



Child Care Champions



Team:

- **Crystal Collier**
- **Doreen King**
- **Harman Bhullar**
- **Jingli Yan**
- **Sasinat Chindapol**

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What Is The Main Issue? – Construction Of The Problem

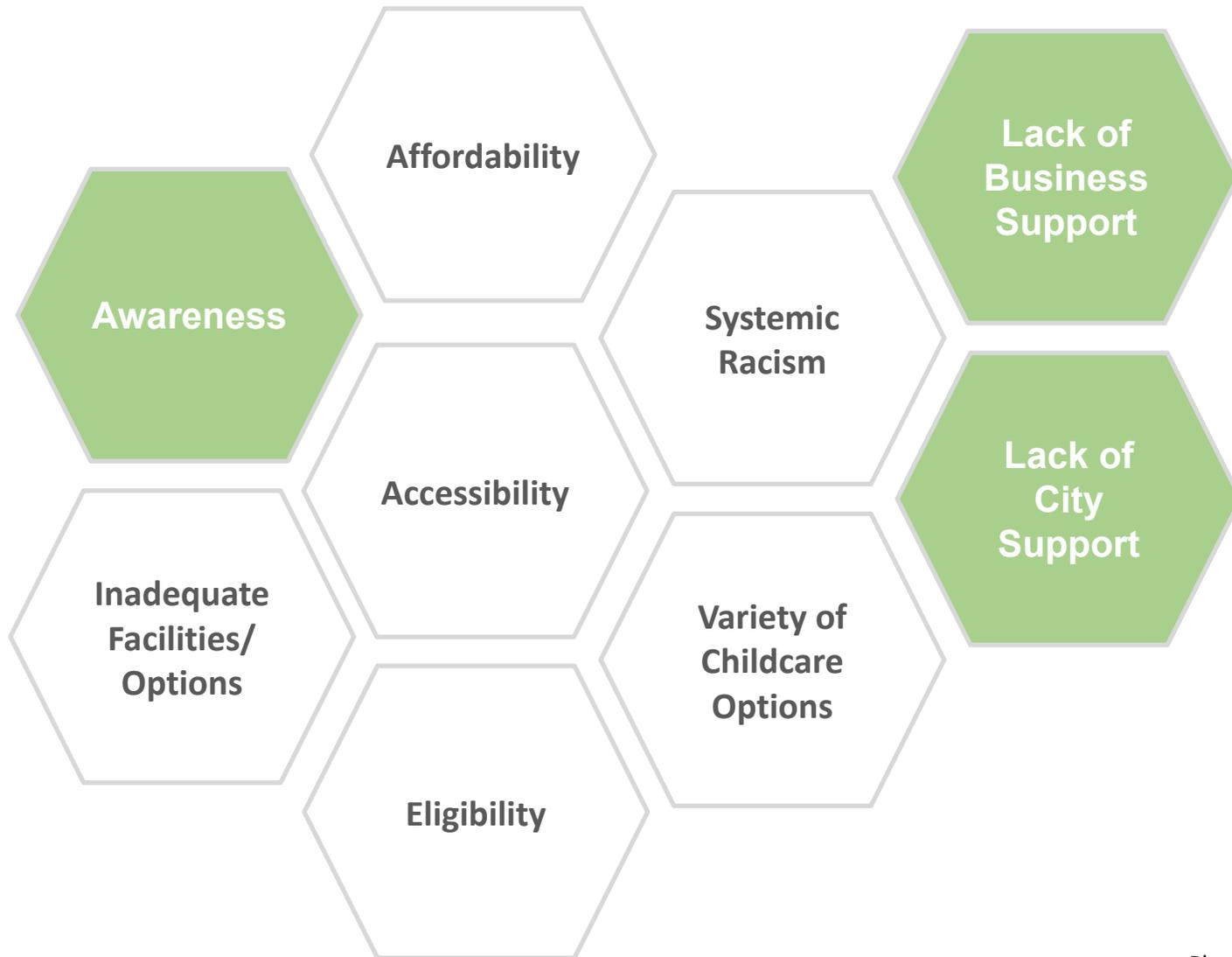
Access to affordable and quality childcare in Burien

In *Burien*, current child-care benefits are limited and restrictive (e.g., financially, geographically, etc.). The people who most need the benefit are not able to access *because of systemic barriers*. The issue is about providing affordable, high-quality childcare to individual families *and* addressing the broader social and economic impacts (reduced labor force participation and productivity, limitations to better job opportunities, unequal access to services) to the community, as a result of the lack of accessible, affordable, high-quality childcare.



