

**ASSEMBLY CHILDCARE COMMITTEE
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

December 7, 2018 12:15 PM

City Hall, Assembly Chambers

- I. CALL TO ORDER**
- II. APPROVAL OF AGENDA**
- III. APPROVAL OF MINUTES**
- IV. AGENDA TOPICS**
 - a. REVIEW CONTENTS OF WEB PAGE**
 - b. REVIEW DRAFT PROBLEM STATEMENT**
 - c. DISCUSS PUBLIC COMMUNICATION STRATEGIES & TESTIMONY**
 - d. SET JANUARY MEETING DATES**
- V. ADJOURNMENT**

Note: Agenda packets are available to review online at <https://juneau.org>

ADA accommodations available upon request: Please contact the City Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape of the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, email: city.clerk@juneau.org.

THE CITY AND BOROUGH OF JUNEAU, ALASKA

DRAFT

Assembly Childcare Committee
Meeting Minutes – November 26, 2018

I. Call to Order

Jones called the meeting, held in the Assembly Chambers, to order at 12:07 pm.

Members present: Loren Jones, Chair, Wade Bryson, Rob Edwardson, Eric Eriksen, Michelle Hale, Blue Shibler, Bridget Weiss

Other Assembly Members present: Beth Weldon, Mayor

Staff present: Robert Barr, Library Director, Mila Cosgrove, Deputy City Manager, Beth McEwen, City Clerk, Rorie Watt, City Manager

II. Approval of Agenda

Jones explained the contents of the provided documentation to committee members.

Jones reviewed the agenda and moved to agenda topics.

III. Agenda Topics

a. Introductions of committee members

Committee members provided brief introductions on their respective backgrounds.

b. Selection of Vice-Chair

Jones asked for volunteers for the Vice-Chair position.

Bryson volunteered.

Hale noted the issue of childcare often becomes a greater issue for the mother, while also being an issue for men as well, and inquired whether the committee would prefer a woman in the role.

Jones asked if Hale had a nominee.

Hale nominated Weiss, if interested.

Weiss affirmed interest and asked for additional detail on the responsibilities of the Vice-Chair.

Jones shared Vice-Chair responsibilities would include running the meeting in his absence and assisting with agenda development. Jones noted he does not intend to miss too many meetings. Jones added that there was a thought that someone from the Assembly shouldn't be the Vice-Chair because there are four assembly members already.

Weiss agreed with Jones on the point of balance between CBJ and non-CBJ committee members and noted her willingness to serve and acknowledged Bryson's willingness to serve.

Hale offered clarification of her appreciation for Bryson's willingness to serve.

Bryson agreed with Jones' comment about having a non-assembly member serve as Vice-Chair, and withdrew in favor of a non-assembly member.

Jones confirmed Weiss as Vice-Chair.

c. Review of the Mayoral charges to the committee

Jones reviewed and read the Mayoral charges to the committee and reviewed recent history of assembly action and considerations on the topic.

Jones asked if committee members had any questions on the Mayoral charges or for the Mayor. There were none at this point.

d. Options for seeking public opinion

Jones indicated a desire to have a conversation about public opinion seeking as it may influence setting the agenda for future meetings. Jones said the Mayor has indicated to him that some money for this may be available. Jones reviewed some methods for collecting public opinion, including public hearings during committee meetings, contracting with a business like McDowell Group to perform a public survey, SurveyMonkey, ThoughtExchange, and several other similar online tools to collect information – some of which deal with duplication while some don't.

Jones inquired after the thoughts of other committee members on this topic.

Hale noted the proposed date for the completion of this work is the end of February and finishing by then would require a survey going out quite soon.

Jones said in conversation with the Mayor the date was moved to the end of February from the end of January to give more time. Jones noted the Assembly had previously been through a lot of education on the topic and that there's not likely a lot of new information out there that hasn't already been found. Jones agreed that a more formal information

seeking method, like using McDowell, would require starting soon while a less formal method could be done later in the process.

Edwardson appreciated the timeline from a ballot proposition perspective in that it would give time for that process to get started. Edwardson referred to paragraph 1a in the charge being a simple yes/no answer and hoped the committee would have flexibility to seek innovative ideas that may involve CBJ, industry, the school system, and other organizations.

