

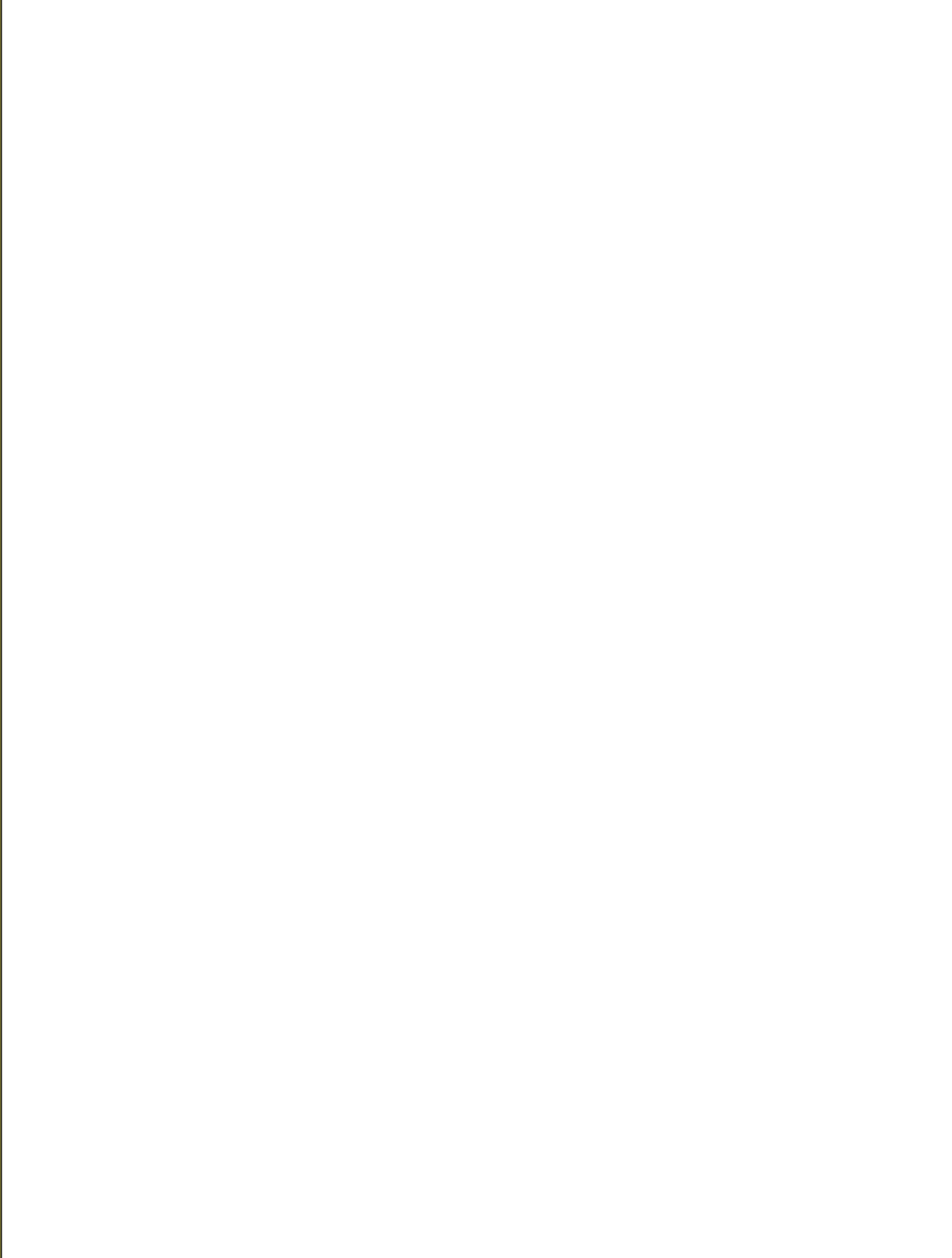
12 YEARS OF DILIGENCE

DOUBLES

QUALITY CHILD CARE OPTIONS



**KERN-LINCC
CONSTRUCTING
CONNECTIONS
PROJECT
1997-TO-2009**



This is the story of how Kern County more than doubled its ability to care for children outside the home, ages birth to 13 years, and dramatically improved its child care service level in the span of 12 years.

We share this narrative with those who face a shortage of child care in their communities and hope that some of the things that worked for us will also work for you.

Submitted by
Dana Adams, MBA
Child Care Intermediary & Project Lead
September, 2009

Constructing Connections



A Project of Early Childhood Council of Kern At Kern County Superintendent of Schools



INDEX

Page

I. Executive Summary	2
II. Implementation Process	4
Facilities development under LINCC 1997-2004	4
Facilities development - Constructing Connections 2004-09	6
Public Policy	10
Technical Assistance	14
Investments	18
Leadership	21
Workforce Development	23
Pipeline Project Challenges	25
III. Tools & Resources	27
IV. Pipeline Projects	29
V. LIIF Services Evaluation	30
VI. Work Products	32
VII. Unexpected Outcomes	33
VIII. Remaining Steps	34

APPENDICES

A. 12 year time line & funding sources	36
B. 20 Step Time line for Developing & Financing a Child Care Center ..	38
C. Tips on Working with Collaboratives	40
D. Sample Template for Supportive Child Care Policies in General Plan ..	42
E. Public Policy Report & Action Plan.....	46
F. Leadership Committee Members & examples of their contributions ...	50
G. 20 Step Experts	54
H. Pipeline Projects that Received Technical Assistance	55
I. Pipeline Projects that Started Up	56
J. Priority Targets	64

Constructing Connections



A Project of Early Childhood Council of Kern At Kern County Superintendent of Schools

In the span of 12 years, from 1997 to 2009, Kern County more than doubled its capacity to provide quality, affordable and accessible child care outside the home. Twenty-five thousand new child care spaces were developed by the community. The Kern LINCC Constructing Connections Project supports child care capacity build up by streamlining the process of developing, financing and staffing child care facilities through technical assistance at every step of the way.

Between 2004 and 2009, twenty three LINCC clients added 1,464 new child care spaces to the supply chain and invested \$17 million in child care facilities. This narrative describes our successes and hiccups and encourages other communities to actively close their child care gap.

I. EXECUTIVE SUMMARY

SUCCESSSES - Top 7 things that worked for us

- 1. Identified the problem:**
In 2005 there was a shortage of 15,000 quality child care spaces and a forecast need for 8,000 additional spaces thru 2015, causing one in three children not to have equal access.
- 2. Set clear, quantifiable and achievable goal:**
To permanently close the local child care gap by 2015 by adding 23,000 child care spaces to the supply chain.
- 3. Enlisted help from outside the Early Care and Education (ECE) industry:**
Positioned child care as an essential community service and convened a broad based Leadership Committee to bring more quality child care to Kern County.
- 4. Focused activities on achieving overarching goal:**
All activities were tied to results.
- 5. Used plain talk:**
Increased public awareness for child care issues and offered ways to bring more quality child care to Kern County.
- 6. Measured and celebrated progress:**
Reported tangible results monthly so that we were never more than 30 days from a correction.
- 7. Institutionalized the capacity building efforts so the work continues with or without LINCC funding.**

CHALLENGES – Speed bumps

Along the way we experienced a number of setbacks. Negotiating these “speed bumps” served to strengthen our resolve to solve this problem and achieve our overarching goal.

1. Learning to work effectively with collaborative partners.
2. The 2008-09 economic downturn.
3. Chronic leadership and priority changes with one of our key partners.

LESSONS LEARNED

1. Closing the local child care gap is entirely doable when you work at it.
2. Keep your eye on the overarching goal and tie activities to results.
3. Be flexible and respond to changes in the external environment. Involve key stakeholders and “champions” in local communities.

Constructing Connections



A Project of Early Childhood Council of Kern At Kern County Superintendent of Schools

II. IMPLEMENTATION PROCESS

Since 1997, Early Care and Education (ECE) professionals in Kern County have been building community infrastructure that supports child care facility development, financing and staffing. Their overarching goal is to permanently close the child care gap by 2015. When there is a shortage of child care, some kids don't have access, and if they start school behind, they tend to stay behind and create expensive societal problems in the long run.

Appendix A shows the 12 year time line and funding sources, and highlights results. Over the 12 year span, approximately \$1.345 million was invested in the LINCC project to increase local child care capacity, and in turn LINCC clients invested \$18 million in child care facilities and infrastructure, resulting in a leverage of 13 to 1.

Facilities development under LINCC, prior to Constructing Connections – 1997 to 2004

1ST STROKE OF GOOD FORTUNE

Initial good fortune came in 1997 when Kern County was selected to be one of seven LINCC counties on the Local Investment in Child Care project funded by the David and Lucile Packard Foundation. Kern was the only California Central Valley county in the company of Alameda, Monterey, San Mateo, Santa Clara, Santa Cruz, and Ventura counties that framed child care as an essential community service that supports economic and community development. Dr. Wendy Wayne consciously recruited LINCC staff from outside the ECE industry to quickly make the link to business and local government.

Setting a clear, quantifiable and achievable goal – to permanently close the local child care gap at some future point in time – required good data, and a first step was to analyze the existing child care situation and monitor it over time. This led to periodic Economic Impact of Child Care reports that tracked growth in child care service levels, gross annual receipts and employment.

