Child Care Initiative – Leadership Roundtable

Michelle Cowan
Deputy County Manager
Arlington County Government

Anita Friedman
Director
Arlington Department of Human Services

Anne Gable
Deputy Director
Arlington Public Library

Tamara Galliani
Assistant Director
Arlington Human Resources Department

Daniel Gomez
Chair
Alexandria/Arlington Regional Workforce Council

Amy Hitchcock
Director
Kinhaven School

Paul Holland
Parent/President
Child Care Consumer/Waverly Hills Civic Association

Tabitha Kelly
Child & Family Services Division Chief
Arlington Department of Human Services

Malinda Langford
Senior VP, Programs
Northern Virginia Family Services

Julie Luncher
Committee Member
APS Early Childhood Advisory Committee

Mark McCauley
Real Estate Development Director
Arlington Economic Development

Tara Nattrass
Assistant Superintendent
Arlington Public Schools

Anne O’Brien
Vice Chair
Arlington Partnership for Children, Youth, and Families

Jose Quinonez
Director of Community Impact
Arlington Partnership for Affordable Housing

Tricia Rodgers
Program Officer
Northern Virginia Health Foundation

Jane Rudolph
Director
Arlington Department of Parks & Recreation

Denise Touma
Head of School
Children’s House Montessori

Reuben Varghese
Public Health Division Chief
Arlington Department of Human Services

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Co-Chair
Arlington Partnership for Children, Youth, and Families

Deborah Warren
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Claude Williamson
Director
Arlington Department of Community Planning, Housing and Development

Elizabeth Zanetti
Provider
Elibunny Family Child Care

Arlington County Board Liaison

Katie Cristol
Vice Chair
Arlington County Board

Child Care Initiative Staff

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Management Intern
Arlington Department of Human Services

Kim Durand
Arlington Partnership for Children, Youth, and Families Coordinator
Arlington Department of Human Services

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Child Care Supervisor
Arlington Department of Human Services

Caitlin Hutchison
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Arlington Department of Human Services

Michael-dharma Irwin
Quality Assurance Manager
Arlington Department of Human Services

Kurt Larrick
Assistant Director
Arlington Department of Human Services

David Remick
Alexandria/Arlington Regional Workforce Council Executive Director
Arlington Department of Human Services
# Child Care Initiative – Work Group

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Kimberly Baldini</td>
<td>Early Childhood Manager</td>
<td>Arlington Department of Parks &amp; Recreation</td>
</tr>
<tr>
<td>Sarah Bell</td>
<td>School Health Bureau Chief</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Ivy Beringer</td>
<td>Dean</td>
<td>Northern Virginia Community College</td>
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<tr>
<td>Caitlin Butt</td>
<td>Center Director</td>
<td>Little Ambassadors’ Academy</td>
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<tr>
<td>Leah Davidson</td>
<td>PIE Program Manager</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Jewyll Davis</td>
<td>Employment Specialist</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Patty Durham</td>
<td>Quality and Administration Division Chief</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Howard Feldstein</td>
<td>Employment Center Director</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Tamara Galliani</td>
<td>Assistant Human Resources Director</td>
<td>Arlington County Government</td>
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<tr>
<td>Katherine Garcia</td>
<td>Resident Services Coordinator</td>
<td>Arlington Partnership for Affordable Housing</td>
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<tr>
<td>Lauren Harris</td>
<td>Executive Director</td>
<td>Little Ambassadors Academy</td>
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<tr>
<td>Cissy Hart</td>
<td>Center Director</td>
<td>Little Ambassadors’ Academy</td>
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<td>Amy Hitchcock</td>
<td>Provider</td>
<td>Kinhaven School</td>
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<tr>
<td>Loan Hoang</td>
<td>Staff Specialist</td>
<td>Arlington County Government</td>
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<tr>
<td>Hilda Isham</td>
<td>Center Manager</td>
<td>Northern Virginia Family Services</td>
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<tr>
<td>Dori Kukawa</td>
<td>Parent</td>
<td>Child Care Consumer</td>
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<tr>
<td>Julie Luncher</td>
<td>Member</td>
<td>APS Early Childhood Advisory Committee</td>
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<tr>
<td>Amanda Manning</td>
<td>Community Assistance Bureau Manager</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Kris Martini</td>
<td>Career, Technical, and Adult Education Director</td>
<td>Arlington Public Schools</td>
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<tr>
<td>Mark McCauley</td>
<td>Real Estate Development Director</td>
<td>Arlington Economic Development</td>
</tr>
<tr>
<td>Michelle McCready</td>
<td>Chief of Public Policy &amp; Research</td>
<td>Child Care Aware of America</td>
</tr>
<tr>
<td>Stephanie McIntyre</td>
<td>Elementary Education Specialist</td>
<td>Arlington Public Schools</td>
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<tr>
<td>Alexandra Miller</td>
<td>Children’s Program Manager</td>
<td>Doorways for Women &amp; Families</td>
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<tr>
<td>Hala Mohamed</td>
<td></td>
<td>Northern Virginia Family Services</td>
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<tr>
<td>Tori Ongdia</td>
<td>Community Outreach Supervisor</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Elaine Perkins</td>
<td>Integration Station Coordinator and Administrator Designee</td>
<td>Arlington Public Schools</td>
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<tr>
<td>Josephine Peters</td>
<td>Planning &amp; Education Unit Chief</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Tenley Peterson</td>
<td>Parent/Chair</td>
<td>Child Care Consumer/Fiscal Affairs Advisory Commission</td>
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<tr>
<td>Wendy Pilch</td>
<td>Director of Elementary Education</td>
<td>Arlington Public Schools</td>
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<tr>
<td>Jose Quinonez</td>
<td>Director of Community Impact</td>
<td>Arlington Partnership for Affordable Housing</td>
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<tr>
<td>Sandra Redmore</td>
<td>Director</td>
<td>Clarendon Child Care Center</td>
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<tr>
<td>Patricia Rivers</td>
<td>Public Assistance Bureau Chief</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Cissy Rozon</td>
<td>Assistant Director of Resident Services</td>
<td>AHC, Inc.</td>
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<tr>
<td>Aaron Shriber</td>
<td>Planning Supervisor</td>
<td>Arlington Department of Community Planning, Housing and Development</td>
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<tr>
<td>Soumya Silver</td>
<td>Parent</td>
<td>Child Care Consumer</td>
</tr>
<tr>
<td>Nicole Smith</td>
<td>Compliance Specialist</td>
<td>Arlington Department of Human Services</td>
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<tr>
<td>Mary Beth Testa</td>
<td>Consultant</td>
<td>Voices for Virginia’s Children</td>
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<tr>
<td>Crystal Thrower</td>
<td>Registered Apprenticeship Consultant</td>
<td>Virginia Department of Industry and Commerce</td>
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<tr>
<td>Ana Vasquez</td>
<td>Center Director</td>
<td>My Little Shine Home Daycare</td>
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<tr>
<td>Hannah Winant</td>
<td>Management Analyst</td>
<td>Arlington Department of Human Services</td>
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Child Care Initiative (CCI) Action Plan