Photo: Erin Murphy; Source: 2019 Best Starts for Kids Annual Report

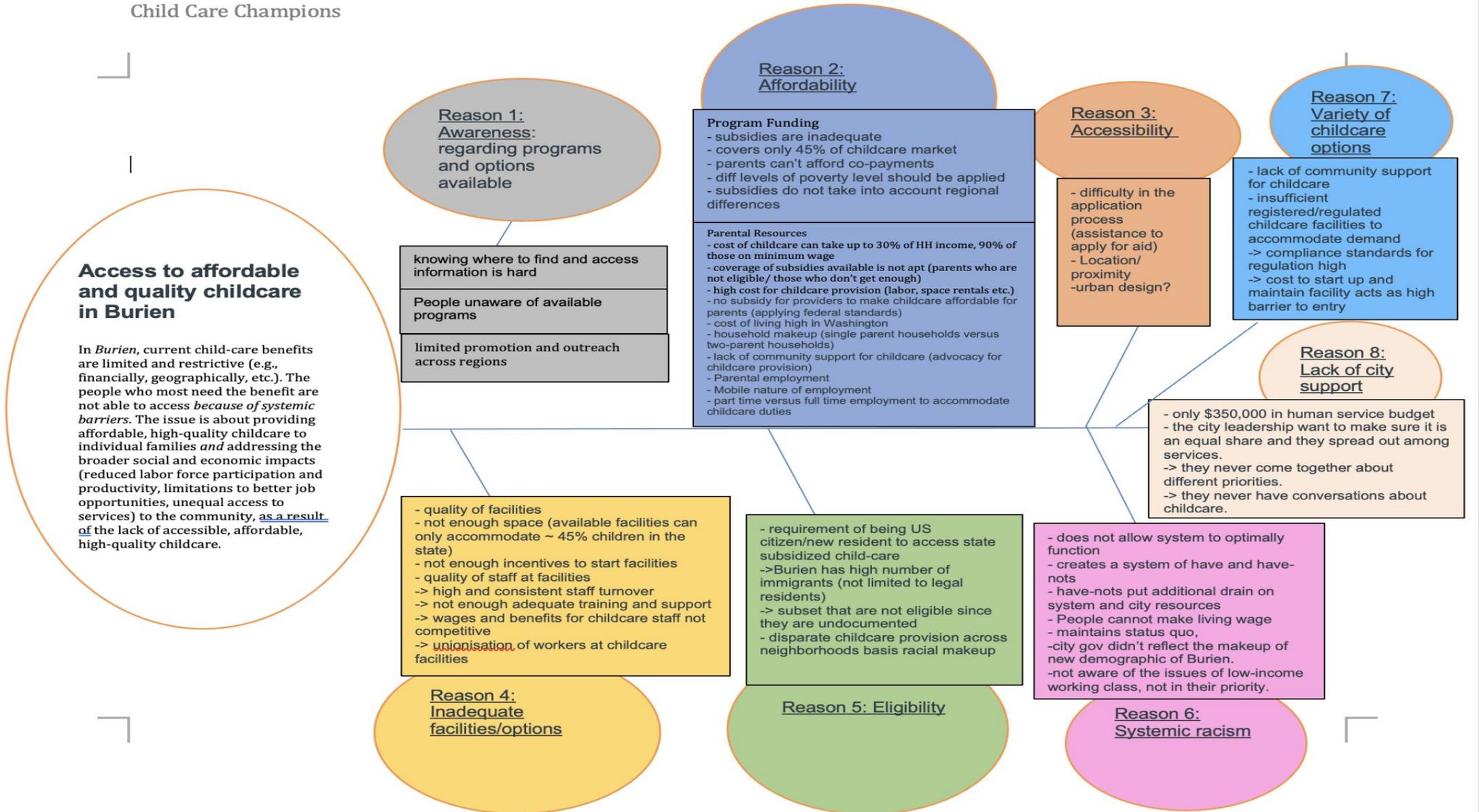
What Could Be The Causes? – Deconstruction Of The Problem



Barriers to access to affordable and quality childcare in Burien

Burien's Detailed Childcare Fishbone

Child Care Champions



Some Lessons Learnt – About The Problem

At surface-level, Council members acknowledge that expanding access to childcare is something they need to explore, however the level of tangible support to begin making childcare a priority in the City is unclear

Possible Causes

- Councilmembers agree with the accessibility of the Childcare problem but view the restrictive funding and limited resources the city government has as the major, all engulfing problem and how childcare issues compete for issues housing problems, and healthcare, etc for resources and attention in the public arena.
- Lack of coordination and disconnect amongst different actors (e.g., city government and school districts)
- The role of community contexts and demand for specific types of childcare

The way forward

The advice to focus on reaching out to different childcare facilities (local to us) to understand how things operate was helpful because it generated ideas on how to build awareness in the community about the availability of assistance through multiple avenues. It also led to different questions to ask about how the funding works for the subsidies and the formula to calculate eligibility for aid.