HIGHLIGHTS FROM CHILD CARE ECONOMIC IMPACT REPORTS

	1997	2001	2008	RESULTS over 12 years
Child care capacity (in thousands)	18	33	43	Capacity more than doubled.
Annual gross receipts (in millions)	\$56	\$141	\$198	Gross receipts more than tripled.
Total employment* (direct & indirect)	3,412	17,791	13,703	4.5% of County employment is in child care (1 in 22 jobs)

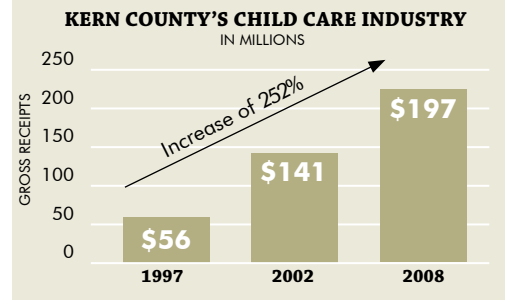
* Year-by-year comparisons were especially difficult to ascertain for employment due to changing data collection methods. We suspect the 1997 data is understated, and the 2001 data is overstated.

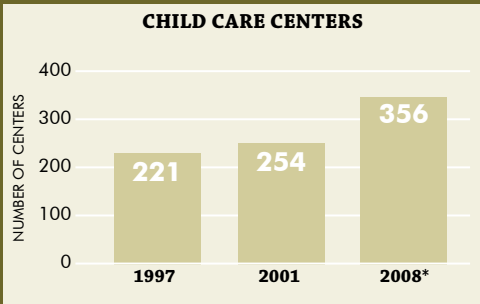
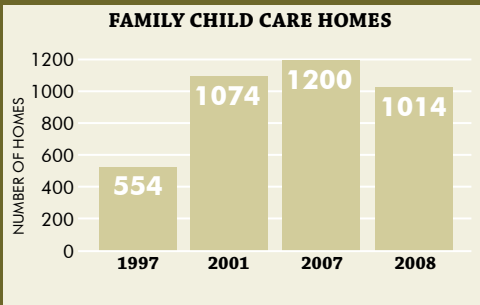
2ND STROKE OF GOOD FORTUNE

The second stroke of good fortune came in 2000 to 2002 when First 5 Kern supported the initiative to increase the number of family child care home (FCCH) providers by recruiting and training them in business skills to increase retention and promote continuity of care. Funds were available through Bakersfield College to recruit and train Cal WORKS recipients to become ECE teachers and FCCH providers as part of the welfare-to-work initiative.

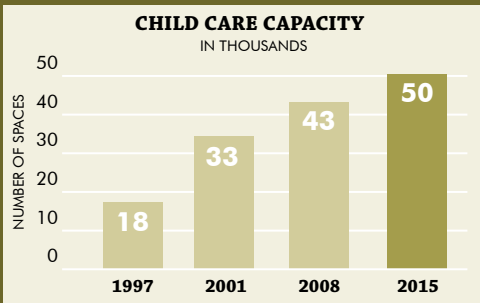
Under Pam Sanders' direction, between 1997 and 2001, the number of FCCH providers doubled from 554 to 1074. Thirty three new child care centers opened, and child care capacity increased by 15,000 spaces.

At the time, provider turnover rate in the ECE industry was 30 percent annually. With business skills training, FCCH provider turnover rate decreased fourfold to 17 percent over two years. Over seven hundred FCCH providers participated in the business workshops that helped them organize their home based





*Includes 86 new after school (ASES) programs.



businesses, leaving them time to concentrate on delivering quality child care. Similar training continues today for local providers.

Throughout 2003-04, the Packard Foundation continued to fund a half-time child care intermediary, Dana Adams, to broker deals that would bring more quality child care to Kern County. Kern was a fast-growing county with a child care shortage and a good track record of capacity building with several facility projects in the pipeline.

3RD STROKE OF GOOD FORTUNE

In 2004 Kern LINCC competed for and received a five year ABCD Constructing Connections grant to streamline the local process by which child care facilities are developed and financed. Kern County was once again the only Central Valley county among Los Angeles, Riverside, Santa Barbara, Ventura, and Solano, receiving training and guidance from the grant administrator, Low Income Investment Fund (LIIF).

Facilities Development under Constructing Connections - 2004 to 2009

Implementation of the Constructing Connections work plan began September 2004 under the direction of Steve Sanders.

Year 1 of the Constructing Connections contract was spent getting organized and obtaining good data on the existing child care shortage, and forming a collaborative network of people who could help us permanently close the local child care gap by making it easier to develop and finance new child care spaces.

The grant was for \$365,000 over 5 years with an equal match from Community Connection for Child Care (CCCC) at Kern County Superintendent of Schools (KCSOS). We understood that in order to

close the local child care gap, we were going to have to inspire the entire community to get behind this ambitious goal. And to do that, we were going to have to increase the community's ability to bring more quality child care to Kern County.

Our largest expenditure in Contract Year 1 was to retain consultant Joann Brion for \$25,000 to produce a definitive report entitled Kern County Child Care Policy Analysis and Strategy Study – 2005, commonly referred to as the Brion Report. Child care policies were checked in the planning documents of Kern County and each of its 11 cities. Child care demand, availability and service levels were calculated and extrapolated to 2010 and 2015. This study was the basis of our activity and it lent us a great deal of credibility with the Leadership Committee.

In summary, the Brion Report showed that Kern County had an existing shortage of 15,000 child care spaces and was going to need an additional 8,000 spaces thru 2015 stemming from forecasted community growth and development. To achieve the stated goal – to close the local child care gap – required the addition of 23,000 new, quality licensed child care spaces to the then existing supply chain of 35,0000 spaces in 2005.

As a first step, existing resources that could help build child care capacity were catalogued and posted on the web site. In 2005 it was already evident that information was to be web based, so we fundamentally had no printing costs. The catalog is regularly refreshed and can be viewed at www.kernchildcare.org and/or <http://kcsos.kern.org/eccouncil/kernlincc>. The Kern LINCC web site receives an average of 10 hits per day.

The 20 Step Time Line for Developing and Financing Child Care Facilities was refined to fit on one page (**Appendix B**). Anyone

Leverage Ratio

*Every dollar
invested in the
LINCC Project
created a \$13
investment in child
care infrastructure.*

developing a child care facility could quickly see where they were in the development process and the distance remaining until they opened. The 20 Steps lent visual structure to an otherwise complex activity.

SPEED BUMP #1

We hit our first speed bump at the end of our first contract year when we rolled out the Brion Report to the Leadership Committee. It became abundantly clear that they were not as engaged as they could have been, largely because staff had been doing all of the work and meetings involved too much “reporting out” by staff.

Luckily, through the expert pool, we had \$10,000 available for hiring an expert to help us improve our situation with the Leadership Committee. Based on advice from ECE expert Carla Dartis, we received training in how to work with collaborative partners, and hired a facilitator, Jack Hardisty of South Valley Solutions, to host future meetings. This removed the tendency for staff to “report out” and introduced an objective party that Committee members could address without feeling they would hurt our jobs or our feelings. An added benefit was that Jack had 33 years experience in community planning and development, and was well known and respected. During this learning curve we produced Tips on Working with Collaboratives (**Appendix C**).

By fall of 2005, our contract year 2, we were on our way to implementing four systems building elements that would help us achieve our goal of permanently closing the local child care gap by developing and financing 23,000 new quality child care spaces by 2015. With Jack Hardisty’s facilitation, the Leadership Committee decided to use the Public Policy systems building

element to ensure that new developments assess and address the incremental child care that they create (a forecast of 8,000 new spaces), and the Technical Assistance systems building element to develop new facilities to close the existing child care gap of 15,000 spaces.

IMPLEMENTATION CHALLENGES

- 1.** “Naysayers” challenged our efforts. There was some initial resistance which we attribute to the lack of understanding of the intent of the Brion Report, and the fact that we had not engaged our Leadership Committee. There was a misunderstanding that we were going to be asking the Cities/County to pay for the development of new centers and for dedicated staff time. Once the purpose of the report was clarified, and that we would be seeking collaboration on selecting the strategies that would work best in our community from the menu of 8 strategies proposed in the Brion Report, the idea was embraced and the agency representatives supported the initiative to bring more quality child care to Kern County.
- 2.** Data collection and reporting in the ECE industry can be a challenge because it is not standardized, and there are numerous variables in the manner and extent by which children are cared for outside the home.

CRITICAL LESSONS TO SHARE WITH OTHERS

- 1.** Engage key stakeholders with meaningful tasks
- 2.** Ensure data is accurate
- 3.** Engage local governments and businesses by using their terminology

Implementation Successes

- 1.** *Brion Report provides good, serviceable data*
- 2.** *Resources are web based and inexpensive to keep current*
- 3.** *Facilitator helps Leadership Committee engage*
- 4.** *Staff is capable and motivated*
- 5.** *Training is readily available from the grantors*

PUBLIC POLICY SYSTEMS BUILDING ELEMENT

Goal:

To improve the local regulatory environment to support child care facilities development.

Geographically Kern County is bigger than the state of Massachusetts. There are two distinct regions, the desert community of East Kern and the more populated valley floor of West Kern. It's a four hour drive round trip from Bakersfield to some of the desert communities. In 2005 the Kern County community was developmentally where Ventura County (another of our LINCC and Constructing Connections counties) was in 1980, and we had the benefit of seeing how things play out over time when child care is not recognized as an essential community service. Consequently, even though it was more work than the LIIF granting agency required, the right thing to do was to strengthen the regulatory environment in all 11 cities and Kern County, a total of 12 communities, knowing that it would be less work for ECE professionals in 2030 if we did the right thing in 2005.

The Brion Report forecasted the need for 8,000 new child care spaces that would come from new developments, 2005 to 2015. The Leadership Committee chose to introduce supportive child care policies in each of Kern's cities, plus the County of Kern, that would require new developments of a certain size (typically in excess of 50 housing units and/or 50,000 square feet of commercial or industrial floor space) to assess and address the incremental child care that they would create. In this way we ensure that new developments would not perpetuate our chronic child care shortage.