Background

Child care is a key component of a thriving, diverse community. For Arlington to remain competitive as the preeminent place to live, work, and play in the region, the County Manager charged staff to develop solutions to address the availability, affordability, accessibility, and quality of child care in Arlington.

Arlington has 6,894 licensed slots for children in its various child care facilities. There are 13,435 children under the age of five in Arlington, per the American Community Survey (ACS) of 2015. Approximately 1,400 of Arlington’s children aged birth to 4 years old live at or below the federal poverty level, with the highest number found in ZIP Code 22204. There are indications from the community that there is a significant gap between supply and demand. Challenges to starting new child care businesses and expanding existing ones have also been reported.

Unfortunately, child care in Arlington is not affordable for many households. The United States Department of Health and Human Services established that to be considered “affordable,” families would spend no more than seven percent of their gross income on child care. In Arlington, a family of four making $108,600 (the 2016 Area Median Income, or AMI) would have to spend no more than $7,602 per year or $634 per month on child care. According to Child Care Aware of America, the 2017 annual cost of center-based care for two children (an infant and a 4-year-old) in Arlington is $42,705, or approximately 39 percent of AMI. The 2017 annual cost of home-based care for the same two children in Arlington is $32,431, or approximately 30 percent of AMI. In ZIP Code 22204, the AMI is $79,078, and the annual amount of money spent on child care for an infant and a 4-year-old is equal to about 34 to 38 percent of household income, per a survey of 22204 child care providers conducted by Virginia Tech’s Social and Decision Analytics Laboratory.

Vision

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

Mission

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

Values

- **Equity**: Every child and family deserves high quality child care services.
- **Advocacy**: We support policies that improve the lives of children and families.
- **Collaboration**: All child care stakeholders agree to work toward functioning as a coordinated system.
- **Quality**: Arlington’s young children are entitled to a high-quality experience in line with local, state, and national guidelines, research, and evidence-based, data-driven practices.
- **Culturally Sensitive**: Arlington’s child care system will offer culturally responsive opportunities to meet the needs of our diverse population.
- **Continuous Engagement**: We are committed to ongoing stakeholder engagement through the Initiative’s lifecycle and beyond.
Another challenge for consumers is identifying and securing appropriate child care. Arlington child care resources are not linked as a system. There is no centralized access point for consumers and providers, or coordination of waitlists and available slots. Eligibility determination for various subsidies is challenging for families to identify.

Finally, parents of young children have very little criteria with which to evaluate the quality of child care programs in Arlington. Existing evaluation or accreditation programs available for child care providers to address quality standards include the Virginia Quality Rating and Improvement System, the National Association for the Education of Young Children accreditation, the National Association for Family Child Care accreditation, and the National Early Childhood Program accreditation. However, no such standard is required by the County. As of December 12, 2017, there were 17 child care providers in Arlington accredited by one or more of these programs.

Access to a quality preschool program can have a ripple effect throughout a child’s lifetime. In Arlington, 11 percent (n=234) of children come to kindergarten without having a preschool experience, and in academic year 2016-2017, six percent (n=127) of all Arlington kindergarteners earned Fall PALS-K (Phonological Awareness Literacy Screening) Scores below kindergarten readiness levels. Arlington’s 2015 3rd Grade Reading Standards of Learning passage rate was 89 percent; for students who were considered economically disadvantaged, the passage rate was 78 percent.

