language and literacy, music and movement, dramatic play, physical development, science, and curriculum.
2. Cultivate a relationship with CCR&R and capitalize on available resources.
3. Coordinate and attend meetings with the Missouri Head Start Collaboration Office, Missouri State Child Care Office, Missouri Head Start Association, and the Missouri State Special Quest Leadership team to share information about the partnership project and family child care.
4. Interview family child care providers to determine training needs.
5. Reach out to family child care providers and the community to advertise upcoming training opportunities.

## Key Partnerships

Children’s Therapy Center Early Head Start partnered with two organizations to support their work on the Early Head Start for Family Child Care project. First, it is partnering with Project REACH (Rural Early Childhood Initiative) to develop a support process for working with home-based child care settings. A Project REACH representative attended several trainings to speak about qualifications, resources available and brainstorming to circumvent barrier. The representative also attended all state level meetings. Second, the key partner for sustainability is the Family Child Care Provider Association of Sedalia. In addition, the team is working with the Special Quest State Leadership Team to include family child care providers across the state in systemic plans for training, professional development, and capacity building.

## Partnership Team Contact Information

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**Partnership Team Location:** Hoboken, New Jersey

**Early Head Start Agency:** Hopes Cap, Inc.

**Child Care Partner Agency:** Community Coordinated Child Care of Union County

## **Characteristics of the Partnership Team**

Hopes Cap, Inc. is a community action agency providing a number of community services for residents of all ages. In addition to Head Start and Early Head Start, Hopes Cap offers state-funded preschool and before- or after-school care. For older youth, Hopes Cap provides summer computer camp and after-school homework assistance. The organization also offers adult education courses and employment support services, as well as home visiting, assisted transportation, and other services for seniors. Hopes Cap provides a number of community assistance programs, including help with utilities and food. Hopes Cap operates Early Head Start center- and home-based options with 24 and 16 funded enrollment slots, respectively.

Community Coordinated Child Care (CCCC) of Union County is a private nonprofit agency seeking to improve child care quality, accessibility, and affordability. CCCC provides services for early childhood center-based and family child care providers, including education, training, referrals, registration, and monitoring. CCCC works with community partners to implement other child care services. For example, CCCC staff collaborate with the local school districts and other partners to implement state-mandated preschool and full-day kindergarten programs.

## **Context**

Several initiatives are available to family child care providers including New Jersey First Steps Infant/Toddler Initiative trainings and intervention services; classes offered through Kean University and Union County College; Professional Impact New Jersey (PINJ) services; New Jersey Family Child Care Association (NJFCCA) trainings and events; and New Jersey Association for the Education of Young Children (NJAEYC) trainings. In addition the Coalition for Infant/Toddler Educators (CITE) promotes quality infant and toddler care and education by building collaborations; providing professional development opportunities, support, and resources; and influencing public policy. CITE's services are available to any early childhood educator, including family child care providers. New Jersey First Steps assists early educators in providing the best possible care to infants and toddlers. First Steps includes a statewide system of infant and toddler specialists who mentor and provide resources and technical assistance to new and experienced early childhood educators. Locally, Hopes Cap and CCCC collaborate to provide opportunities for Early Head Start staff to acquire their child development associate (CDA) credentials.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted 13 outcomes:

1. Awareness of the varied experiences of family child care providers
2. Knowledge of Head Start Performance Standards and state child care regulations
3. Skills to recruit and support providers
4. Skills to implement Head Start Program Performance Standards (HSPPS)

5. Skills to develop relationships (Early Head Start, local child care resource and referral (CCR&R) representatives, family child care providers and families)
6. Attitude that family child care is a “good” option for infants and toddlers
7. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care
8. Collaborative relationships and partnerships exist with family child care providers, state and local child care administrators, and other stakeholders
9. Community (including families of Early Head Start-eligible infants and toddlers) is aware of Early Head Start in family child care
10. Family child care providers are connected to state and local resources
11. The community of Early Head Start-designated family child care providers is strengthened by stronger capacity to provide quality comprehensive services
12. Policies are in place regarding the (1) recruitment and enrollment of families into Early Head Start in family child care, (2) creation of a fiscal infrastructure to support Early Head Start in family child care, and (3) articulation of the relationship between Early Head Start grantees and family child care providers
13. Partnerships support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start-designated family child care provider homes

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement 13 key strategies:

1. Design an Early Head Start in family child care model, including developing a written plan that includes intake and registration forms, professional development, comprehensive services, parent involvement, and fiscal policies and working with members of local social service agencies, local family child care providers, and CCCC resource and referral staff to develop plans for providing comprehensive services to families in family child care homes.
2. Identify community resources available through the United Way of Greater Union County, CITE, and CCCC.
3. Educate Early Head Start and CCCC staff about the Early Head Start for Family Child Care project, HSPPS, and the New Jersey Registered Family Child Care Provider regulations.
4. Educate staff at other agencies, parents, and providers about the role of family child care in caring for infants and toddlers by sending fact sheets and making follow-up calls to known providers and local and state agencies to introduce the project, answer any questions, and discuss possible collaboration efforts; distributing a brochure on the benefits of family child care for infants and toddlers to Early Head Start parents at conferences, through the CCCC office, at New Jersey First Steps Infant Toddler Initiative trainings, via community websites, and to social service agencies; and developing a two-hour parent training on the benefits of family child care.

5. Host a kickoff meeting for family child care providers interested in partnering with Early Head Start; during the meeting provide an overview of HSPPS and the New Jersey Registered Family Child Care Regulations.
6. Conduct a survey with family child care providers to identify their training needs.
7. Collaborate with local organizations to offer training opportunities to family child care providers, including Early Head Start staff trainings, trainings offered on operating a small business provided by a local training center.
8. Fund scholarships for CDA completion through PINJ, First Step Enhancement Grants, Early Head Start training funds, and CCCC.
9. As part of the New Jersey First Steps Infant/Toddler Initiative, arrange for New Jersey infant/toddler specialists to provide Family Child Care Environment Rating Scale (FCCERS-R) training for family child care providers, as well as intervention/consultation visits and trainings.
10. Invite current Plainfield family child care providers working with CCCC to attend the New Jersey Family Child Care Conference along with Early Head Start staff.
11. Enable an Early Head Start staff member, a CCCC staff member, and four family child care providers interested in implementing Early Head Start standards to attend the Head Start Professional Development Conference.
12. Offer support group meetings every other month to all family child care providers in Plainfield.
13. Provide a resource library at the Early Head Start center to family child care providers and possibly parents.

## Key Partnerships

Hopes Cap and CCCC formed partnerships with multiple organizations to support their work on the Early Head Start for Family Child Care project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Professional Impact New Jersey (PINJ)	Funds scholarships for CDAs providers
United Way of Greater Union County	Offers a variety of projects that family child care providers may be able to access
CITE (Coalition of Infant and Toddler Educators)	Potential project partner
NJ First Steps Initiative	Will work with the partnership team to (1) develop and distribute a brochure on the benefits of family child care for infants and toddlers to Early Head Start parents and providers through various venues; (2) develop a two-hour parent training on the benefits of family child care for infants and toddlers; and (3) offer training for family child care providers on FCCERS-R

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**Partnership Team Location:** Passaic County, New Jersey  
**Early Head Start Agency:** Center for Family Resources, Inc.  
**Child Care Partner Agency:** 4Cs of Passaic County, Inc.

## **Characteristics of the Partnership Team**

Center for Family Resources, Inc. (CFR) is a private non-profit agency that offers quality, affordable child development programs to low-income families in Passaic County. CFR's programs include: Head Start, Early Head Start, Early Intervention, and Ringwood After School. CFR has been providing Early Head Start center-based (funded enrollment is 48) and home-based (funded enrollment is 72) options since 1998 and has been providing Early Head Start in family child care (funded enrollment is 9) since 2004. Family child care providers are full-time employees of CFR and thus benefit from CFR's resources, including professional development and training in the areas of physical environment, provider-child and parent-provider interactions, education and assessment, mental health, social services, nutrition, and health.

4Cs of Passaic County, Inc. (4Cs), a private nonprofit organization, serves the Passaic County community as a child care resource and referral agency. Operating for over 30 years, 4Cs upholds its original mission of ensuring that quality family and center-based child care is available to all families at an affordable cost. 4Cs increases knowledge of and affordable access to child care by providing information and referrals to parents in Passaic County as well as managing a variety of voucher programs available to low- and moderate-income families. 4Cs helps to improve the quality of child care by training, assessing, and monitoring child care providers and resource centers; assisting providers with state registration; providing technical support for providers, consumers, and potential providers; and managing the Child and Adult Care Food Program to ensure that providers are reimbursed for meals served to children in their care.