Our Public Policy Asks...

That new developments in excess of 50 housing units and/or 50,000 sq ft of commercial or industrial floor space be required to assess and address the incremental child care that they will create.

In 2006 there were two city planners on our Leadership Committee: Shafter City Planner Wayne Clausen and Senior Planner Mike McCabe from Delano. Wayne coached us on how to introduce supportive child care policies into planning documents and drafted sample templates that included a Staff Report to City Council, sample child care policies, and a Resolution to Amend General Plan.

TIPPING POINT

This proposal for closing the future child care gap was then introduced to 19 stakeholders in East Kern on October 12, 2006, to 49 stakeholders in West Kern on October 14, and opened for 30 days of public comment. This transparency gave our public policy initiative a great deal of credibility, and put to rest any concerns that anyone on the Leadership Committee might have had.

Delano Senior Planner Mike McCabe then customized the templates for Delano (**Appendix D**), and we had our first big public policy successes when Delano adopted supportive child care policies in April, 2007, followed by Taft in July, 2007.

ACCOMPLISHMENTS

Two of the 12 communities (Delano, Taft) have supportive child care policies in their General Plans, and City of Ridgecrest is expected to include child care policies in their General Plan update on September 22, 2009, representing 25 percent of total.

Six of 12 communities (Bakersfield, Kern County, McFarland, California City, Arvin, and Wasco) are in various stages of introducing supportive child care policies in their General Plans, either by amendment or update, representing 50 percent of total.

ver the
years, close
to 50 people
participated in
our Leadership
Committee

Three of 12 communities (Shafter, Maricopa and Tehachapi) have declined to act at this time, representing 25 percent of total.

The status of public policy systems changes in each of the 12 communities is detailed in **Appendix E** – Public Policy Report & Action Plan.

CHALLENGES

While it took a great deal of courage for ECE professionals to step outside their comfort zone and address elected and appointed officials, once we had a few iterations under our belt, it became great fun! We were always graciously received.

Public policy advocacy needs continuous monitoring, probably monthly, because while things move slowly most of the time, they can also change quickly. For example, City of Bakersfield and County of Kern started updating their 2010 Metro Bakersfield General Plan in 2007 and it is likely not to be adopted until 2010, in total a four year process. On the other hand, Maricopa told us they had no plans to update their General Plan, only to find out several months later that the plan was updated and child care policies were not included.

LESSONS LEARNED

- 1.** The three cities that are early ECE adopters (Delano, Taft and Ridgecrest) all had local champions. Elected officials need to hear about child care needs and ways to close their child care gap from local champions in their communities. The local champions typically need coaching on legislative processes, as well as moral support, good data, and talking points.
- 2.** It works! Having supportive child care policies in the Delano

General Plan that require new developments to assess and address their incremental child care needs triggered a child care facilities needs assessment in 2009 at the Planning Dept. for a 300 unit housing development. This requirement then got a dialog going about including child care in the new development so as not to add to the chronic shortage. Our estimate was that the development would create the need for a small child care center for approximately 68 children.

3. Advocacy is an ongoing process. Child care policies need to be continuously monitored to ensure that they don't get dropped from the General Plan (Taft), or omitted from inclusion (Ridgecrest), or not considered at time of General Plan update (Maricopa).

DO DIFFERENT?

Engage local businesses in communities to advocate for quality, accessible and affordable child care with their elected officials.

Next Step

Find, recruit and train local champions for child care in each of the 11 cities and in Kern County to ensure that child care is included in community and economic development plans.

TECHNICAL ASSISTANCE SYSTEMS BUILDING ELEMENT

Goal: To build the local capacity of child care owners, operators, developers, and intermediaries to finance and develop child care facilities.

Kern LINCC's proposal for the Constructing Connections project called for partnering with the Weill Institute Small Business Development Center to provide technical assistance (TA) in child care facilities development and financing. Long time SBDC Director Jeff Johnson supported the child care industry by co-locating the LINCC project at SBDC and annually honoring a Child Care Provider of the Year. Kathe Sickles, a lead SBDC consultant and Leadership Committee member had worked on the LINCC project from 2001 to 2003 and agreed to provide TA for both start ups and existing businesses. After Jeff Johnson's retirement in 2005, our local SBDC went through no fewer than five leadership changes and our plans for SBDC doing ECE TA faltered. That's the bad news.

The good news was that it forced us to develop our own technical assistance expertise, and by 2008 we had a 20 Step multidisciplinary Expert Team of 7 consultants (**Appendix G**) who could lend assistance at various steps along the way of child care facilities development and financing.

Leading up to the 20 Step Experts, Lisa Duncan Purcell evaluated potential sites for child care suitability and consulted on licensing issues, and Dana Adams assisted in financial projections, feasibility analyses and business plan development.

For a good part of 2008 the Weill Institute SBDC was directed by Cope Norcross who helped us launch a hugely successful and well

attended monthly workshop – How To Start A Child Care Business. By the end of the two hour workshop attendees knew exactly what it would take to get a license either for a family child care home or a center, and what it would take to be financially successful. In 2009 we stopped promoting start-ups and repurposed the workshop to assist existing child care businesses in weathering the economic downturn.

ACCOMPLISHMENTS:

200 separate & distinct LINCC clients were counseled on child care facility development, financing, licensing, and/or staffing.

LINCC clients opened 23 child care centers and an unknown number of family child care homes

LINCC clients added 1,388 new child care spaces in Kern County and 76 in Kings County

The LINCC web site averages 10 hits daily

SUCCESSSES

1. Our six How To Start a Child Care Business workshops were “standing room only” as evidenced by a total attendance of 176. Participants were attentive and expressed great interest. Eight good leads were obtained for new center development and an unknown number of family child care providers proceeded to the licensing orientation.
2. New connections were made with Head Start, Sunbelt Business Brokers, and North of River Recreation and Parks that are likely to accelerate the speed with which new spaces are developed and existing ones are preserved.

Info LINCC Clients Requested:

31% *Market research and feasibility analysis*

25% *20 Step Process for developing a child care center*

20% *Site evaluation for suitability for child care (30 sites were evaluated)*

15% *Access to financing*

9% *Licensing regulations*

- 3.** Worked with Business Assistance center of Kern (formerly SBDC) on a marketing workshop that offered providers strategies to promote their service and increase enrollment.
- 4.** Seven 20 Step Expert consultants work closely and meet regularly to assist clients in keeping their child care facilities development, financing and staffing on track and helping remove barriers to progress.

CHALLENGES

- 1.** The economic downturn worsened in 2009. Credit markets tightened, and entrepreneurs were fearful of launching new businesses.
- 2.** Concomitantly, job losses caused enrollment to decrease in existing child care facilities, resulting in our changing our technical assistance focus from start ups to preserving existing businesses.
- 3.** Pipeline client data base management was challenged by the time it takes to make entries and having multiple users and various sites.
- 4.** Chronic leadership changes at SBDC created problems with continuity and commitment to providing TA.

LESSONS LEARNED

- 1.** There is great interest in the child care industry as evidenced by television, radio and print media coverage of the How to Start a Child Care Business workshops, and standing-room-only attendance (176 participants at 6 workshops).
- 2.** There is a need to remain flexible and change the course of action, and the work plan, in response to changes in the external environment such as the 2008-09 economic downturn.

DO DIFFERENT?

- 1.** We should have developed the 20 Step Experts sooner & increased promotion of this free consulting service, and not waited for SBDC as long as we did.
- 2.** We should have asked for clerical assistance in managing our data base.

NEXT STEP

Strengthen the 20 Step Experts' consulting skills and brand and promote their services.

INVESTMENTS SYSTEMS BUILDING ELEMENT

Goal:

To assist child care facilities owners, developers and operators in accessing both public and private investment capital to develop child care facilities.

Given our limited resources, the Leadership Committee chose not to exert too much energy on broadcasting all the reasons why public and private financial institutions should lend to the ECE industry. Instead, through technical assistance, we were to help potential child care facility developers, owners and operators craft fiscally sound business plans that would be financed.

ACCOMPLISHMENTS

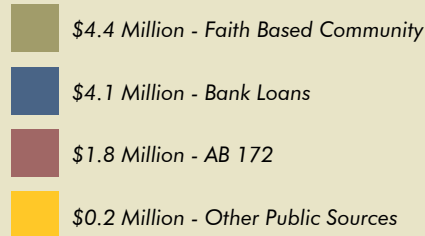
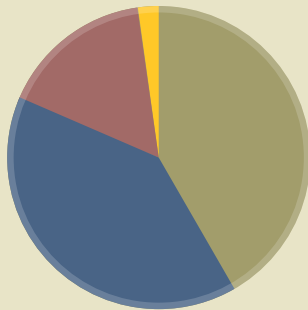
Between 2004 and 2009, 22 Kern LINCC Constructing Connections clients invested \$10.5 million while adding 1,388 new child care spaces to the supply chain in Kern County.

The average cost per new space created in Kern County is \$7,617

Additionally, we assisted Paramount Farms in developing an estimated \$6.5 million LEEDS Platinum rated green construction preschool for 76 children in Kings County. However, because the high cost of the green construction, and the fact that it was not in Kern County, it is not included in our averages.

Appendix I documents the sources of loans and grants that were accessed by our clients.

Child Care Center Financing



TOTAL INVESTMENT:
\$10.5 million

SUCCESSSES

Engaged several lenders in the work of building quality child care spaces.