**Roles and Responsibilities**

The County Manager has established a Child Care Initiative (CCI) Leadership Roundtable comprised of 22 individuals who have knowledge of Virginia’s and Arlington’s child care regulations and resources. The CCI Leadership Roundtable will set the direction of and seek stakeholder and community input on a CCI action plan that will guide this effort. The CCI Leadership Roundtable will also receive regular progress updates, report to the County and School Boards on the plan’s activities, and make recommendations to the County and School Boards for action. The CCI Leadership Roundtable has established a CCI Work Group that is responsible for refining the CCI action plan and working on the plan’s action steps.

The CCI Leadership Roundtable will meet quarterly and the CCI Work Group will meet monthly for the duration necessary to accomplish the proposed objectives. A communication plan for community engagement will be developed. Related budget development to support this initiative is contingent upon further research and decision-making around priorities. The CCI Leadership Roundtable will establish priorities and associated timelines based on stakeholder input and community feedback.

DHS will provide primary staff support to the CCI Leadership Roundtable and the CCI Work Group. Staff may be augmented by consultants and partners with expertise in the development of a child care system, e.g., Voices for Virginia’s Children and Child Care Aware of America.

Katie Cristol will serve as the Arlington County Board liaison to the CCI. Staff will regularly update the liaison on progress and any issues that may arise. The liaison will update other County Board members as needed or request that staff brief the Board at key points in the process.
FOCUS AREAS

ACCESSIBILITY  Increase access to child care in Arlington that is affordable at all income levels.

AVAILABILITY  Increase the availability and utilization of child care slots.

QUALITY  Enhance the safety and quality of all child care in Arlington County.
**ACCESSIBILITY | Increase access to child care in Arlington that is affordable at all income levels.**

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Proposed Team Members*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Increase participation of subsidy-approved child care providers</strong></td>
<td>DHS, APS, Providers, CPHD (as needed)</td>
</tr>
<tr>
<td>o Survey providers on why they do not enroll subsidized families (e.g., payment rates are too low, paperwork is cumbersome) and develop a plan to motivate providers to offer more child care slots to subsidy holders.</td>
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<tr>
<td>o Examine the Montgomery County Child Care in Public Space Program as a potential model for incentivizing providers to accept subsidy holders.</td>
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<tr>
<td>o Investigate the potential for obtaining approval from APS’s Extended Day Program to accept state-funded child care subsidy funds for age appropriate children.</td>
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<tr>
<td>o Identify and quantify need for increased local funding to supplement state subsidies.</td>
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</tbody>
</table>

| **2. Determine if there is a need to develop a financial assistance program for child care providers** | CPHD, AED, DHS, DMF, CAO, Treasurer’s Office |
|                                                                                                           |                                       |
| o Survey current and potential providers, as well as real estate professionals, to understand operating budgets, and to ascertain if there is a need to develop financial assistance programs. If there is a need: |                                       |
|   ▪ Identify strategies to provide financial assistance for start-up and expansion costs where and when possible (e.g., rotating loans, tax credits, grants) to make it easier for providers to open and expand child care facilities. |                                       |
|   ▪ Investigate providing bonus density, modifications or exclusions of related density in exchange for providing first floor space for child care use, promoting funding programs from the Virginia Small Business Financing Authority, providing tax reduction for the property owner in exchange for lowering the cost to the business owner to establish a child care facility, and the creation of a County-sponsored revolving loan fund for child care providers. |                                       |
|   ▪ Develop new incentives for utilizing existing retail space. |                                       |
|   ▪ Identify other sources of direct or indirect financial assistance (e.g., providing access to parks/playgrounds, establishing a lending library, offering enhanced training opportunities). |                                       |
|   ▪ Inventory existing zoning, permitting, and inspection fees, and consider possible revisions to the fee schedules. |                                       |
|   ▪ Examine the use permit application, and consider possible changes to the document. |                                       |
|   ▪ Examine Arlington’s General Land Use Plan, and investigate opportunities to open child care centers in residential neighborhoods. |                                       |

* See Appendix C for Glossary and Acronyms. Proposed Team Members will be invited to participate in this Initiative after the action plan is approved.
### 3. Ensure affordable opportunities for child care
- Select a working definition of “affordable child care,” as well as a definition of “families in need”.
- In coordination with local employers and foundations, develop a plan that will provide financial assistance to families in need who do not qualify for state subsidies (or for whom the state subsidy is not appropriate) and cannot afford the full cost of child care (e.g., Alexandria’s Scholarship for Fours, and D.C.’s First Step).
- Advocate for a state child care tax credit to help lower- and middle-income families afford quality child care.

**Proposed Team Members**
- DHS, APS, CPHD, DMF, APCYF, CBO, Local Employers, Foundations

### 4. Increase family participation in state-funded financial assistance
- Design a process to maximize utilization of state approved Virginia Preschool Initiative (VPI) slots, APS allocated Montessori slots, and Head Start/Early Head Start slots.
- Identify strategies to incentivize providers to accept subsidies.
- Ensure that those families receiving state subsidies understand state policies and program requirements.
- Provide targeted outreach to areas of Arlington with higher concentrations of children living in poverty.
- Develop a process to increase the number of families who use available financial assistance to afford child care.
- Advocate for increased state subsidy funding, as well as changes to the Virginia Department of Social Services Child Care Subsidy Program (e.g., an increase in the income threshold for Northern Virginia families, increased provider reimbursement rates, changes to child support requirements).