## **Context**

Several initiatives are available to family child care providers including New Jersey First Steps Infant/Toddler Initiative trainings and intervention services; classes offered through Kean University and Union County College; Professional Impact New Jersey (PINJ) services; New Jersey Family Child Care Association (NJFCCA) trainings and events; and New Jersey Association for the Education of Young Children (NJAEYC) trainings. In addition the Coalition for Infant/Toddler Educators (CITE) promotes quality infant and toddler care and education by building collaborations; providing professional development opportunities, support, and resources; and influencing public policy. CITE's services are available to any early childhood educator, including family child care providers. The Strengthening Families Initiative strives to prevent child abuse and neglect through increased communication between child care providers and parents. While initially geared toward center-based staff, many family child care providers have also been trained. New Jersey First Steps assists early educators in providing the best possible care to infants and toddlers. First Steps includes a statewide system of infant and toddler specialists who mentor and provide resources and technical assistance to new and experienced early childhood educators. Locally, 4Cs serves as a resource for family child care providers in Passaic County.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted eight outcomes:

1. Awareness of state and local resources that support comprehensive, high-quality service delivery
2. Skills to develop relationships (Early Head Start, local child care resource and referral service, family child care providers, families)
3. Knowledge of intersections between Head Start Program Performance Standards (HSPPS) and state child care regulations
4. Skills to implement the HSPPS
5. Motivation to provide comprehensive services to more infants and toddlers through Early Head Start in family child care
6. Connections between family child care providers and state/local resources
7. Community awareness of Early Head Start in family child care
8. Collaborative relationships and partnerships between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five key strategies:

1. Establish ongoing communication between staff at 4Cs and CFR through meetings, workshops, and sharing of materials.
2. Assist three Early Head Start family child care providers and up to seven community-based providers with the National Association of Family Child Care (NAFCC) accreditation process; scholarship support for accreditation was provided by First Steps and Professional Impact NJ.
3. Offer a series of four trainings to community-based family child care providers.
4. Offer resources to providers that attend trainings that support the training topics.
5. Reach out to state associations and other stakeholders including the New Jersey Family Child Care Association, the New Jersey Head Start Association, the New Jersey Early Care and Education Alliance, and the New Jersey Association of Child Care Resources and Referral Agencies, to inform them about the project and the opportunities being offered to providers.

## **Key Partnerships**

CFR and 4Cs had formed partnerships with two key organizations to support their work on the Early Head Start for Family Child Care project. They coordinated with the infant/toddler specialist from New Jersey First Steps and formed a partnership with Professional Impact NJ to support providers seeking NAFCC accreditation.

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**Partnership Team Location:** Dickinson, North Dakota

**Early Head Start Agency:** Community Action Partnership

**Child Care Partner Agency:** North Dakota Child Care Resource and Referral

## **Characteristics of the Partnership Team**

Community Action Partnership is a non-profit agency that offers a variety of services to families living in Adams, Billings, Bowman, Divide, Dunn, Golden Valley, Hettinger, McKenzie, Slope, Stark, and Williams counties. The services offered include weatherization services, the Housing Rehabilitation Service, housing counseling, income tax assistance, and an array of emergency services. The Early Childhood Center is home to Dickinson Public Preschool Special Services and Community Action Partnership Head Start programs. Comprehensive early childhood services are provided for 152 enrolled children ages 3 to 5 and their families. Community Action Partnership also serves 68 families through home-based Early Head Start. A new Early Head Start center is under construction, with a targeted completion date of June 2012. The new facility will provide a center-based service for up to 56 Early Head Start infants and toddlers.

North Dakota Child Care Resource and Referral (CCR&R) works with parents seeking child care, child care providers looking to improve their services, employers trying to assist parents employed by their companies, and community organizations involved with children. In the western region of North Dakota, CCR&R offers trainings to all child care providers. CCR&R also offers providers quality improvement grants funded by the North Dakota Department of Human Services.

## **Context**

Local supports for family child care providers include trainings offered by CCR&R, Early Head Start, and the Parent Resource Center, which is funded through the extension office of North Dakota State University. Providers are also invited to trainings from a local Part C early intervention program. Child Care and Development quality improvement funds are made available to family child care providers through grants or incentive funds that are linked to training and professional development activities. Families may apply for Child Care and Development subsidy funds if they are determined to be eligible for child care assistance.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted seven outcomes:

1. Knowledge of the Head Start Program Performance Standards (HSPPS) and state regulations
2. Awareness of varied experiences of family child care providers
3. Skills to recruit and support providers
4. Community is aware of Early Head Start in family child care
5. Awareness of state and local resources
6. Skills to build strong relationships among stakeholders
7. Skills to create strong statewide partnerships between Early Head Start and child care

## Key Strategies

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five key strategies:

1. Recruiting two to three family child care providers to partner with Early Head Start.
2. Creating a crosswalk of the North Dakota QRIS standards and the HSPPS crosswalk.
3. Hold a dinner and reception for community family child care providers to share information and answer questions about Early Head Start and provide information to providers about state and local resources.
4. Hold meetings with Early Head Start staff and community members to share information about the Early Head Start for Family Child Care project.
5. Offer a training opportunity to educate Early Head Start staff and child care providers on the importance of infant mental health.