Helped leverage private funding to build quality spaces.

Helped providers understand that good business sense matters.

CHALLENGES

1. Leadership Committee member and financial expert Amy Zachery Ott moved to Texas and no one picked up on her idea to recruit child care center franchises to Kern County.
2. The economic downturn is a terrific example of an external threat in a SWOT analysis (strengths, weaknesses, opportunities, threats). It wreaked havoc on our best laid plans.
3. Developing a child care facility takes guts and is not for the risk averse.

4. City & County Planning Departments and State Licensing agents are seemingly insensitive to increased interest charges on loans resulting from project delays.
5. Accessing public community development funds takes a great deal of time and oversight with no guarantees. In the interest of time, we chose not to pursue these sources of community development capital. Only one of our clients, National Health Services, Inc. in Shafter, chose to seek Community Development Block Grant (CDBG) and was unsuccessful. NHSI is in its third year of seeking public financing for their proposed employer supported preschool.

LESSONS LEARNED

In our experience, a good business plan will be financed. Consequently, we focused our energies on helping clients develop fiscally sound business plans.

DO DIFFERENT?

Had we had the resources, we would have tested Any Zachery Ott's suggestion to recruit child care franchises into Kern County.

NEXT STEP

Support child care facilities owners, developers and operators by continuously improving the technical assistance delivery system (tracking, training and recruiting) and the skills of the 20 Step Experts.

LEADERSHIP SYSTEMS BUILDING ELEMENT

Goal: To enlist new community partners and expand their support for child care facilities development.

Since child care is an essential community service with a significant contribution to the local economy, we determined that closing the local child care gap did not need to rest solely on the shoulders of the ECE industry. Consequently, our Leadership Committee is a broad base of constituents from the private, public, non-profit sectors, and from local government, who can collectively bring more quality child care to Kern County.

From 1997 until half-way through the Constructing Connections project, the LINCC project was at Community Connection for Child Care, a program of Kern County Superintendent of Schools. To strengthen LINCC's leadership base, its long term sustainability, and its visibility, in summer of 2008 the Kern LINCC Constructing Connections project was transferred into the Early Childhood Council of Kern, formerly the Kern County Child Care Council. The Council reports quarterly to both Kern County Board of Supervisors and Kern County Superintendent of Schools, and has 30 council members from whom to draw strength and direction.

The long term sustainability plan called for institutionalizing this child care capacity building initiative by creating and funding a county-wide child care planner position.

ACCOMPLISHMENTS

Appendix F captures Leadership Committee participants and examples of their contributions to local child care capacity building.

*Child care is
an essential
community
service that the
entire community
must support, not
just the early care
and education
industry.*

Leadership Committee

*Close to 50 people
volunteered on
our Leadership
Committee over the
last 5 years.*

The Leadership Committee met quarterly over a two-hour working lunch with an average attendance of 15 members & staff.

SUCCESES

- 1.** The desire to permanently close the child care gap is embraced by the general public and there is a lot of interest and support.
- 2.** All long term sustainability bases of the LINCC project are covered.
- 3.** While volunteers float in and out of the Leadership Committee as needed, there is a solid core group and continued engagement.

CHALLENGES

- 1.** Continuity of attendees and varying levels of participation.
- 2.** Funding the county-wide child care planner position in this economy.
- 3.** Changing priorities underscore the need to be flexible in our approach.

LESSONS LEARNED

- 1.** Lead from behind by being a strong resource.
- 2.** Adjust strategies as community and economic development conditions change.
- 3.** Tips on How to Work with Collaboratives (Appendix C).
- 4.** Stop with the reporting & doing all of the work. It is through volunteer work that committee members get engaged.

DO DIFFERENT?

It didn't occur to us until Contract Year 4 that we needed to actively support the desire to bring more quality child care spaces. Since the ECE workforce is the key determinant of quality, we chose to add Work Force Development as a systems building element. We should have done this sooner.

NEXT STEP

Create and fund a county-wide Child Care Planner position to continue pacing the local child care capacity building effort.

WORK FORCE DEVELOPMENT SYSTEMS BUILDING ELEMENT

Goal:

To increase the quantity and quality of early childhood educators, and link to new employment opportunities.

ACCOMPLISHMENTS

- 1.** The Workforce Development Committee is a very committed group of educators and career counselors from all six local institutes of higher learning meeting for the first time as a group to advance ECE careers.
- 2.** The committee developed a brochure inviting college students and high school graduates to consider a career in ECE. 5,000 brochures are in circulation.
- 3.** Director's Academy was designed and launched to mentor up to 15 new center directors.

One of every
22 jobs in Kern
County is directly
or indirectly
in child care.
The quality of
the early care
and education
workforce is the
key determinant
of child care
quality.

SUCSESSES

- 1.** The Workforce Development Committee indicated that it was the first time that early care and education professionals were coming together from six local institutions of higher learning to make it easier for people to enter the ECE field.
- 2.** Career paths, educational requirements, and local availability of course material are now documented in one brochure for ease of use.

CHALLENGES

- 1.** Recruiting people into a field with traditionally low pay.
- 2.** Working with career counselors who historically steer students into elementary school teaching for better earnings and employee benefits.
- 3.** The first Director's Academy was not fully subscribed.

LESSONS LEARNED

- 1.** Workforce Development is the most critical component of quality child care, and for this reason, it was added as a long term sustainability element.
- 2.** Strategies to recruit into the ECE field are necessary even during economic downturns due to turnover.
- 3.** The shortage of qualified center directors prompted the Director's Academy that "graduated" 11 of 14 newly minted center directors who could step forward to direct new centers as they open.

NEXT STEPS

1. Repeat Directors Academy annually to develop a continuous pool of qualified center directors.
2. Train career counselors in ECE career paths.
3. Recruit work force into the ECE industry, Grades 6 to 14.

PIPELINE PROJECT CHALLENGES

Kern LINCC had a healthy number of child care facilities in the pipeline at the start of the Constructing Connections project, together with some prior experience in consulting with these types of clients. However, the greatest challenge was the sheer numbers of leads that had to be generated in order for just one client to open a new facility or expand an existing one.

In our experience, we needed to qualify 10 preliminary leads in order to have at least one enter the 20 Step Process for developing and financing a child care facility. And, for every four clients entering the Planning Phase of the 20 Step Process, only one would finish and open. This means that one in 40 prospects would open a new child care facility.

Knowing this caused us to develop strategies that would help us contact as many potential child care facility owners/developers/operators as possible. Getting regular media coverage was important, and in the course of the Constructing Connections association, many news, radio and television stories were produced because we issued media releases whenever there was something newsworthy to report.

Additionally, in the fall of 2008 we hosted six monthly workshops on How To Start a Child Care Business that drew 176 participants, and produces eight good leads, a 4.5 percent return.

20 Step Expert Lisa Duncan Purcell found that lendability was an issue with many child care providers who typically are risk averse. One client cancelled the purchase of Angel's Preschool at the close of escrow and forfeited a \$5,000 deposit because of buyer's remorse and risk aversion.

California State Licensing agents appear to have varying interpretations of Title 22 and Title 5 regulations, making it difficult for consultants to be effective in their recommendations. The opening of a Head Start preschool at Truth Tabernacle Church was delayed several months at a huge lease expense while licensing agents considered the degree to which access to the preschool needed to be limited in the multi-purpose church building.

20 Step Expert Tammy Burns experienced challenges in linking operators to facilities in areas of high need but low demand due to the demographics of the community.

Lastly, we underestimated the volume of good client data that would be generated. Once we fell behind in data management, and our client base increased, we never could catch up to the documentation task.

HOW WE OVERCAME THE CHALLENGES

- 1.** Developed a financial screening tool – “Deal breakers”- to pre-qualify clients.
- 2.** Learned how to better and quickly qualify leads.

III TOOLS AND RESOURCES

The following tools and resources were developed by Kern LINCC Constructing Connections to increase the capacity of others to bring more quality child care to Kern County. All of these tools are posted on the LIIF Listserv as well as on the Kern LINCC web site at both www.kernchildcare.org and/or <http://kcsos.kern.org/eccouncil/kernlincc>

Tool/Resource	Purpose	Target Audience
20 Step Time line for developing and financing a child care center. (Appendix B)	To reduce a complex process into a one-page visual.	Child care facilities owners, developers and/or operators.
Catalog of Resources for developing, financing and staffing a child care center.	To efficiently organize existing resources	Anyone interested in child care facilities development, financing, licensing, and/or staffing.
Child Care Strategy Study and Policy Analysis - 2005	To assess community needs for child care and inventory local barriers to facility development.	Leadership Committee & staff.
Child Care Facilities Needs Assessment for Rosedale Ranch	To forecast the child care needs that this development would create. To produce a template for facilities needs assessments for future use.	Specifically, Keith Gardner, Rosedale Ranch developer. Broadly, any new development that will create child care needs.
Score Card that subsequently morphed into our Action Plan (Appendix D)	To track public policy initiative.	Leadership Committee & staff.
Tips for Working with Collaboratives (Appendix C)	How to engage collaborative partners and inspire them to work towards achieving overarching goals.	Staff
Child Care Traffic Pattern Study	To quantify the increase in vehicular traffic at a typical child care facility.	City planners.

Tool/Resource	Purpose	Target Audience
Templates for introducing supportive child care policies into General Plans	To make it easy to customize supportive child care policies for each of Kern's 11 cities.	City Councils and/or Planning Commissions, and planning staff.
Brochure and Power Point workshop presentation on How to Start a Child Care Business	To clarify licensing, financial & business requirements for opening a fiscally sound child care facility.	Workshop attendees interested in owning, operating and/or developing either a FCCH or child care center.
ECE careers brochure	To position ECE as a desirable career path, and list where courses are being offered and requirements for varied levels of certification	College students and career counselors.
2008 Child Care Economic Impact Report & brochure	To heighten awareness for the size of the ECE industry and its impact on Kern's economy.	The general public, elected and appointed officials, and potential funders.