Schibler inquired what the public would be polled about – the questions in the charge?

Jones affirmed those questions in addition to any others the committee may be interested in. Jones offered questions he and the assembly had heard already on this topic, including, “Should it be the CBJ’s role?,” “How is it financed?,” “Why can’t we stop state regulations?,” and other questions. Jones referred to the options in the lower half of the charge that may lead the committee into a variety of discussions/opinion seeking, including related topics like zoning, siting, facilities, the level of CBJ involvement, planning commission involvement, and size of daycare facilities. Jones said he wanted to figure out how to get the opinion of the public on these and other questions in addition to the thoughts of the committee, school district, Best Starts group, and others who have been involved to date. Jones said if we decide how we want to get opinions, then the next task would be what questions we ask.

Schibler noted a prior quote the Best Starts group had received for professional polling of \$14,000 for a 300 person phone-based poll with 10 questions.

Bryson asked Jones, given his past experience, if public testimony has historically been sufficient in getting the public input or if only the very-for or very-against individuals show up. Bryson inquired how the public testimony would provide information that the committee doesn’t already have.

Jones reviewed the general practice of public testimony as well as structured testimony where the assembly or committee invites specific individuals or groups they wish to hear. Jones noted a past experience where there is a risk of the public not showing up, particularly when the invite is general rather than specific. Jones noted some people are intimidated by public testimony, some are not shy at all, and some prefer sending an email.

Weiss said once the committee has a narrower perspective of what input is sought, multiple modalities for that input will be important. Weiss noted it probably would not be wise to rely on a single strategy and that it would require multiple options to get the public’s input.

Weiss said questions early in the charge – such as 1a – felt impeding and that it may be more appropriate to consider that later in the process after the committee has defined the problem, identified some strategies, and received some input. Weiss noted the committee may read those questions differently at such a stage.

Eriksen agreed and said it felt a little premature to answer those questions and noted that there may be answers between yes and no to those questions that include joint solutions. Eriksen said it would help to define the problem more with what information we have and then determine what we are missing to fill in the blanks with public testimony/surveys via multiple methods of input seeking.

Hale pointed out the Mayoral charge of 3b is an option of proposing an advisory ballot initiative which had been before the Assembly recently and that it may be a path forward again, which might be informed by the ways in which the committee seeks public input.

Jones indicated this discussion will assist in developing the next meeting agenda.

Jones introduced Robert Barr, Library Director and staff to the committee. Jones indicated tentative meeting dates have been set for 12/7 and 12/14 and inquired of the committee's availability then and then pausing until after January. Jones also indicated meetings would be scheduled for 12:15 instead of 12:00 and then proceed until 1:30.

Jones asked committee members, between 11/26 and 12/7, to read through the materials and continue thinking about what questions we want answered, what we would ask of the public, and what kinds of information we would like to collect. Jones requested committee members email these thoughts to Barr and refrain from sending to him or the whole committee to avoid Open Meetings Act violations. Jones noted from this input, he and Barr will develop the next meeting's agenda and provide a list of questions received from each committee member to the whole committee.

Weiss noted she has a work trip in Anchorage on 12/7.

Jones asked if she could participate telephonically.

Weiss affirmed she can.

Jones indicated meetings for 12/7 and 12/14 then starting in January meet every other week.

Jones invited the Mayor to address the committee.

Mayor Weldon expressed thanks to each committee member for serving.

Weldon noted each member was selected specifically because each wears two to three hats and will broadly represent the community.

Weldon noted ultimately, to the Assembly, the two questions in the charge need to be answered but that how the committee gets there is up to the committee. Weldon said Jones

had the advantage of going over the memo with her and that the hardest part of it was where to put question 1 – whether to start with it or put it at the bottom. Weldon expressed a desire for lots of creative ideas from the committee and said that the “do nothing” approach would be the City does nothing, but that doesn’t mean there aren’t other avenues the committee comes up with. Weldon noted Shibley’s survey cost estimate and said that she wants the most information as possible on the topic as it is potentially a big-ticket item and that the committee does have some spending ability to seek information.