## Key Partnerships

Community Action Partnership and North Dakota CCR&R formed partnerships with a number of local and state organizations.

Partner Organization	Role
Right Tracks	Screens children served by the family child care providers within the family child care setting and make appropriate referrals
Badlands Human Services Center and WestWinds Consulting	Provides mental health consultations, including on-site observations and behavior plans for enrolled Early Head Start children and families as well as training in mental health areas for Early Head Start staff, parents, and family child care providers
Region 8 KIDS Infant Development Program	Provides an early interventionist to work with infants and toddlers with developmental delays
County Social Services	Provides child care assistance to eligible Early Head Start families and their children participating in the Early Head Start for Family Child Care project
Region 8 County Licensors	Inform Early Head Start staff of rules and regulations in child care settings
North Dakota Department of Human Services, Early Childhood Services Administrator	Administers child care licensing and quality initiatives in North Dakota
North Dakota Department of Human Services, Head Start State Collaboration Administrator	Provides technical assistance and support to local Head Start and Early Head Start programs in North Dakota; the administrator works with a number of state agencies serving infants, children, and families to help strengthen communication and coordination of services.
Badlands Human Services Center, Assistant Regional Representative	Approves all child care licenses and chairs the Child Protection Team to determine whether child abuse/neglect has occurred

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**Partnership Team Location:** Columbus, Ohio

**Early Head Start Agency:** Child Development Council of Franklin County, Inc., Early Head Start

**Child Care Partner Agency:** Child Development Council of Franklin County, Inc., Child Care Services

## **Characteristics of the Partnership Team**

Child Development Council of Franklin County, Inc. (CDCFC), a nonprofit organization, offers Head Start, Early Head Start, and child care to more than 2,500 low-income children and families. The organization operates full- and part-day centers, partners with privately owned centers, and provides one-on-one services in clients' homes. CDCFC has operated center- and home-based Early Head Start since 2007. The funded enrollment for center-based Early Head Start is 52, and funded enrollment for home-based Early Head Start is 32.

## **Context**

Child Care and Development Fund (CCDF) monies are distributed statewide and are used by community organizations to sponsor provider professional development, provide technical assistance to child care providers, and sponsor classes for family child care providers to obtain certification. Step Up To Quality is a voluntary three-star QRIS available statewide in early childhood programs licensed by the Ohio Department of Job and Family Services. In Franklin County, Action for Children serves as the child care resource and referral agency. The agency offers a variety of services to support family child care providers, including career information and professional development; Neighborhood Network, an ongoing project aimed at connecting child care providers and centers to resources in their local neighborhood community and to promoting the social and emotional well-being of young children; and workshops and technical assistance for providers offering care for school age children.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted three outcomes:

1. Awareness of the varied experiences of family child care providers
2. Knowledge of Head Start Program Performance Standards (HSPPS) and State child care regulations, CCDF, and State Licensing
3. Skills to implement HSPPS

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five key strategies:

1. Conduct an informational meeting with Columbus State and United Way to discuss how to bring awareness of the varied experiences of family child care providers to members of the partnership community, as well as the methods of sharing this information.

2. Meet with the president of the Family Child Care Providers' Association to develop a collaborative relationship and gather information regarding overcoming obstacles in acquiring National Association of Family Child Care (NAFCC) accreditation.
3. Conduct a survey of family child care providers to develop criteria for entry into the project and determine the needs of potential providers regarding accreditation.
4. Host an informational meeting for family child care providers to describe the Early Head Start in Family Child Care project and share information about the HSPPS and state child care regulations.
5. Identify 10 family child care providers to receive assistance in NAFCC accreditation and/or Child Development Associate (CDA) credentials.