Councilmembers seem to favor exploring a partnership with non-profit organizations to raise awareness and pilot.

Where Is The Current Opportunity For Change? - Entry Points Identified

Awareness

knowing where to find and access information is hard, People unaware of available programs limited promotion and outreach across regions

Lack of City Support

Limited budget (only \$350,000 in human service budget), the city leadership want to make sure it is an equal share and they spread out among services, they never come together about different priorities, they never have conversations about childcare.

Lack of Business Support

Potential to leverage business resources to expand childcare benefits for employees and the community the businesses operate in as attitudes toward benefits shift and are seen as investment in employees rather than handouts

What Have We Tried To Begin Affecting Change? - Ideas We Identified And/Or Tried (1/3)

Ideas to accelerate **Awareness**

- Work towards forming a network of community organizations, employers, and childcare providers that will help bridge the information gap on childcare between the city and families.
- Set the stage for developing a communication/engagement strategy for different types of audiences.



WHAT HAVE WE TRIED:

- Simulating the experience of navigating the subsidy application system and seeking help from the call center
- Making initial contact with community organizations (Mary's Place, Para Los Ninos, Child Care Resources, etc.) to understand the problem and resources available to families
- Compiling research on the wide-ranging impacts of access to childcare
- Developing a network map of important stakeholders and means for raising awareness

Where Are The Next Opportunities For Action? – Leads We Identified (1/3)

Awareness

1. **Create coalitions within the community of individuals trained up on systems thinking** to be able to better advocates for themselves and their communities
2. **Mine Child Care Collaborative Task Force 2020 Legislative Report** for information for use in educational materials to community and city leaders
3. **Collaborate with Child Care Resources' Phoebe Anderson** to collect stories of affected families and childcare facilities to further humanize the issue
4. **Collaborate with Council Member Cydney Moore** to coordinate “Childcare Awareness Campaign” utilizing her vast experience with media, marketing and grassroots community engagement (Awareness Network Map)
5. **Collaborate with Human Services Manager Colleen Brandt-Schluter** to coordinate disseminating information to the non-profit partners

What Have We Tried To Begin Affecting Change? - Ideas We Identified And/Or Tried (2/2)

Ideas to accelerate **City Support**

- Ensuring access to existing facilities/services for customers with multiple first languages
- Directing aid/stimulus dollars to childcare as a priority



WHAT HAVE WE TRIED:

- speaking to various administrative authorities that can ensure change in City Support to childcare service provision (e.g., Human Services Manager)
- Outreach to the wider City Council (including Mayor Jimmy Matta and Councilmembers Cydney Moore, Nancy Tosta, Dave Upthegrove) to gauge current levels of engagement/interest in supporting childcare as a city priority
- Spoken to local authorities in individual locations to understand how city support works in other cities/towns for childcare
- Identified Kent and Bellevue as comparable cities to learn from for municipal support for childcare

Where Are The Next Opportunities For Action? – Leads We Identified (2/3)

City Support

1. **Develop one-pager to succinctly and impactfully outline the childcare issue** that can be used in multiple types of engagements (hire an intern)
2. **Address the siloed thinking within government structures** to be able to adapt more holistic approach
3. **Coordinate advocacy efforts to pressure** to engage leaders on county and state level
4. Study and **learn from Kent and Bellevue for municipal subsidies models**
5. **Continue with individual meetings with council members to identify potential allies and connections** between their interest areas and childcare (i.e., CM Upthegrove's area of interest is capital investments)

What Have We Tried To Begin Affecting Change? - Ideas We Identified And/Or Tried (3/3)

Ideas to accelerate **Business Support**

Explore CSR/PPP modeling, emphasizing the social purpose focus beyond making profit; simultaneously creating economic value that creates shared value for society. Three (3) potential approaches:

- CRA reinvestment dollars
- identifying successfully implemented PPP models(or elements) to adapt to Burien
- pooled childcare investment fund managed jointly by business community representatives and city administration
- businesses providing in-house childcare services, particularly large employers like St. Anne Hospital