**Proposed Team Members**
- APCYF, CBO, CMO, DHS, APS, Providers

### 5. Identify and reduce barriers for children with special needs
- Identify unmet child care needs for children with disabilities.
- Survey providers to assess their need for additional types or levels of wrap-around support, and identify process for accessing needed services that already exist.
- Survey providers to assess their training needs related to serving children with special needs, and develop trainings as appropriate (e.g., IEPS, IFSPs, disability laws, adapting the child care environment, preparing for the enrollment of children with specific types of special needs).
- Provide advocacy training to parents of children with disabilities.
- Investigate availability of Arlington-specific data regarding preschool expulsion due to behavior issues.

**Proposed Team Members**
- APCYF, DHS, APS Child Find, Providers, Parents, PIE, BIS, NOVA, Marymount, George Mason, Child Care Aware, NARA, NAFCC, NCECQA
<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Proposed Team Members</th>
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<tbody>
<tr>
<td><strong>6. Examine nontraditional hours for child care</strong></td>
<td>DHS, CPHD, HRD, NOVA, Marymount, George Mason, NOVA SHRM, DES, Workforce Development Nonprofit Organizations</td>
</tr>
<tr>
<td>o Assess the demand for nontraditional hours and drop-in child care availability.</td>
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<tr>
<td>o Examine licensing and zoning requirements for nontraditional hour child care facilities.</td>
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<tr>
<td>o Explore the provision of drop-in child care assistance for Department of Human Services’ customers seeking workforce development support for interviews and training.</td>
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<tr>
<td>o Determine transportation issues related to child care.</td>
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<tr>
<td><strong>7. Identify culture and language needs</strong></td>
<td>APCYF, DHS, DPR, CPHD, APS, REEP, Providers, NOVA, Marymount, George Mason, Infant Child Specialist Network</td>
</tr>
<tr>
<td>o Develop informational strategies and written materials for the Arlington County Zoning Ordinance, the Residential/Commercial Permit Review Process, County and APS child care programs, center and family child care providers, and subsidy programs in Arlington’s most common languages other than English.</td>
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<tr>
<td>o Develop provider trainings in languages other than English.</td>
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<tr>
<td>o Determine whether there is a need for interpretation assistance, and if so, explore available resources/best practices.</td>
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<td>o Provide regular training to boost cultural sensitivity in providers (e.g., discipline, payment).</td>
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<tr>
<td>o Increase opportunities for ESOL training for family day care providers.</td>
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<tr>
<td><strong>8. Identify if a unified Resource and Referral System is appropriate for Arlington</strong></td>
<td>APCYF, DHS, DPR, APS, Providers, DTS</td>
</tr>
<tr>
<td>o Review existing resources such as the North Carolina-based Child Care Services Association, and explore the development of a real-time coordinated resource and referral system for Arlington County that will ensure that available child care slots are maximized.</td>
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</tr>
<tr>
<td>o Update <a href="https://family.arlingtonva.us/child-care/">https://family.arlingtonva.us/child-care/</a> to be an inclusive, accessible web portal for all CCI stakeholders.</td>
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</tr>
</tbody>
</table>
**AVAILABILITY** | *Increase the availability and utilization of child care slots.*

<table>
<thead>
<tr>
<th>Action Steps</th>
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<tbody>
<tr>
<td><strong>1. Conduct a Risk and Reach Study</strong></td>
<td>DHS, APS, APCYF</td>
</tr>
<tr>
<td>o Develop a study that will be used to inform this initiative’s overall efforts. This study will provide the CCI with a deeper understanding of the County’s early childhood population by reviewing available data regarding who and where they are, what risks they face, and how they are currently being served.</td>
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<tr>
<td>o Inventory existing resources for child care and additional resources needed.</td>
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<tr>
<td>o Analyze data to determine gaps in existing services, areas to prioritize, and areas needing further investigation.</td>
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</tr>
<tr>
<td><strong>2. Determine if there is a need to update the Arlington County Zoning Ordinance and/or the Residential/Commercial Permit Review Process</strong></td>
<td>CPHD, AED, DHS, DPR, Affordable Housing Developer(s), Arlington Business Improvement District(s), Arlington Chamber of Commerce, Zoning Committee of the Planning Commission, Homeowner Associations, Civic Associations</td>
</tr>
<tr>
<td>o Survey current and potential child care providers, as well as other stakeholders such as commercial property owners, landlords, Homeowner Associations, and Civic Associations, to determine if there is a need to update the Arlington County Zoning Ordinance and/or the Residential/Commercial Permit Review Process as they relate to child care centers and home-based child care. If a need is identified:</td>
<td></td>
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<tr>
<td>▪ Review the Arlington County Zoning Ordinance and/or the Residential/Commercial Permit Review Process and identify possible changes to streamline the process of opening and/or expanding a child care business.</td>
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<tr>
<td>▪ Review opportunities to expand the capacity of in-home providers (e.g., removing the requirement for a Use Permit for providers offering 5 to 9 child care spots).</td>
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<td>▪ Provide information and resources (i.e. a tool kit) to assist providers with opening and maintaining child care centers.</td>
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<tr>
<td>o Evaluate costs associated with opening and/or expanding a child care facility, both center-based and in-home, and identify opportunities to reduce financial barriers to enter marketplace.</td>
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<tr>
<td>o Explore opportunities to incentivize establishment of child care facilities where and when possible.</td>
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</tbody>
</table>
### 3. Determine if there is a need to explore alternative options for physical space that is appropriate for child care facilities