IV. PIPELINE PROJECTS

Pipeline projects that received TA are shown in Appendix H
Start-up Report – Appendix I

LINCC clients developed and financed 22 new child care facilities in Kern County, adding 1,388 new child care spaces.

1,090 preschool spaces = 78% of total

135 infant/toddler spaces = 10% of total

163 after school spaces = 12% total

\$10.5 million was invested in child care infrastructure.

\$4.4 million — faith-based community

\$4.1 million — private sector bank loans

\$1.8 million — public AB 172

\$0.2 million — other public and non-profits

Additionally, LINCC assisted Paramount Farms in developing a preschool for 76 in Kings County. The client chose to build green at an estimated cost of \$6.5 million that was financed by the company.

V. LIIF SERVICES EVALUATION

Strategies	Impact of Kern LINCC Constructing Connection
Learning Community	Kern LINCC staff participated and often presented at a total of 18 Learning Communities, receiving a huge amount of pertinent training. Peer learning was especially valuable during county updates, giving us insight into how other counties were approaching their child care gap. Huge time savings as a result of everyone's willingness to share work products. The fellowship was very endearing and supportive.
Listserv	Provided valuable access to the cumulative work products of all sites. It came on board late, and the service was lost at a critical time in summer 2009.
Expert Pool	Excellent resource that was very helpful in engaging our Leadership Committee. The experts admitted to the pool were high quality and vetted by LIFF and Paramount Farms selected Edgar Paz for their architect.
One-on-One Technical Assistance from Program Staff (including support provided by phone, in-person, at local collaborative meetings and any other venues)	Good, high quality and pertinent. Good response time. Broad expertise base.
LIIF Tools	Excellent.

- 1.** What other resources would you have benefited from?
Sufficient resources were provided to begin closing local child care gaps.
- 2.** How did the other ABCD strategies (Development Assistance, ABCD Fund and Child Care Facilities Policy Workgroup) support you and your local work?
 - a.** We were not informed of any Development Assistance activity in Kern County. Perhaps there was none.
 - b.** None of our projects qualified for the ABCD Fund.
 - c.** Policy work on state level is bound to benefit us on the local level in the long run.
- 3.** At a minimum, what ongoing support would you like to receive from LIIF beyond the grant funding?
 - a.** Annual reunion of project leads, no matter where they wind up in their careers.
 - b.** Availability of telephone consultations.
 - c.** Continued access to listserv.

VI. WORK PRODUCTS

Work Products	Impact of Kern LINCC Constructing Connections
Child Care Facilities Needs Assessment	Kern LINCC had already been doing child care facilities needs assessments prior to 2004, so we didn't use the LIIF tool.
Catalog of Resources	We're very proud of the quality of our catalog of resources. It is web based, frequently refreshed, inexpensive to maintain, and attracts 10 hits per day.
Inventory of local barriers to child care facilities development and financing & detailed plan to overcome said barriers	This was done in the Brion Report in 2005 and became a seminal body of information on child care shortages and public child care policies that will serve us well through 2010 and beyond. Brion offered a menu of 8 policy strategies, making it easy for the Leadership Committee to choose which strategies would work best in closing the local child care gap.
Land Use and Community Development Assessment/Implementation Plan	A valuable exercise that should have been done early on. Findings demonstrated that considerable work had been done between 1997 and 2004 to standardize child care policies and development fees and procedures.
Land Use and Community Capital Development Report	This report was done for City of Bakersfield only. It had no significant impact on our work.
Sustainability Implementation Plan	Excellent requirement. We began implementing the plan as we were developing it.
Sustainability Report	It was very rewarding to measure our progress to plan. We had over a year's worth of good results, despite the 2008 economic downturn.

What other LIIF work products would have been beneficial for the project?

A pause at the end of year 3 to reflect on what was working and what wasn't would have been very refreshing.

VII UNEXPECTED OUTCOMES

The primary unexpected outcome is how easy it was to bring quality child care to Kern County for the purpose of giving all children an equal start in school and in life. While the grant required only one new facility to be opened, our clients opened 23 centers. We attribute this success to accurate problem identification, positioning this as a community and economic development challenge and taking it off the shoulders of ECE professionals, articulating a quantifiable goal, collaboratively developing and executing sound strategies, and ensuring that all of our activities were tied to results in achieving the goal.

The Kern LINCC Constructing Connections project provided the Early Childhood Council of Kern a tangible, critical project to lead in closing the local child care gap.

We have become good matchmakers. Through our network of contacts we can quickly respond to a possible child care center sale or closure by finding an alternate operator. This happened when North of River Recreation and Parks intended to close an Oildale site which was a target community for a Head Start site. When child care centers become available for sale, we have a list of interested buyers, two realtors and a business broker who can help with the transaction.

VIII. REMAINING STEPS

The 2008 child care needs assessment done by the Early Childhood Council of Kern suggests that there are 7,000 Kern County children who cannot access quality child care in certain communities (Appendix J). To finish closing this child care gap will require a modification to the work plan that more than doubled capacity in the last 12 years.

Clearly, what gets measured gets done. Ideally a full time Kern County Child Care Planner position would be funded for approximately \$100,000 per year through 2015 to ensure that every child who needs care outside the home can get it. This position would be responsible for proactively working creatively and collaboratively with targeted underserved communities to close the local child care gap.

Here are the Next 7 Steps that would preserve the momentum of child care facilities development, financing and staffing and close the local child care gap by 2015.

- Step 1** Celebrate growth, calculate remaining gap, measure progress, and recognize attrition.
- Step 2** Create, fund and staff child care planner position to continue pacing the child care capacity building effort.
- Step 3** Support child care facilities developers and operators by continuously improving the technical assistance delivery system (tracking & training & recruiting).
- Step 4** Find and coach local champions in each of Kern's 11 cities and the County of Kern to ensure that child care is included in community and economic development plans.
- Step 5** Recruit workforce into the ECE industry, Grades 6 to 14, and develop a pool of new center directors annually.
- Step 6** Help existing and new child care facility developers and operators be fiscally sound and offer high quality services.
- Step 7** Continue to work with the faith community and key partners such as Head Start and Sunbelt Business Brokers on identifying opportunities for new child care facilities and/or preserving existing ones.

APPENDIX A

TOTAL FUNDS
INVESTED =
\$1.345 MILLION
IN CASH &
UNDETERMINED
AMOUNT IN KIND

YEAR	ACTIVITY
1997	1 of 7 LINCC counties to build community infrastructure that supports child care facility development.
1998	Get organized.
1999	Apply for First 5 Kern grant to implement LINCC strategies.
2000-02	Strengthen family child care home provider business skills. Analyze impact of child care industry on local economy (EIR). Begin land use policy work.
2003-04	Child care intermediary streamlines child care facility development and financing. Packard Foundation grants \$80,000 over 2 years.
2005	Get good data. ID barriers. Catalog resources.
2006	Start dismantling barriers to child care facility development.
2007	Develop long term sustainability plan.
2008	Implement LT sustainability plan.
2009	Seek to create & fund child care planner position to fast track child care facility development & close gap remaining gap of 7,000 spaces in underserved communities by 2015.

RESULTS

Funded by Packard Foundation, approx. \$150,000 over 6 years. Linked child care to economic development, land use policies, business skills training & technical assistance (TA). Child care capacity = 18,000 licensed spaces.

Child care industry has \$56 million annually in gross revenues.

Partnered & co-located with Weill Institute Small Business Development Center (SBDC) to develop more child care facilities, both center and family based, by offering TA.

Granted \$750,000 over 3 years.

- Decreased provider turnover rate from 30% annually to 17% over two years.
- Leveraged \$1.1 million investment in child care infrastructure.
- Doubled FCCH providers by working with CalWORKS clients

Child care industry grosses \$141 million annually, big as almonds, Kern’s 2nd largest crop. Over 17,000 have direct & indirect jobs in the child care industry. Child care capacity has grown to 33,000 licensed spaces.

Awarded ABCD Constructing Connections grant, \$365,000 over 5 years. Kern is one of 11 CA sites financed and trained by \$3 million First 5 California grant to Low Income Investment Fund (LIIF) to fast track child care facilities development and financing.

Brion study shows 23,000 space gap in licensed child care spaces by 2015. Train, train, train!

Develop strategy to include supportive child care policies in General Plans of Kern County and its 11 cities.

Delano & Taft include child care in General Plan. New developments must assess and address child care they create and not add to the chronic shortage.

Launch monthly How to Start a Child Care Business workshop & 20 Step Expert Team for TA. Child care industry has grown to \$197 million and added 10,000 spaces in 8 years, for a total capacity of 43,000 licensed spaces

KERN COUNTY
COMMUNITY
DEVELOPED
25,000 NEW
LICENSED CHILD
CARE
SPACES.

20-Step Timeline for Developing

	STEP	ACTIVITY	Q1	Q2	Q3	Q4
planning	1	Analyze Child Care Needs				
	2	Research & Abide by Community Care Licensing Requirements				
	3	Study Project Feasibility				
	4	Obtain Predevelopment Funding				
pre-development	5	Select & Control Site				
	6	Choose Center Director				
	7	Select Architect, Program Schematic				
	8	Acquire Site				
	9	Raise Funds & Develop Financial Plan				
	10	Obtain Predevelopment Financing				
	11	Develop Architectural Design and Planning Review				
	12	Architectural Working Drawings				
	13	Plan Check and Revisions				
	14	Select Contractor				
development	15	Close Loan, Start Construction & Attend Licensing Orientation				
	16	Supervise Construction, Site Work & Foundations				
	17	Supervise Construction, Landscape & Punch List				
	18	Convert to Permanent Loan, Obtain License to Operate & Start-up				
	19	Staff up				
start-up	20	Start-Up!				