## Key Partnerships

CDCFC formed partnerships with three organizations to support their work on the Early Head Start for Family Child Care project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Columbus State, United Way	Potential project partner
Family Child Care Providers' Association	Potential project partner
Franklin County Children Services	Collaborates with partnership team to offer training for family child care providers

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**Partnership Team Location:** Jefferson County, Oregon  
**Early Head Start Agency:** Oregon Child Development Coalition  
**Child Care Partner Agency:** NeighborImpact, Child Care Resources

## **Characteristics of the Partnership Team**

Oregon Child Development Coalition (OCDC), a nonprofit organization, strives to ensure access to early childhood care and education for vulnerable populations, particularly migrant farm workers. To accomplish its mission, OCDC offers the community a variety of services, resources, and programs, including Migrant Seasonal Early Head Start (MS/Early Head Start), Migrant/Seasonal Head Start (MSHS), wrap-around child care, meal programs, a family literacy program, and migrant education. OCDC has provided center-based MS/Early Head Start for the past 2 years with funded enrollment of 48 in Jefferson County (352 in all OCDC counties) and has provided MSHS for over 10 years with a funded enrollment of 101.

NeighborImpact is a private nonprofit organization established to serve and represent economically disadvantaged people in central Oregon. Through forging relationships among the community, local governments, and the private sector, NeighborImpact works to curtail the immediate impacts of poverty and promote long-term economic self-sufficiency. Services and resources are available in the following areas: energy assistance, home rehabilitation, food, Head Start, child care, rent assistance, home weatherization, and transitional housing. NeighborImpact's Child Care Resources (CCR) program is the child care resource and referral (CCR&R) agency in the tri-county area. CCR offers training and technical support to providers and assists families in securing quality child care.

## **Context**

In 1993, the Child Care Division was established within the Oregon Employment Department. The division supports a safe, quality, accessible, and affordable child care system through a licensing staff that inspects child care facilities, assesses complaints against providers, and provides technical assistance to providers. There are three types of licensed child care in Oregon: certified child care centers, certified family child care homes, and registered family child care homes. Two organizations help advise the division on child care policy and funding: the Oregon Commission for Child Care Work Fund establishes child care policy, and the Childhood Care and Education Coordinating Council helps create the Child Care and Development Fund (CCDF) plan and implement programs and services.

The Oregon Program of Quality (OPQ) was created to identify and support quality child care facilities that are just short of qualifying for accreditation. OPQ provides both financial and services benefits to improve provider quality and offers opportunities for these providers to partner with Early Head Start/Special Education. Providers in the program also have the opportunity to work with OPQ to attain national accreditation.

The Education and Quality Investment Partnership (EQUIP) is a public-private partnership focused on improving the quality of child care, strengthening the early care and education workforce, and preparing Oregon's youth for success in school. EQUIP's initiatives have developed into quality assurance programs such as the Child Care Quality Indicators Program (QIP). Through QIP, child care providers are assessed against a series of research-based quality indicators. Providers

use quality reports to improve care; parents use reports to understand the quality of child care they are receiving; the state uses reports to determine general areas in need of support.

NeighborImpact's CCR program is the local CCR&R agency in Jefferson County. Other agencies supporting child care and related services in Jefferson County include Jefferson County Early Childhood Committee, High Desert Education Service District, Jefferson County School District, Juniper Junction Relief Nursery, Central Oregon Community College Early Childhood Education Program, Oregon State University Extension, and the Central Oregon Association for the Education of Young Children.

## **Targeted Outcomes**

Through the Early Head Start for Family Child Care project, the partnership team targeted six outcomes:

1. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations
2. Skills to recruit and support providers
3. Attitude that family child care is a “good” option for infants and toddlers
4. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, families)
5. Collaborative relationships and partnerships exist between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders
6. Family child care providers are connected to state/local resources

## **Key Strategies**

Through the Early Head Start for Family Child Care project, the partnership team planned to implement 10 key strategies:

1. Conduct orientation meetings for Early Head Start and CCR staff and keep staff updated on progress.
2. Facilitate and conduct orientation and training opportunities for potential and identified family child care providers.
3. Recruit and increase the number of family child care providers in the county.
4. Offer support to local family child care providers to increase the quality of the teaching environment.
5. Participate in monthly Early Childhood Committee meetings representing the project and providing updates on progress.
6. Develop a project pamphlet that outlines how family child care has a positive impact on the community.
7. Develop a media packet describing the benefits of family child care, including video interviews.