- If the Risk and Reach Study indicates that there is a need for additional space for child care providers, then:
  - Investigate the potential for leased or in-kind space in County facilities attached to or near playgrounds; review the Montgomery County Child Care in Public Space Program as a potential model. Such a program, if developed, would need to include an evaluation of impact/wear and tear on amenities and capital investment, and balance the need for child care with needs of other County programs.
  - Investigate the potential for leased or in-kind space in affordable housing developments; review the AHC and Arlington Public Schools Montessori Program partnership as a potential model.
  - Determine what requirements could be established for operators of child care facilities in leased or in-kind space in County facilities and/or affordable housing developments (e.g., minimum number of subsidy spots, paying child care staff a living wage with benefits).
  - Investigate whether there are opportunities to access private and non-profit resources (e.g., churches) through current agreements with the County (e.g., Early Head Start at the Arlington Mill Community Center).

### 4. Establish a coordinated system for the use of public parks by child care providers

- Develop a coordinated, consistent system for granting child care providers permission to utilize public parks to meet requirements related to play space, including whether or not providers will be charged to use the public parks.
- Determine how using county facilities intersects with the Public Spaces Master Plan.
- Foster a dialogue between child care providers and the community on the use of public parks.
- Explore the potential of using APS open spaces during non-school hours.

**Proposed Team Members:**

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<thead>
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<tr>
<td><strong>3. Determine if there is a need to explore alternative options for physical space that is appropriate for child care facilities</strong></td>
<td>DPR, DHS, APS, DES, CPHD</td>
</tr>
<tr>
<td><strong>4. Establish a coordinated system for the use of public parks by child care providers</strong></td>
<td>DPR, DHS, APCYF, CPHD, APS, Parks &amp; Recreation Commission, Child Care Center/In-Home Child Care Directors, Homeowner Associations, Civic Associations, Lee Highway Alliance, Pike Presidents’ Group</td>
</tr>
</tbody>
</table>
5. **Increase the supply of child care workers**
   - Obtain child care workforce information (e.g., average rate of pay for these positions, access to benefits such as health care or retirement plans, etc.) and compare to comparable communities.
     - If findings suggest that total compensation for Arlington’s child care workforce lags behind comparable communities regionally or nationally, research potential solutions.
   - Develop a plan to increase the supply of trained child care workers. The plan could consider amending local staffing requirements, providing regular and off-hour CDA and ESOL training, and using the County’s and APS’s communication network to promote opportunities.
   - Promote CDA training and certification in partnership with the APS Career Center, Northern Virginia Community College, Marymount, and/or George Mason University.

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<tr>
<td>5. <strong>Increase the supply of child care workers</strong></td>
<td>DHS, APS, RWC, APCYF, NOVA, Marymount, George Mason, NVFS, Child Care Center Director/Owner/Staff, DOLI</td>
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</table>
## QUALITY | *Enhance the safety and quality of all child care in Arlington County.*

### Action Steps

<table>
<thead>
<tr>
<th>1. <strong>Enhance training/certifications</strong></th>
<th>Proposed Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Select a working definition of “quality child care”.</td>
<td>DHS, NVFS, RWC, Providers, APCYF, CBO, NOVA, Marymount, George Mason, Child Care Aware, APS, Council for Professional Recognition</td>
</tr>
<tr>
<td>o Research child care best practices and develop a systematic professional development program for child care professionals. Topics to be covered should include, but are not limited to, physical health, nutrition, physical activity, and social-emotional development.</td>
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</tr>
<tr>
<td>o Advocate for state-funded grant programs to support the professional development of the child care work force.</td>
<td></td>
</tr>
<tr>
<td>o Support CDA certification and similar training programs delivered through APS, Northern Virginia Community College, Marymount, and/or George Mason University.</td>
<td></td>
</tr>
<tr>
<td>o Explore funding opportunities to pay for training and certification.</td>
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</tr>
<tr>
<td>o Develop a learning collaborative with a local college/university.</td>
<td></td>
</tr>
<tr>
<td>o Consider replicating Washington, D.C.’s online CDA training system.</td>
<td></td>
</tr>
<tr>
<td>o Consider the development of an ESOL CDA training curriculum.</td>
<td></td>
</tr>
<tr>
<td>o Launch a voluntary program for religious exempt providers who elect to receive coaching, training and technical assistance.</td>
<td></td>
</tr>
<tr>
<td>o Develop outreach materials to educate parents on how to evaluate quality child care services.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. <strong>Identify assessment and curriculum resources</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Survey providers to determine what assessment tools and curriculums are currently utilized.</td>
<td>DHS, NVFS, Providers, APS, Virginia Behavioral Health Advisory Council, NCECQA</td>
</tr>
<tr>
<td>o Develop resources and provide technical assistance to providers in selecting a set of quality-focused assessment tools and curriculums to implement.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3. <strong>Increase program accreditation</strong></th>
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</thead>
<tbody>
<tr>
<td>o Review data related to accredited child care programs in Arlington and determine accreditation barriers and potential solutions.</td>
<td>DHS, NVFS, Providers, APCYF, TTAC, NAC, NCECQA</td>
</tr>
<tr>
<td>o Develop incentives to increase participation in the Virginia Quality Rating and Improvement System and/or national accreditation organizations (e.g., NAECY, NAFC, NECPA).</td>
<td></td>
</tr>
<tr>
<td>o Examine initiatives such as the Montgomery County Child Care in Public Space Program and the Wake County SmartStart Child Care Program Quality Supplements as potential models for incentivizing providers to pursue accreditations.</td>
<td></td>
</tr>
</tbody>
</table>
### Action Steps