& Financing a Child Care Center

Q5	Q6	Q7	Q8	Q9	Q10	Q11	MEASURABLE OUTCOMES
							Market Research
							Title 22 & 5 Compliance
							Business Plan
							Grant Application & In kind
							Land Use Approval or CUP
							Contract for Services
							Contract & drawings
							Grant Deed or Lease agreement
							Funding Plan Pursue contracts for services
							Commitments
							Building Permit Pay impact fees
							Drawings
							Detailed Plans
							Contract
							Funding & License Application
							Complete Foundation, rough & finish work. Submit License Application
							Certificate of Occupancy Fire clearance
							Mortgage Loan, Utilities, & License to operate
							Hire staff & furnish facility
							Positive cash flow

Tips on Working with Collaboratives

1. Get a facilitator or good chair (not staff).

- a. Frees staff to listen and participate without dominating
- b. Members are more likely to direct feedback to the facilitator than to staff

2. Park egos at the door.

- a. Share information and ideas with others to support the committee rather than calling attention to yourself as the star.

3. Be a strong resource.

- a. Help the committee by researching questions for them.
- b. Study the subject matter

4. Respect group dynamics.

- a. Let members take on responsibilities and report on their activities.

5. Maintain an open mind about other perspectives.

- a. You don't have all the ideas and answers, that's why you enlisted the help of this group. Let them participate

6. Stay in touch between meetings.

- a. Keep them informed of progress
- b. Offer support in their assignments

7. Be clear on about your expectations of the group.

- a. What are you asking of them
- b. What will happen to their work
- c. How much time and work will be involved

8. Define the group's context.

- a. The group cannot solve everything, make sure they clearly understand their context.

9. Respect the duties, responsibilities and interest members have outside of the group.

10. Make good use of participant's time.

- a. Meet for a reason
- b. Give them advance information
- c. Be consistent and predictable

11. Recognize that participants may change and special effort must go into bringing people up to speed.

- a. Prior to new members' first meeting, have a one-on-one discussion with them to share progress so they can quickly become active participants.

12. Be an attentive listener.

- a. Look at the person speaking.
- b. Ask questions for clarification.
- c. Repeat, paraphrase and reframe.
- d. Don't interrupt.
- e. Don't change the subject until the speaker has finished.

STAFF REPORT

October 20, 2006

TO: Delano City Council
 FROM: Staff
 SUBJECT: Child Care Policies

RECOMMENDATION

Amend the General Plan to ensure the need for licensed child care is met through the development of supportive local policies.

BACKGROUND

The City of Delano is proposing child care policies to meet the future demand for child care. Today, only 59% of the child care demand is being met in City of Delano. The population of children from birth to 13 years in Delano totaled 14,096 in 2005, of whom 3,463 children need child care outside the home. By the year 2015, that same population (0 to 13) will grow to 15,300 and there will be a shortage of 1,700 child care spaces in Delano. It is estimated that for every 20 housing units, at least one licensed child care space is required. The same is also required for every 100 jobs. The purpose of the proposed policies is to begin the planning process for ensuring child care demands are met in this community.

WHY CHILD CARE IS IMPORTANT

Having quality, accessible and affordable child care supports Delano's workforce. Delano's population is young, with a median age of 27.9 years. As the number of dual-income families increases, there is an increase in child care demand.

- A strategically located child care center supports smart growth and reduces trips.
- Child care businesses contribute to our local economy.
- Quality child care promotes school readiness and ultimately a better workforce.
- Child care services attract and retain businesses and employees.
- Quality child care supports work/life balance and increases job loyalty and satisfaction.

PROPOSAL

The proposed policies require the City of Delano to ensure that the demand for child care is addressed in a coordinated and comprehensive fashion. Development proposals having more than 50 housing units or 50,000 square feet of industrial or commercial space will be required to provide a child care facilities needs assessment to determine new child care demand that will be created compared to available community resources. In this way child development resource agencies and organizations can maximize their effectiveness in serving working parents with child care needs. The proposed policies will also increase the efficiency of existing and planned facilities for child care through collaboration between schools, parks, faith based institutions, community centers, senior centers, and unused public and private facilities.

RESOLUTION NO. _____

AMENDMENT TO THE GENERAL PLAN FOR CHILD CARE

WHEREAS, the City of Delano desires to ensure the need for licensed, quality child care is met through the development of supportive policies; and

WHEREAS, the City of Delano desires to develop a comprehensive child care delivery system that builds the need for child care facilities into the fabric of community development; and

WHEREAS, the population of children from ages 0 to 13 in the City of Delano will increase, from 14,096 in 2005, to 14,643 in 2010 and 15,300 in 2015; and

WHEREAS, only 59% of the child care demand is currently being met in City of Delano, and

WHEREAS, by the year 2015, there will be a shortage of 1,700 child care spaces in the City of Delano; and

WHEREAS, it is estimated that for every 20 housing units, at least one licensed child care space is required. The same is required for every 100 jobs within a community; and

WHEREAS, the existing and future demand for child care requires a coordinated and comprehensive approach to meet the demand; and

WHEREAS, the proposed child care goal and policies provide a coordinated and comprehensive planning approach for addressing child care demands within the community; and

WHEREAS, ensuring high quality, accessible and affordable child care is good for business and the lives of children in the community; and

WHEREAS, the proposed goal and policies for child care were developed by a collaborative Leadership Committee and presented to and considered by community-wide stakeholders who had been duly noticed of public workshops in California City on September 12, 2006 and in Bakersfield on September 14, 2006; and

WHEREAS, comments were received, considered and incorporated in the development of the proposed child care goal and policies; and

NOW, THEREFORE, BE IT RESOLVED that the City of Delano, in a regular session assembled on the ____ day of _____, 2006, hereby amends the General Plan by adopting the Child Care Goal and Policies as provided in Exhibit "1".

PASSED AND ADOPTED THIS ____ DAY OF _____, 2006.

AYES: ABSENT:

NOES: ABSTAINING:

CHILD CARE GOAL & POLICIES

GOAL

To develop a comprehensive child care delivery system that builds child care services into the fabric of community development.

POLICIES

- Policy 1 Coordinate services for children and their families in conjunction with local agencies and groups.
- Policy 2 New developments having more than 50 housing units or 50,000 square feet of commercial or industrial space shall prepare a Child Care Facilities Needs Assessment. The purpose is to assess new child care demand created by new residents and employees against available community resources.
- Policy 3 Assist child development resource agencies and organizations in networking, referral, and coordination of services.
- Policy 4 Inventory unused public and private locations in the City of Delano for potential conversion into child care sites and identify available funding for the effort.
- Policy 5 Encourage the use of public facilities for child care services, including collaboration between schools and parks, faith based institutions, community centers, and senior centers.
- Policy 6 City of Delano shall facilitate the development of quality child care spaces and acknowledges that the provision of such facilities is a community goal.

A WORKSHOP



HOW TO START A CHILD CARE BUSINESS

Learn all the practical information you need to open a quality child care business, whether a stand-alone center or an in-home operation.

All aspects of the business will be discussed, including the need for more quality child care, licensing requirements, start-up costs, how to obtain financing, and where to get expert assistance at all stages of developing your child care business.

If you are a child development professional or child care operator, a home based entrepreneur, a real estate developer, a business owner, or from a faith-based organization, this workshop will help you determine if a child care business is right for you. At the end of the workshop you will know what it takes to have a quality child care facility licensed, and a profitable child care business.

DATES: Wednesday, July 16, or Tuesday, Aug 19, or Wednesday, Sept 17, 2008.

These workshops are identical and not part of a series.
6:00 to 8:00 p.m.

TIME:

LOCATION:

REGISTRATION:

Weill Institute of Bakersfield College, 2100 Chester Avenue, Bakersfield CA 93301
FREE OF CHARGE -- Call the SBDC at 661-395-4126 or online at
<http://www.weill-sbdc.com/workshops-events.html>



PUBLIC POLICY REPORT & ACTION PLAN

(As of 08/28/09)

GOAL:

To include supportive child care policies in General Plans and other planning documents in Kern County and its 11 cities.