8. Participate in Week of the Young Child (WOYC) community event as representatives of the project.
9. Create a Jefferson County family child care network.
10. Reach out to state representatives from EQUIP and other child care initiatives to discuss project goals and outcomes and to state representatives from the Child Care Division to create a model for statewide dissemination.

## Key Partnerships

OCDC and NeighborImpact were discussing ways the Oregon Community Foundation could support the project.

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**Partnership Team Location:** Northeast Kingdom, Vermont  
**Early Head Start Agency:** Northeast Kingdom Community Action  
**Child Care Partner Agency:** Kingdom Child Care Connection at Umbrella, Inc.

## **Characteristics of the Partnership Team**

Northeast Kingdom Community Action (NEKCA) is a nonprofit community action agency that provides support for low- and moderate-income families in Caledonia, Essex and Orleans counties. NEKCA provides direct program activities, referrals, advocacy, and education to children, families, and the community. The agency has been providing center-based Early Head Start (funded enrollment is 8) for the past year and home-based (funded enrollment is 91) Early Head Start for 15 years.

Kingdom Child Care Connection (KCCC) is one of three core programs offered at Umbrella, Inc., a small, private nonprofit agency that focuses on serving women and their families. KCCC offers child care support services, including child care financial assistance eligibility, child care referrals services, community outreach, and child care resource development.

## **Context**

The Vermont Agency of Human Services, Department for Children and Families, Child Development Division (CDD) is the main state agency responsible for child care and development services. The CDD oversees the Head Start State Collaboration Office; the Parent Child Centers; and Children's Integrated Services (CIS) which incorporates Early Intervention/Part C, Early Childhood and Family Mental Health; Healthy Babies, Kids, and Families (the state's health-based family support and nursing program); and specialized child care services (inclusive of family support and protective services child care). The division operates the online Bright Futures Information System, which offers providers a platform to organize and improve their care by enabling them to find resources, track professional development, submit billing, receive reimbursement, renew licensing, and more. Families can use this system to search for providers and verify qualifications and credentials.

The CDD funds the Northern Lights Career Development Center, which manages and supports professional development for early childhood and afterschool caregivers. Child care providers can join the Vermont Child Care Providers Association, which offers peer support and professional resources for members.

The STep Ahead Recognition System (STARS) is Vermont's quality rating improvement system (QRIS). The state's website refers providers looking to improve their quality rating to professional development resources such as Northern Lights. The Vermont CDD has also designated funding to support child care providers interested in credentialing and working toward national accreditation.

Several local child care provider networks, including the Starting Points Networks operate in the Northeast Kingdom and connect with organizations like NEKCA and KCCC. These networks often provide local training opportunities, opportunities to exchange projects/activities, large toy lending libraries, resource libraries, and peer support. Additionally, the Northeast Kingdom was Vermont's first recipient of the Foundations for Early Learning (FEL) grant resources, which support training, coaching and technical assistance relating to the social-emotional development of young children. FEL trained coaches work with organizations such as KCCC and NEKCA (that

also have staff trained in this coaching approach), to coordinate training events and provide follow-up coaching to early childhood and family support providers.

Building Bright Futures is a public/private partnership that links regional and state efforts aimed at coordinating and restructuring the existing system of early care, health, education, and related family support services in Vermont to ensure that all families and young children have access to comprehensive, high quality early childhood programs that promote school readiness and address the needs of children and families.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted four local-level outcomes:

1. Knowledge of Head Start Program Performance Standards (HSPPS) and state child care regulations
2. Community of Early Head Start family child care providers with a strong capacity to provide quality, comprehensive services
3. Establishment of policies regarding the (a) recruitment and enrollment of families into Early Head Start family child care, (b) creation of a fiscal infrastructure to support Early Head Start in family child care, (c) articulation of the relationship between Early Head Start grantees and family child care providers
4. Formation of partnerships that support the provision of quality, comprehensive services to low-income infants and toddlers enrolled in Early Head Start family child care provider homes

The team targeted seven state-level outcomes:

1. Awareness of shared responsibility for the implementation of Early Head Start in family child care
2. Awareness of challenges to seamless service delivery of Early Head Start and family child care
3. Development of skills to demonstrate an ability to promote partnership between Early Head Start and family child care
4. Motivation to mirror national partnerships between the Office of Head Start and the Office of Child Care
5. Development of strategies for overcoming obstacles
6. Acknowledgement of the shared responsibility for the relationship between Early Head Start and child care to promote a successful Early Head Start family child care option
7. Creation of a shared vision for the implementation of Early Head Start in family child care

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement 10 key strategies:

1. Help providers link professional development to STARS, the state QRS.
2. Develop/revise and implement recruitment and enrollment policies for families into the Early Head Start family child care option.
3. Reach out to family child care providers and create a readiness group.
4. Develop materials highlighting pathways to high-quality comprehensive services.
5. Survey family child care providers and identify professional development opportunities.
6. Conduct a two-day professional development event on *Creative Curriculum for Family Child Care*.
7. Establish an inter-agency agreement between NEKCA and KCCC to support the family child care providers and the implementation of Early Head Start in family child care, including aligning standards and determining how funds will be spent and staff will be used to support recruitment, referrals, and professional development.
8. Review partnership opportunities, alignment issues, and other obstacles.
9. Establish a state level Early Head Start in family child care “mini-group” to assure coordination with the local team and carry out the work plan.
10. Report on obstacles, alignment, sustainability, and recommendations.

## Key Partnerships

NEKCA Early Head Start/Head Start and KCCC formed partnerships with several organizations to support their work on the project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Vermont Child Care Provider Association	Collaborates with the partnership team
Child Development Division, inclusive of Deputy Commissioner/CCDF Administrator, HSSCO Interim Director and consultant, Workforce Development Director, Children’s Integrated Services Director	Participate in the state mini-group
STep Ahead Recognition System (STARS)	Voluntary QRIS
NEKCA Parent Child Center	Assists the partnership teams with the execution of the local work plan
Head Start State Director’s Association	Receives monthly updates about the project
Starting Points Networks	Receive outreach about the project and coordinate on efforts to link with family child care providers
Building Bright Futures regional councils	Collaborates with the partnership team

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**Partnership Team Location:** Fairfax County, Virginia

**Early Head Start Agency:** Head Start and Early Head Start, Office for Children, Fairfax County Department of Family Services

**Child Care Partner Agency:** Child Care Assistance and Referral, Office for Children, Fairfax County Department of Family Services

## **Characteristics of the Partnership Team**

The Office for Children (OFC) within the Fairfax County Department of Family Services is a nonprofit, umbrella child care organization for Fairfax County. In addition to offering Head Start and Early Head Start, OFC (1) oversees a large training program for early childhood professionals, including professional development classes offered on nights and weekends; (2) issues permits to smaller family child care homes in Fairfax County; (3) administers the school-age child care program for the county; (4) houses the child care assistance and referral program and the county's school readiness committee and coordinator; and (5) is connected to other parts of the Department of Family Services, including foster care.

## **Context**

At the state level, the Virginia Early Childhood Foundation has been involved in a pilot child care quality rating system project, known as the Virginia Star Quality Initiative. In this project, six local coordinators have been working with the foundation to pilot a star rating system for family child care providers in Virginia. Fairfax County has worked with 10 providers in this capacity, one of whom implements Early Head Start in family child care. In the pilot, independent raters used the Family Child Care Environment Rating Scale, Revised Edition (FCCERS-R). Providers were also assigned mentors who used the Classroom Assessment Scoring System (CLASS) and worked on quality improvement plans. Some funds were available to help the providers improve the quality of care in their homes. Indirectly, the state's Department of Social Services supports the Virginia Early Childhood Foundation. Also at the state level is the Virginia Preschool Initiative (VPI). The state also awards Quality Initiative Grants, for which OFC has to do a scope of service and a report at the end of the year. At the local level, beyond the services offered by OFC, providers have access to extensive, year-round training offered through the Institute for Early Learning and funded by state Quality Initiative funds. The funds are also used to buy materials.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership team targeted two outcomes:

1. Strengthening the capacity of the community of Early Head Start designated family child care providers to provide quality comprehensive services
2. Awareness of the challenges to seamless service delivery of Early Head Start and family child care

## **Key Strategies**

Through its Early Head Start for Family Child Care project, the partnership team planned to implement two key strategies:

1. Research the policy and procedural barriers to a seamless service delivery system and recommend alternatives. The partnership team hired two consultants to convene meetings with state-level stakeholders and the Head Start state collaboration office, as well as focus groups with Early Head Start directors about the barriers to partnering with family child care providers. Based on the information learned from those discussions, the consultants planned to work with the team to produce a report on the policy and procedural barriers to seamless service delivery of Early Head Start in family child care.
2. Develop and test a course to improve the English language skills of family child care providers, using a practical vocabulary of child care situations.

## Key Partnerships

The team had formed partnerships with several organizations to support their work on the Early Head Start for Family Child Care project.