WHAT HAVE WE TRIED:

- Engage with Kinside to navigate the network with three stakeholders in Burien: parents, caregivers and employers
- Making initial contact with Andrea Ray Seattle Southside Chamber of Commerce and Colleen Brandt-Schluter (City of Burien Human Service Manager)
- compiling research on the CSR/PPP models
- identified potential business partners

Where Are The Next Opportunities For Action? – Leads We Identified (3/3)

Business Support

1. Create a **network map** to understand channels of reach
2. Develop materials to **better explain the economic impacts of childcare to businesses** bottom-line
3. Work with **chamber of commerce to develop outreach with childcare providers** re: membership for additional technical assistance
4. **Leverage community resources:** *“There is not a lot of money in state gov’t, but there is plenty of money in the state”- Jessica Cafferty* outreach invitation to dream to Warren Buffet, Amazon, Costco, Boeing, Microsoft
5. **Outreach to large employers** like hospitals e.g. St. Anne to explore creating in-house employee childcare facilities
6. **Establish partnerships with businesses to reinvest resources into the community** focusing first on those already partnered with Seattle Southside Chamber of Commerce, using CRA dollars here possible.
7. Inviting members of the **business community to participate childcare roundtable.**

Where Are The Next Opportunities To Learn? – Learning Agenda For The Near Future

- 1 considering the broad implications of working with businesses to understand whether doing so will have intended/unintended impacts
- 2 multifaceted approach through townhall meetings and surveys to identify what community childcare needs/wants are, so that actions are intentioned and aligned
- 3 solidifying what business support “looks like” - preliminary engagement with identified businesses to establish what types and levels of support are feasible in establishing Burien CSR and PPP model
- 4 solidifying how ‘support’ in city council translates to actual action
- 5 determining whether the Area Median Income or Federal Poverty Level approach is more beneficial to Burien families relative to this issue.

Some Lessons Learnt – Working As A Team

- **Everyone has their own angle** that they wanted to explore, becoming the team’s “expert” in those areas, **allowing our team to cover more grounds** in terms of understanding the problem and finding entry points
- The **importance of constantly revisiting the problem statement** and master plan to ensure individual efforts are aligned with the overarching goal
- The **importance of revisiting the team constitution as the team matures** and becomes familiar with each other.
- **Constant, frequent, transparent communication is vital** to ensure everyone’s needs and concerns are met and addressed accordingly.

Some Lessons Learnt – Doing PDIA

- **Each conversation that has taken place has yielded a new or different piece of information** that has spoken to a potential entry point and/or action step.
- **Bigger is not always better** and the small steps (like expanding awareness to fully utilize existing resources) are a good way to build momentum until the bigger pieces (like increasing funding) can be moved.
- As we **got more familiar with the AAA analysis and the change space, the field became clearer** about actions that would be good for our authorizer to take in the coming months.
- The ability to name the **distinction between a condition and problem.**
- **Growing the change space is taking action.**
- Don't try to reinvent the wheel. **Focus on the basics by going to the source** and speaking to the end users about their needs.
- Make a conscious effort to **keep an open mind and acknowledge that you don't know what you don't know.**
- **PDIA is not meant to be undertaken alone!** The stronger, more diverse and more cohesive the team, the greater the experience and likely outcome.

Appendix

Appendix: Team Constitution

- Team members will be respectful of each other.
- Team members will remain open to new ideas and hold assumptions lightly.
- Team members will stay on time and on task.
- Team members will acknowledge receipt of email/WhatsApp messages.
- Each week a team member will volunteer to take meeting notes and submit the assignment for the week.
- If there is an issue that will prevent a team member from completing an assigned task that person will inform the other members of the team as soon as practicable.
- Each member will put their best foot forward in order to achieve the best outcome for the team.
- Harman and Patty will coordinate communication with the authorizer (i.e. scheduling, questions, etc.).