COMPLETED - 25% OF TOTAL

Community	General Plan Status	Next Steps
<p>City of Delano Champion: Mike McCabe, Planning Dept.</p>	<p>On 4/16/07, General Plan was amended & requires new developments to assess & address the incremental child care they create.</p> <p>On 4/14/09 LINCC submitted 1st child care facilities needs assessment for new 300 unit housing project.</p>	<p>Delano supports child care by donating land to non-profits for facility development for low-to-moderate income families.</p> <p>Next step: technical support for needs assessment, cost factors, and Nexus study to show intersection between child care and new development, guidance on how to allocate funding shares generated.</p>
<p>City of Taft Champion: Genevieve Curiel-Garcia</p>	<p>On 7/17/07 General Plan was amended & requires new developments to assess & address the incremental child care they create.</p> <p>Child care is in the Land Use, Economic Development, and Recreation & Parks elements.</p>	<p>Taft is expanding their sphere of influence from 6 sq miles to 500+ sq mi & creating a blueprint for smart growth & “green building” policies to comply with AB 32.</p> <p>Draft updated General Plan contains supportive language. Plan to be adopted in the fall 2009</p>
<p>City of Ridgecrest Champion: Tina French</p>	<p>On 9/23/08 General Plan Advisory Committee (GPAC) introduced a supportive child care policy into the 2009 General Plan Update.</p>	<p>The following child care policy is expected to be adopted on Sept. 22, 2009 when the General Plan is updated: Encourage the development of child care facilities and services, including collaboration between schools and parks, faith based institutions, community centers, senior centers, and unused public and private facilities</p>

IN PROCESS - 50% OF TOTAL

Community	General Plan Status	Next Steps
City of Bakersfield Champions: Tammy Burns & Dana Adams	Presented customize templates to Jim Eggert on 7/18/07. Sample child care facilities needs assessment and methodology, and list of other capacity building strategies supplied in July'07.	Consultant Karen Northcutt has draft language for the 2010 Metro Bakersfield Consolidated Plan. Waiting on draft. Followed April 2009 joint City/County Planning Commission meeting with letter re-interating request to include supportive child care policies
County of Kern Champion:	Presented customize templates to Ted James on 7/18/07. Sample child care facilities needs assessment and methodology, and list of other capacity building strategies supplied in July'07.	Consultant Karen Northcutt has draft language for the 2010 Metro Bakersfield Consolidated Plan. Waiting on draft. Followed April 2009 joint City/County Planning Commission meeting with letter re-interating request to include supportive child care policies.
City of Mc Farland Champion:	General Plan Updates began in 4Q2006. Made public comments to City Council, April 12'07. Sent Planner Steve Perez sample language July 27'07.	City has draft language and indicated that it will be included once the General Plan is updated. Date for update has not been set.
California City & Mojave (uninc.) Champion: Jennifer San Nichols	Planner Rhonda Green is working with Tammy Burns to include child care policies in their General Plan update.	Supportive child care policy language was submitted too late to include in the draft Housing Element document however will be submitted as an "Agency Response to the Housing Element" and will be incorporated through the public comment period. Will have the opportunity to submit language for the General Plan Update as well.
City of Arvin Champion:	In process of updating Housing Element. Seeking funds to update General Plan in 2009.	Sample clauses and supportive policies were sent to City Planner Isaac George on 3/19/09 for the 2009 General Plan Update.
City of Wasco Champion:	General Plan updates were scheduled for early 2008, but were delayed.	Dave McNamara has the supportive child care language that was resent in July 2008 and indicated that he will proceed. Jack Hardisty offered assistance with report development.

DECLINED TO ACT AT THIS TIME - 25 % OF TOTAL

Community	General Plan Status	Next Steps
<p>City of Shafter Former Champion: Wayne Clausen, Planning Dept.</p>	<p>Child care workshops presented to Planning Commission Feb. 13 and City Council Aug. 7, 2007. Referred to City Manager John Guinn.</p>	<p>By Sept'08, budget cuts decimated the Shafter Planning Dept. No action will be taken on child care policies until the Shafter economy & real estate market recovers.</p>
<p>City of Maricopa Champion:</p>	<p>As of 2007, had not updated General Plan since 1982. No growth.</p>	<p>City completed its update process in summer 2008. Child care language was not included.</p>
<p>City of Tehachapi Champion:</p>	<p>City Council adopted the Charrette consultants' design recommendations in Nov'07. General Plan update began in 2008 and should be completed in 2009.</p>	<p>This retirement community has a child care service level of 94%. It is unlikely that child care policies are a priority for their General Plan.</p>

Throughout the Greater Bakersfield Vision 2020 planning process the need for a quality workforce came through loud and clear, as did the need for quality Early Childhood Education services. It's obvious that both are linked, in that children must get off to the right start because in a relatively short period of time they will be ready to enter our workforce. Research and instinct tell us that quality education in a child's early years has a direct impact on our community's economic well being in the future."

— Sheryl Barbich
Greater Bakersfield Vision 2020

Leadership Committee

Name & Affiliation	Examples of Notable Contribution
Dana Adams - LINCC staff - Child Care Intermediary Constructing Connections project lead	20 Step Expert. Kept activities focused on the overarching goal & measured performance to plan monthly.
Brooke Antonioni LINCC staff Constructing Connections project co-lead	Marketed LINCC project & recruited initial Leadership Committee members. Commissioned Brion Report & initiated policy work.
Sarah Baron Grant Writer Kern County Superintendent of Schools	Facilitated Treasure Map exercise to identify potential partners and funding sources. Continuously seeks funding of child care planner position by writing proposals.
Cindy Burns , Program Supervisor Resource & Referral Community Connection for Child Care	Regularly provides child care supply data in response to market research requests.
Tammy Burns Local Planning Council Coordinator Early Childhood Council of Kern	20 Step Expert. Heads up policy work. & now directs the LINCC project. Great event planner: Faith Based Forum, Directors Academy, etc.
Colon Bywater , Director North of River Recreation and Parks	Has numerous child care programs at North of River sites.
Maricela Carlos , Program Manager, Constructing Connections, ABCD Initiative: Low Income Investment Fund (LIIF)	Provided guidance and technical assistance to LINCC project staff.
Wayne Clausen , Planner, City of Shafter	Developed sample templates for introducing supportive child care policies into General Plans.
Irene Cook , Director, Discovery Depot ECE Professor, Taft College	Assisted with developing Director's Academy & co-facilitated training sessions.
Linda Coulter Housing Authority of Kern	Offered insight on potential partnerships between Housing Authority & state/federally funded child development programs.

Name & Affiliation	Examples of Notable Contribution
Hayward Cox , Development Associate City of Bakersfield	Introduced supportive child care language into Bakersfield’s Consolidated Plan.
Jessica Danel , owner/developer Kreative Kidz Preschool Academy	Served as a test site in building and financing a large child care center. Shared lessons learned.
Peter DeArmond , Director Weill Institute Small Business Development Center	Invited us to present 20 Steps to developing and financing child care facilities prior to his monthly Business Start up presentations.
Dan Duncan Lennar Homes	Assisted with environmental impact language and helped us understand a developer’s perspective.
Lisa Duncan Purcell , Manager Community Services Division Community Connection for Child Care	20 Step Expert. Heads up technical assistance and manages the LINCC web site. Liaison with State licensing agency.
Terri Elison City of Bakersfield Recreation and Parks	Provided perspective of a recreation and parks district and how to increase programming for child care.
Manuel Fierro , Program Coordinator Constructing Connections ABCD Initiative: Low Income Investment Fund (LIIF)	Provided guidance and technical assistance to LINCC project staff.
Yolanda Gonzalez , Director Child Development & Education Services Community Action Partnership of Kern	Instrumental in preserving 92 spaces in high need community. Shared Head Start expansion plans and invited collaboration.
Deidre Gill Hardisty , partner South Valley Solutions	Helped plan and facilitate Leadership Committee meetings.
Guy Greenlee , Director County of Kern Community & Economic Develop.	Offered county’s support in developing more child care facilities.
Jack Hardisty , Partner South Valley Solutions	Facilitated Leadership Committee meetings for 3 years and trained staff on facilitation skills. Guided our policy work, joined us at initial public presentations, and regularly checked on progress along the 99 Corridor.

Leadership Committee

(continued)

Name & Affiliation	Examples of Notable Contribution
Gina Hayden , Marketing Director Golden Empire Transit	Considered developing child care center at next GET bus hub.
Ted James , AICP, Director Kern County Planning Department	Provided key questions from a planner's point of view and suggested strategies for us to consider as we worked with General Plans.
Doug Johnston , Captain Kern County Fire Depart. Public Information Officer	Liaison to Fire Department and Fire Marshall requirements for state licensing for facilities.
Barry Jung , Director Kern County Economic Development	Offered county's support in developing more child care facilities.
Casey Knack Large family child care home provider	Identified need for marketing strategies and business skills for family child care providers.
Verna Lewis , Director Employers Training Resource	Offered linkages to potential ECE workforce.
Kalina Marquez Child Development Consultant	Provided perspective of a child development center operator and ECE professional trainer.
Ralph Martinez , Public Relations Director Community Action Partnership of Kern – Head Start	Provided linkages to federally funded programs and appraised of Head Start funding/expansion opportunities and staffing needs.
Mike McCabe , Senior Planner City of Delano	Local champion from Delano. Never missed a meeting! Introduced supportive child care policies into Delano's General Plan.
Martin Medrano Union Bank of California	20 Step Expert. Offered technical assistance on facilities financing & insight from lender's perspective.
Linda Miles , Consultant Funding Resources	SBDC consultant for facilities financing.
Cope Norcross , Interim Director Weill Institute Small Business Development Center	Instrumental in launching the hugely successful monthly How to Start a Child Care Business workshop that he hosted and co-presented

Name & Affiliation	Examples of Notable Contribution
Danny Ordiz Architect Ordiz Melby	Local architect experienced in child care facilities.
Randy Rowles Construction Consultant, Facilities Kern County Superintendent of Schools	Helped us strategize child care facilities needs assessment presentation to Keith Gardiner for Rosedale Ranch. Coached on joint use grant funds and co-location strategies.
Steve Sanders , Director Child & Family Services Division Kern County Superintendent of Schools	Oversaw LINCC project and provided linkages to key stakeholders & assistance with funding the match to the grant.
Michelle Shannon Fruitvale School District	Young & motivated ECE professional. Developed preschool programs at 4 elementary school sites.
Kathe Sickles Business Consultant Licensed Building Contractor	20 Step Expert. SBDC consultant to child care business start ups and existing businesses. Produced both the 2001 and 2008 Economic Impact of Child Care Reports.
Paul Sippel , Manager County of Kern Community & Economic Develop.	Qualified child care facilities for Kern's Micro-enterprise Loan.
Amanda Smith , School Readiness Program Kern County Superintendent of Schools	Liaison to School Readiness.
Courage Winter Commercial Realtor	Commercial property developer that has a large child care center at one of his sites. Brokers child care businesses that are for sale.
Amy Zachary CIT	Developed financial resources and deal breakers for the LINCC web site. Financed in part Kreative Kidz Preschool Academy.