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Proposed Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Advocate for state legislation around measures to improve the quality of both child care centers and home-based child care including increased technical assistance and training and seeking ways to increase participation in Virginia Quality.</td>
<td>DHS, NVFS, RWC, Providers, APCYF, DPR, NOVA, Marymount, George Mason, Child Care Aware</td>
</tr>
</tbody>
</table>
| 4. **Ensure robust health and safety guidelines**  
  o Review federal and state codes governing child care and provide policy recommendations that are in the best interest of children and their families.  
  o Develop a standard set of teacher qualifications and pathways in line with best practices and state and local code (e.g., CDA).  
  o Identify training for teachers and administrators on the health and development of children.  
  o Promote and encourage adoption of best practices on topics including, but not limited to, physical health, nutrition, physical activity, and social-emotional development.                                                                 | DHS, NVFS, RWC, Providers, APCYF, DPR, NOVA, Marymount, George Mason, Child Care Aware |
| 5. **Examine local child care regulations**  
  o Provide recommendations regarding local codes and processes (e.g., Chapter 16, Chapter 52, and Chapter 59).  
  o Consider aligning local codes with Virginia Department of Social Services (VDSS) Child Care Licensing Standards.  
  o Review the Wake County SmartStart Improving and Sustaining Quality Child Care Program, and consider instituting technical assistance visits to Arlington County child care programs.  
  o Educate providers on changes in local, state, and federal regulations.  
  o Develop a training program designed to help providers navigate the licensing process.  
  o Develop technical assistance “train the trainer” and/or mentoring programs for child care providers.                                                                                                                                                                                                                               | DHS, Providers, Child Care Aware, Infant-Toddler Specialist Network, DPR, VDSS Regional Specialist, NOVA, Marymount, George Mason |
| 6. **Evaluate inspection process**  
  o Analyze internal procedures and coordination with other inspection agencies to develop a systematic protocol for the child care facility inspection process.  
  o Investigate Fairfax County’s CITI child care management system, and assess the feasibility of implementation in Arlington.                                                                                                                                                                                                                                  | DHS, NVFS, CPHD, Fire Department, Providers      |
APPENDIX A: Percentage of Children Ages 0-4 in Poverty, by Zip Code; Child Care Facilities
# APPENDIX B: Potential Data for Child Care Risk and Reach Study

## DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Data</th>
<th>Source</th>
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</thead>
<tbody>
<tr>
<td>Relative growth rate – population overall vs children &lt;5</td>
<td>ACS</td>
</tr>
<tr>
<td>Total children and births by ZIP Code</td>
<td>ACS</td>
</tr>
<tr>
<td>Racial/Ethnic Diversity – population overall vs children &lt;5</td>
<td>ACS</td>
</tr>
<tr>
<td>&lt;5 Home Language by ZIP Code</td>
<td>ACS</td>
</tr>
<tr>
<td>Percentage of Children &lt;6 who are Foreign Born, or whose Parents Are Foreign Born</td>
<td>ACS</td>
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## WORKFORCE

<table>
<thead>
<tr>
<th>Data</th>
<th>Source</th>
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<tbody>
<tr>
<td>Employment status of young families by ZIP Code</td>
<td>ACS</td>
</tr>
<tr>
<td>Household income by ZIP Code</td>
<td>ACS</td>
</tr>
<tr>
<td>Arlington career &amp; commuting snapshot</td>
<td>LEHDP</td>
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<tr>
<td>Income study for child care workers in the D.C. metro area</td>
<td>BLS</td>
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## RISK FACTORS

<table>
<thead>
<tr>
<th>Data</th>
<th>Source</th>
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</thead>
<tbody>
<tr>
<td>Children &lt;6 in Poverty by ZIP Code</td>
<td>ACS</td>
</tr>
<tr>
<td>Risk Factors by Ethnicity: Poverty, Single Mothers, Teen Mothers</td>
<td>ACS, VDH, NVSS</td>
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<tr>
<td>Social Vulnerability Index by Census Tract</td>
<td>ATSDR</td>
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## SCHOOL FACTORS