### Partner Organizations and Roles on the Early Head Start for Family Child Care Project

Partner Organization	Role
Literacy Council of Northern Virginia	Offers literacy services available to providers so they can continue to improve their English language skills
Fairfax County School Readiness Community Collaborative Council	Includes representatives from the Department of Family Services and Northern Virginia Community College, Wolf Trap, public schools, VPI, Fairfax Futures, libraries, and Healthy Families
Northern Virginia Community College and George Mason University	OFC partners with Northern Virginia Community College on the infant-toddler studies certificate and with George Mason University on a professional development class.
Fairfax Futures	Offers support for providers trained through the Portage Project curriculum and, along with George Mason University and PNC Bank, sponsors a symposium on training for child care providers

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**Partnership Team Location:** Kitsap and Olympic Peninsulas, Washington  
**Early Head Start Agency:** Olympic Educational Service District 114  
**Child Care Partner Agency:** Mary's Little Lamb Child Care

## **Characteristics of the Partnership Team**

Olympic Education Service District 114 (OESD) is an educational agency serving the Kitsap and Olympic peninsula. Through provision of educational services and support, OESD strives to meet the needs of local districts, assist the superintendent of Public Instruction and the State Board of Education in the performance of their duties, and promote equity in educational opportunities for area students. In terms of early learning, OESD is best known for its Child Care Connection program, a Head Start family child care and child care center partnership that provides training, coaching, financial resources, and technical assistance to family child care and center providers. OESD has operated an Early Head Start program since 1999 and provides a center-based option (funded enrollment is 40) and a home-based option (funded enrollment is 82).

Mary's Little Lamb Child Care is operated by Mary Alexander, who has been a licensed family child care provider in Washington State for 20 years. She has provided Head Start services to families for approximately five years and has been instrumental in growing the area's Head Start in family child care program. Mary is currently licensed to care for 12 children.

## **Context**

The Washington Department of Early Learning is the state agency primarily responsible for child services. The department manages programs in areas including early support for infants and toddlers, health and nutrition, home visiting, kindergarten readiness, safety, and early learning and development benchmarks. To further promote quality child care and education, the department partners with organizations such as the Washington State Child Care Resource & Referral (CCR&R) Network. The network is composed of local programs that connect families with licensed providers, support child care providers by improving their quality of care, leverage available resources to increase availability and affordability of quality child care, and inform policymakers on child care-related issues.

The Quality Rating and Improvement System (QRIS) is the state's voluntary program to help licensed child care providers offer high-quality care. Currently being piloted in five communities, QRIS establishes quality standards and provides participating providers with the training, coaching, and resources necessary to meet those standards. The Department of Early Learning will use feedback from the pilot study to adjust the model for expanded use in 2012.

The Washington State Department of Health spearheads a child care initiative called Healthy Child Care Washington. The program educates child care providers about health and safety standards, provides training for the child care community through a network of consultants and other resources, and collaborates with state initiatives to expand quality child care access for Medicaid recipients.

## **Targeted Outcomes**

Through its Early Head Start for Family Child Care project, the partnership targeted seven outcomes:

1. Awareness of the varied experiences of family child care providers
2. Attitude that family child care is a “good” option for infants and toddlers
3. Awareness of state and local resources that support comprehensive, high-quality service delivery
4. Awareness of where low-income infants and toddlers receive care
5. Skills to develop relationships (Early Head Start, local CCR&R, family child care providers, families)
6. Collaborative relationships and partnerships exist between Early Head Start and family child care providers, state and local child care administrators, and other stakeholders
7. Skills to recruit and support providers

## Key Strategies

Through its Early Head Start for Family Child Care project, the partnership team planned to implement five strategies:

1. Provide training for Early Head Start staff on “understanding family child care” and facilitate regular meetings with CCR&R, QRIS, and Early Head Start representatives meet regularly to plan trainings for staff.
2. Survey family child care providers to learn about their perspectives and training needs.
3. Host a community information-sharing event for approximately 150 community stakeholders and family child care providers.
4. Conduct trainings for family child care providers on Resources for Infant Educators (RIE), *Creative Curriculum*, and managing challenging behaviors.
5. Host a “resource fair” for family child care providers.

## Key Partnerships

OESD formed partnerships with two key organizations to support its work on the Early Head Start for Family Child Care project. It coordinated with the Washington State QRIS to provide training, coaching, and resources to providers and collaborated with the Holly Ridge Center to train family child care providers on how best to care for children with behavior/mental health concerns.

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