20 Step Experts

(As of July 2009)

Development Phase	Consultation Needs	Consultants
Pre-Planning	Licensing & Financing questions	Lisa Duncan Purcell Tammy Burns Dana Adams
Planning	Market research Facility needs assessment	R & R Dana Adams
	Feasibility analysis, business plan & cash flow projections	Dana Adams Kathe Sickles
	Site evaluation	Lisa, Tammy & Dana
	Organizational structure (faith sites)	Lisa & Karen Goh
Predevelopment	Financing (lease/buy)	Martin Medrano - Union Bank Dana (LIIF)
	Site control	City & County Planning Departments
	Site design	Lisa & Tammy
	Selecting architect, contractor	Danny Ordiz Kathe Sickles
Development	Supervise construction	Developer's Project Manager
Start up	Staff up	Lisa & Tammy Job Bank Directors Academy graduates
	Marketing for full enrollment	Lisa & Dana

Technical Assistance Summary

(Kern LINCC Constructing Connections 2004 to 2009)

Category:	Subcategory	Pre-Planning	Planning	Pre-development	Development	Completed/ Started Up	TOTAL
Number of Sites		73	35	8	15	23	154
Legal Structure:							
	For-Profit	66	21	4	8	6	105
	Non-Profit	2	10	4	6	11	33
	Other	5	4	0	1	6	16
Type of Facility Development:							
	New	72	34	7	6	23	142
	Expansion	0	0	0	2	0	2
	Preservation	1	1	1	7	0	10
Number of Spaces:							
	Infant & Toddler	0	8	0	0	135	143
	Pre-school	766	700	388	616	1,166	3,636
	School Age	357	138	92	30	163	780
	Other	0	0	0	0	0	0
TOTAL NUMBER OF SPACES		1,123	846	480	646	1,464	4,559
Number of Slots:							
	Infant & Toddler	0	8	0	0	135	143
	Pre-school	766	700	388	616	1,166	3,636
	School Age	357	138	92	30	163	780
	Other	0	0	0	0	0	0

Project Pipeline Tracking Database – Start-Up Report

Agency Name: Kern County Superintendent of Schools (Sept 2004 to Sept 2009)

KERN COUNTY		
Operator/Center	Site Name/ Address	Site Phone
Children's Center	St. John's Lutheran Church 4500 Buena Vista Bakersfield, CA 93311	(661) 664-9127
Rossia Currey	Rossia's Kiddie Garden Preschool 1410 Wilson Rd Bakersfield, CA 93304	(661) 396-9648
Jessica Danel	LolliHouse sold to Kreative Kidz, now Morning Glory Learning Center 912 New Stine Rd. Bakersfield, CA 93309	(661) 837-4991
Discovery Depot	Bakersfield Homeless Shelter 1620 E. Truxtun Bakersfield CA 93305	(661) 324-0984
Delano Unified School District	1140 West 11th Ave. Delano, CA 93215	
CA Migrant Leadership Council (now Mexican American Opportunity Foundation)	Management Transfer in progress	MAOF Pre-school Site (661) 328-6921

LICENSED SPACES				SLOTS				Total Cost
Infant/ Toddler	Pre- School	School Age	Other	Infant/ Toddler	Pre- School	School Age	Other	
35	144			35	144			\$1.7 million capital campaign + \$20,000 mini-grant from First 5 Kern
4	22			4	22			\$169,000 loan Bank of America
					42			\$28,000 cash purchase of existing business, sold again for \$50,000
4				4				\$15,000 grant Raskind Foundation
	20				20			\$199,397 AB 172
	24 F/T				112 P/T			\$260,275 AB 172 \$414,529 AB172

Project Pipeline Tracking Database – Start-Up Report

(continued)

Agency Name: Kern County Superintendent of Schools (Sept 2004 to Sept 2009)

KERN COUNTY		
Operator/Center	Site Name/ Address	Site Phone
Bakersfield City School District	District Office 1300 Baker Street, Bakersfield, CA 93305 - Multiple site	(661) 631-4600
Panama Buena Vista School District	Seibert School 2800 Agate Street Bakersfield, CA 93304	661) 831-8331
Lamont School District	District Office 7915 Burgundy Ave. Lamont, CA 93241	(661) 845-0751
Bright Beginnings Preschool	2906 Loma Linda Dr. Bakersfield CA 93305	(661) 324-1253
Dream Tree Preschool	1901 Brundage Lane Bakersfield CA 93304	
All Aboard Preschool	8510 Weedpatch Hwy Lamont, CA 93241	(661) 845-2045

LICENSED SPACES				SLOTS				Total Cost
Infant/ Toddler	Pre- School	School Age	Other	Infant/ Toddler	Pre- School	School Age	Other	
				144 P/T				\$532,966 AB 172
	24				48			\$177,655 AB 172
	24				48			\$266,483 AB 172
	43	15			43	15		\$750,000 loan from San Joaquin Bank \$250,000 from congregation
	32				32			\$345,000 bank loan
	24				24			Unknown, minimal investment

Project Pipeline Tracking Database – Start-Up Report

(continued)

Agency Name: Kern County Superintendent of Schools (Sept 2004 to Sept 2009)

KERN COUNTY

Operator/Center	Site Name/ Address	Site Phone
Jessica Danel, Kreative Kidz Preschool Academy	8800 Harris Road Bakersfield CA 93311	(661) 665-1200
Community Church of Life	7220 Rosedale Hwy Suite D Bakersfield CA 93308	(661) 477-7500
Solid Rock Baptist Church	1900 Faith Avenue Bakersfield CA 93307	(661) 397-8000
Wayside Preschool	2584 Felsite Ave. Rosamond CA 93560	(661)256-9222
Fruitvale School District	Discovery Elementary 7500 Vaquero Ave Bakersfield CA 93308	(661)589-7336
Fruitvale School District	Endeavour Elementary 9300 Meacham Road Bakersfield CA 93312	(661)588-3550
Community Action Partnership of Kern Head Start	Truth Tabernacle Church 214 Hosking Ave Bakersfield CA 93307	(661)832-6994

LICENSED SPACES				SLOTS				Total Cost
Infant/ Toddler	Pre- School	School Age	Other	Infant/ Toddler	Pre- School	School Age	Other	
30	150	28		30	150	28		\$1.2 million Loan for tenant improvements \$1.6 million loan for building shell & parking lot
48	58			48	58			\$45k from congregation \$45K loan - San Joaquin Bank
45				45				Estimate \$45K from Head Start
15				15				\$5,000 congregation
48				48				\$12k School District
24				24				\$8k School District
80				80				\$1.7 Million loan from parent church \$100k from Head Start

Project Pipeline Tracking Database – Start-Up Report

(continued)

Agency Name: Kern County Superintendent of Schools (Sept 2004 to Sept 2009)

KERN COUNTY		
Operator/Center	Site Name/ Address	Site Phone
The Little Ones Preschool	First Presbyterian Church 1705 17th Street Bakersfield CA 93301	(661) 431-1980
The Roc	Valley Baptist Church 4800 Fruitvale Ave Bakersfield CA 93308	(661) 387-6387
Small Wonders Preschool	Valley Baptist Church 4800 Fruitvale Ave Bakersfield CA 93308	(661)387-6363
TOTALS	22 centers in Kern County	
<p>22 LINCC clients developed 1,388 new spaces in Kern County between 2004 and 2009, investing \$10,572,305 in facilities. Average cost per new space developed in Kern County = \$7,617</p> <p>Additionally, Kern LINCC Constructing Connections assisted Paramount Farms in developing a preschool in Kings County.</p>		
Paramount Child Development Center	1225 S 7th Avenue Avenal, CA 93204 Kings County	(559) 386-1233

LICENSED SPACES				SLOTS				Total Cost
Infant/ Toddler	Pre- School	School Age	Other	Infant/ Toddler	Pre- School	School Age	Other	
50				50				\$600,000
120				120				Estimate \$13,000 from congregation
14	221							\$71,000 from congregation
135	1,090	163						\$10,572,305
10% of total	78% of total	12% of total		135	1,269	163		
76				76				Estimated \$6.5 million Paramount Farms for-LEEDS Platinum rated construction

Priority Targets for Improving Child Care Service Levels

(as of 2008 year end)

SERVICE LEVEL	CHILD CARE TYPE	REGION	COMMUNITIES	IDEAS FOR INCREASING CAPACITY*
9%	School age	South Mountain	Frazier Park, Lebec, Pine Mountain Club	Check with Tejon Ranch
12%	School age	West Valley	Taft, Maricopa, Fellows, McKittrick	
15%	Infants	South Mountain	Frazier Park, Lebec, Pine Mountain Club	Check with Tejon Ranch
19%	School age	Bakersfield	Bakersfield	
35%	Infants	East Mountain	Tehachapi, Caliente, Bear Valley Springs, Stallion Springs, Keene	
38%	Infants	Bakersfield	Bakersfield & Olidale	
38%	Infants	North Mountain	Kern River Valley	

* Family Resource Centers meet the 3rd Thursday on every month. Get on their agendas to present local situation & brainstorm possible solutions.



Constructing Connections