Appendix - Other Information Sources Referred To (1/2)

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- Haeck, C., Lefebvre, P., & Merrigan, P. (2015). Canadian evidence on ten years of universal preschool policies: The good and the bad. *Labour Economics*, 36, 137–157.
- Dec 2020 Child Care Collaborative Task Force Legislative Report
- The kids are alright: working women, schedule flexibility and childcare
- Schilling, Samantha, Jamison, Shaundreal, Wood, Charles, Perrin, Eliana, Austin, Coby Jansen, Sheridan, Juliet, . . . Flower, Kori B. (2019). Health Status of Children Enrolled in a Family Navigator Program to Eliminate Intergenerational Poverty. *Clinical Pediatrics*, 58(6), 647-655.
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- “In the Pandemic, the Share of Unpartnered Moms at Work Fell More Sharply than among Other Parents.” *Pew Research Center* (blog). Accessed March 5, 2021.
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- James Heckman (2019). “Early childhood education strengthens families and can break the cycle of poverty” summary of a longer report. The Heckman Equation.
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- Hanna Nichols (2020). “The Impact of Strategic Framing on Early Childhood Advocacy Efforts (Links to an external site.) in Colorado (Links to an external site.).” Washington, DC: Frameworks Institute
- The Ounce of Prevention Fund, “Why Investments in Early Childhood Work,” available at <http://www.theounce.org/who-we-are/why-investments-in-early-childhood-work>
- <https://www.census.gov/quickfacts/fact/table/kingcountywashington/BZA110218#BZA11021>
- <https://www.kingcounty.gov/depts/community-human-services/initiatives/best-starts-for-kids/dashboards.aspx>
- <https://www.kingcounty.gov/depts/community-human-services/initiatives/best-starts-for-kids/programs/awards.aspx>
- <https://www.kingcounty.gov/depts/community-human-services/initiatives/best-starts-for-kids/dashboards/bskhs-combined.aspx?shortname=Quality%20child%20care%5c%3a%20adequate%20staffin>
- Child Care & Development Block Grant (CCDBG) - First Five Years Fund (ffyf.org)
- Child Care and Development Fund Program Plans | The Administration for Children and Families (hhs.gov)
- <https://hechingerreport.org/how-the-military-created-the-best-child-care-system-in-the-nation/>
- Military Child Care Fee Assistance Programs | Childcare.gov
- <https://www.aspeninstitute.org/programs/future-of-work/>

Appendix - Other Information Sources Referred To (2/2)

- Early Head Start - Child Care Partnerships program.
- <https://www.acf.hhs.gov/ecl/early-learning/ehs-cc-partnerships>
- https://www.acf.hhs.gov/sites/default/files/documents/ecl/ehs_ccp_brochure.pdf
- PNC Grow up Great
- <https://www.pnc.com/en/about-pnc/corporate-responsibility/grow-up-great.html>
- Suffolk County Department of Social Services Childcare Subsidy Program <https://www.suffolkcountyny.gov/Departments/Social-Services>
- [https://www.suffolkcountyny.gov/Portals/0/formsdocs/socialservices/pdfs/Eligibility%20Standards%20\(English\)%20200%206-1-20%20to%205-31-21%20for%20Child%20Care%20\(Rev\).pdf](https://www.suffolkcountyny.gov/Portals/0/formsdocs/socialservices/pdfs/Eligibility%20Standards%20(English)%20200%206-1-20%20to%205-31-21%20for%20Child%20Care%20(Rev).pdf)
- <https://www.suffolkcountyny.gov/Portals/0/formsdocs/socialservices/pdfs/CCB-Market%20Rate%20Chart%20Latest.pdf>

Appendix - Other Individuals Contacted

- **Si Zhanjie:** Research Fellow at Ash Center, Harvard Kennedy School
- **Gordon Hanson:** Peter Wertheim Professor in Urban Policy at Harvard Kennedy School
- **Linda Mitchell:** Chief Communications Officer of Mary's Place
- **Elaine Mak :**Principal Assistant Secretary for Education, Hong Kong SAR Government
- **Alastair Fitzpayne:** Senior Fellow and Advisor at the Aspen Institute
- **Julie Wilson:** Harry S. Kahn Senior Lecturer in Social Policy at the Harvard Kennedy School
- **Becca Boatright:** Chief Legal Officer, Seattle Police Department
- **Tim Burgess:** Former Seattle Councilmember and Interim Mayor
- **Carolina Liendo:** Program Manager at Para Los Ninos, WA
- **Jessica Cafferty:** Policy Advisor Best Starts
- **Phoebe Anderson:** Executive Director Childcare Resources
- **Cody Cooke:** Navia Benefits Inc
- **Nicole Rose** Director of Eligibility and Provider Supports, Washington State Department of Children, Youth and Families
- **Colleen Brandt-Schulter:** Human Services Manager, City of Burien
- **David Upthegrove:** Council Member
- **Nancy Tosta:** Burien Council Member
- **Andrea Reay:** Seattle Southside Chamber of Commerce
- **Emily and Blanca:** Child Care Subsidy Contact Center(CCSC).