<table>
<thead>
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<th>Data</th>
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<tbody>
<tr>
<td>Kindergartners meeting PALs by ZIP Code</td>
<td>APS</td>
</tr>
<tr>
<td>3rd Grade SOL Results by ZIP Code</td>
<td>APS</td>
</tr>
<tr>
<td>Pre-K Enrollment Rates by School Year – by Ethnicity, LEP, Disability, and Economic Status</td>
<td>APS</td>
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## OTHER DATA

<table>
<thead>
<tr>
<th>Data</th>
<th>Source</th>
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<tr>
<td>Child Care Provider Capacity and Utilization by ZIP Code, Type, and Times Offered</td>
<td>DHS</td>
</tr>
<tr>
<td>NAEYC and QRIS Accreditation by ZIP Code</td>
<td>DHS</td>
</tr>
<tr>
<td>Parks by ZIP Code, with proximity to Child Care Providers</td>
<td>DPR</td>
</tr>
<tr>
<td>Child Care Subsidy recipients and wait list by ZIP Code</td>
<td>DHS</td>
</tr>
<tr>
<td>Cost of child care in Arlington County and the D.C. metro area</td>
<td>CCAoA</td>
</tr>
</tbody>
</table>
APPENDIX C: Glossary and Acronyms

Certificate of Occupancy: Certificate of Occupancy is required for any occupancy, change of occupancy, use or change of use of any land or building (new or existing), or change of ownership of any business or building, or condo/coop conversion of a building. This document states that the building or proposed use of a building or land complies with all provisions of law and of County ordinances and regulations.

Child Care Center: Means any facility operated for the purpose of providing care, protection and guidance to a group of children separated from their parents or guardian during a part of the day only except:

1. A facility licensed by the Commonwealth of Virginia as a summer camp.
2. A public school or private school comprised of first through twelfth grade or any portion thereof unless the County Manager determines that such private school is operating a child care center outside the scope of regular classes.
3. A school operated primarily for the educational instruction of children from three to five years of age at which children of three or four years of age do not attend in excess of four (4) hours per day and children five years of age do not attend in excess of six and one-half hours per day.
4. A facility which provides child care on an hourly basis which is contracted for only occasional usage by a parent.
5. A Sunday School conducted by a religious institution or a facility operated by a religious organization where children are cared for during short periods of time while persons responsible for such children are attending religious services.
6. A facility operated by a hospital on the hospital's premises, which provides care to the children of the hospital's employees while such employees are engaged in performing work at the hospital.
7. Any private school regulated under Chapter 16 of this Code operated for the purpose of providing specialized training courses for more than four children, such as beauty schools, dance schools and karate and self-defense schools.

Child Care Slot: An allotted spot available for a child to receive care from a family child care provider, child care center, parent’s day out program, preschool program, cooperative playgroup, religious exempt program and public-school programs (Montessori & Virginia’s Preschool Initiative), in which care may be provided on a full-time, part-time, or half-day basis. Nanny care and babysitting are excluded from the meaning of child care slot.

Child Care Subsidy: Program that provides financial support, in the form of a subsidy, for childcare to lower-income families participating in an approved activity.

Child Development Associate (CDA): Is the most widely recognized credential in early childhood education (ECE) and is a key stepping stone on the path of career advancement in ECE. The CDA credential is based on a core set of competency standards, which guide early care professionals as they work toward becoming qualified teachers of young children.

Cooperative Playgroup: Means any facility for the purpose of providing care, maintenance and training activities for more than four but not more than 15 children of less than school age for less than three hours per day, where supervision of children is provided by a parent on a cooperative basis.

English for Speakers of Other Languages (ESOL): Is an educational approach in which English language learners are instructed in the use of the English language.

Family Day Care Home: A private family home where nine or fewer children are received, for a fee, for the care, protection and guidance during only part of the 24-hour day, except children who are related by blood, adoption or marriage to the person who maintains the home. All Family Day Care Homes operating in Arlington are required to be licensed by the County, regardless of the number of children served; any Family Day Care Home operating in Arlington licensed for five to nine children must also be licensed by the Commonwealth of Virginia.
Primary Montessori: A full day Montessori pre-k program is offered at eight elementary schools (19 primary classrooms) and is for students ages three to five. Students must turn three years old by September 30 to enroll. Two-thirds of the available slots are for students whose families meet income eligibility guidelines. Tuition for three- and four-year-old children is charged on a sliding fee schedule based on family income. Any Arlington family may apply for this program.

National Association for the Education of Young Children (NAEYC): Is a professional membership organization that works to promote high-quality early learning for all young children, birth through age 8, by connecting early childhood practice, policy, and research. The Association administers a voluntary, national accreditation system for high-quality early childhood programs, sponsors a variety of initiatives to improve professional preparation of early childhood educators, and produces a wide array of early childhood resources.

National Association for Family Child Care (NAFCC): Is a professional association dedicated to promoting high-quality early childhood experiences in the unique environment of family child care programs. The Association uses accreditation standards that are research-based, and demonstrate principles of child growth and development as well as current best practices in the early childhood field. Accreditation is awarded to family child care providers through a process that examines all aspects of the family child care program, i.e. relationships, the environment, developmental learning activities, safety, health, and professional and business practices.

National Early Childhood Program Accreditation (NECPA): Is an accreditation that encourages quality and recognizes excellence in early childhood programs throughout the United States and other countries.

Parent’s-Day-Out Program: Means any facility operating for the purpose of providing care, maintenance or training for more than four children of less than school age during any part of the day where children from infancy to five years old are in attendance not more than six and one-half hours a day.

Preschool: Means any agency operating for the purpose of providing care, maintenance or training for more than four children of less than school age on a regular basis during any part of the day where two-, three-, and four-year-old children are in attendance for less than four hours a day and five-year-old children for less than six and one-half hours a day.

Quality Child Care: Early learning programs that provides a safe and nurturing environment while supporting children’s overall development (cognitive, physical, social, emotional) that will lead to positive outcomes. Quality will be assessed on the following focus areas: 1) health and safety, 2) teacher’s qualification & education, 3) curriculum and assessment, 4) professional development, 5) classroom environment, 6) adult/child interactions, 7) program accreditation, 8) child care regulations & state/federal legislation.

Use Permit: The County’s Zoning Ordinance distinguishes between uses permitted “by-right” and uses allowed by “special exception.” The use permit is one form of special exception. Use permits are required for land and building uses which are permitted in some zoning districts, but which may have undesirable impacts if appropriate safeguards are not imposed. The use permit offers a process for considering and approving such uses, subject to special conditions particular to the character of the use. These conditions assure that the use complies with all requirements and conditions of use permit approval.

Virginia Preschool Initiative (VPI): is a full day pre-k program located at 16 elementary schools (35 classrooms). Students must turn four years old by September 30 to be accepted into the program. A student’s family must meet income eligibility guidelines to enroll. This program follows curriculum which is research based, developmentally appropriate and has been shown to increase academic and social success for students.

Virginia Quality: is the state’s voluntary Quality Rating and Improvement System (QRIS) that improves the quality of child care and early learning programs.
### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACS</td>
<td>American Community Survey</td>
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<tr>
<td>AED</td>
<td>Arlington Economic Development</td>
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<tr>
<td>APAH</td>
<td>Arlington Partnership for Affordable Housing</td>
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<tr>
<td>APCYF</td>
<td>Arlington Partnership for Children Youth &amp; Families</td>
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<tr>
<td>APS</td>
<td>Arlington Public Schools</td>
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<tr>
<td>ATSDR</td>
<td>Agency for Toxic Substances and Disease Registry</td>
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<tr>
<td>BIS</td>
<td>Behavior Intervention Services</td>
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<tr>
<td>BLS</td>
<td>United States Bureau of Labor Statistics</td>
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<tr>
<td>CAO</td>
<td>County Attorney’s Office</td>
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<tr>
<td>CBO</td>
<td>County Board Office</td>
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<tr>
<td>CCI</td>
<td>Child Care Initiative</td>
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<tr>
<td>CMO</td>
<td>County Manager’s Office</td>
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<tr>
<td>CPHD</td>
<td>Department of Community Planning, Housing &amp; Development</td>
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<tr>
<td>DES</td>
<td>Department of Environmental Services</td>
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<tr>
<td>DHS</td>
<td>Department of Human Services</td>
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<tr>
<td>DMF</td>
<td>Department of Management &amp; Finance</td>
</tr>
<tr>
<td>DOLI</td>
<td>Virginia Department of Labor &amp; Industry</td>
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<tr>
<td>DPR</td>
<td>Department of Parks &amp; Recreation</td>
</tr>
<tr>
<td>DTS</td>
<td>Department of Technology Services</td>
</tr>
<tr>
<td>EID</td>
<td>Department of Human Services/Economic Independence Division</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Department</td>
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<tr>
<td>LEHDP</td>
<td>Longitudinal Employer-Household Dynamics Program</td>
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<tr>
<td>NAC</td>
<td>National Accreditation Commission</td>
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<tr>
<td>NAEYC</td>
<td>National Association for the Education of Young Children</td>
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<tr>
<td>NAFC</td>
<td>National Association for Family Child Care</td>
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<tr>
<td>NARA</td>
<td>National Association for Regulatory Administration</td>
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<tr>
<td>NCECQA</td>
<td>National Center on Early Childhood Quality Assurance</td>
</tr>
<tr>
<td>NECPA</td>
<td>National Early Childhood Program Accreditation</td>
</tr>
<tr>
<td>NOVA</td>
<td>Northern Virginia Community College</td>
</tr>
<tr>
<td>NOVA SHRM</td>
<td>Northern Virginia Society for Human Resources Management</td>
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<td>NVFS</td>
<td>Northern Virginia Family Service</td>
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<tr>
<td>NVSS</td>
<td>National Vital Statistics System</td>
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<tr>
<td>PIE</td>
<td>Parent-Infant Education Program</td>
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<tr>
<td>REEP</td>
<td>The Arlington Education &amp; Employment Program</td>
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<tr>
<td>RWC</td>
<td>Alexandria/Arlington Regional Workforce Council</td>
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<tr>
<td>TTAC</td>
<td>Training &amp; Technical Assistance Center</td>
</tr>
<tr>
<td>VDH</td>
<td>Virginia Department of Health</td>
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