Weldon said her memo was intended to be as neutral as possible as she does not wish to influence the committee’s decisions and that she has complete faith in the committee.

Jones asked if the committee had questions for the Mayor. There were none.

Jones said he would get together with Barr and get an agenda out fairly quickly. Jones asked committee members to review the material provided, consider what we talked about, what questions we have, what questions we want to ask, and to email these thoughts to Barr to help structure the agendas for 12/7 and 12/14.

Jones noted emails from the public to the Assembly on this topic continue and that those will be collected and distributed to committee members.

Jones asked if the committee had any other questions/comments.

Hale offered, for the benefit of non-assembly members, if committee members receive emails from the public, not to “reply all” to avoid Open Meetings Act violations.

Jones noted Barr would be kept in the loop and he can distribute documentation to the committee as a whole.

IV. Adjournment

The meeting adjourned at 12:45 pm.

1 Assembly Childcare Committee

2 Problem Statement

3

4 Juneau’s Childcare issue is not a single problem. The problem is over a range of issues from capacity, to
5 costs, to quality, and access to a sustainable level of government funding¹. Traditionally in Juneau the
6 role of setting standards and subsidies has been a State of Alaska responsibility and to some extent a
7 Federal Government as employer issue.

8

9 Juneau currently has a true lack of affordable, high quality preschool and child care. We lack the
10 capacity to meet the demand. This was recognized in the Juneau Economic Development Plan. Under
11 the Initiative: “Attract and Prepare the Next Generation Workforce” was Objective 2. “Increase
12 availability of child care tear round, with an emphasis on Kindergarten readiness.”

13

14 There are approximately 2400 pre-K children in Juneau, 1300 of which participate in a childcare
15 program. Approximately 150 households do not receive childcare services for pre-K children due to
16 cost, quality, or availability issues. Over 550 households report restricted employment opportunities
17 due to inadequate access to childcare services for pre-K children.²

18

19 The business model for childcare in Juneau appears to be unsustainable and/or insufficient (due to the
20 significant unmet need) without direct (monetary) or indirect (typically building expenses) subsidies

¹ The majority of public funding available to Juneau families comes from the State of Alaska PASS programs:
<http://dhss.alaska.gov/dpa/Pages/ccare/families.aspx>

² McDowell Group. *Best Starts Economic Analysis* – 25 May 2017

21 provided outside of revenues generated from fees³. Additionally, in Juneau, child care costs for infant,
22 toddler, and pre-school aged children exceeded State subsidies for low income households⁴.

23

24 This model results in frequent day care closures and openings. It also results in high staff turnover due
25 to low wages, relatively high education/credentialing needs, and other factors.

26

27 The Juneau School District states that fewer than 40% of children entering Kindergarten are ready and
28 would like that number to be higher than 70%. With 2400 pre-K children in Juneau, the School District's
29 Kinder Ready programs see less than 100 and these are not all day (nor work day) long programs and are
30 only for 4 year old children.

31

32 In the Mayor's message and charge to this committee, the Purpose section is clear. This committee
33 given the above must develop a report that addresses the following points.

- 34
- What role does CBJ play in addressing these challenges?

35

 - What role do partner organizations – nonprofits, childcare industry, private sector, others? –
36 play in addressing these challenges?

37

 - What questions exist and what additional research is needed to provide additional data or
38 analysis for addressing these challenges?

39

 - Can – Should we separate the educational component from the day care component?

40

 - What are (if any) the alternative approaches to these issues other than Best Starts?

³ Bright Horizons. *Child Care Center Cost Estimates* – January 2014

⁴ State of Alaska, DHSS. [Alaska Child Care Market Price Survey Report](#) – 2017

- 41 • If CBJ were to provide funding to address these issues what might be the mix: to individual
42 families; to child care providers; to agencies that would provide training, administration and
43 oversight?

Draft Concepts: 10 Childcare Options Explored

Juneau’s Child Care Problem

Juneau’s child-care problem is not a single issue, but a cluster of them. First, there is the cost. Families “cost burdened,” by childcare are defined as spending more than 10 percent of their gross income on child care.¹ Juneau parents pay an average of \$10,370 per child per year for child care.² While this represents a hardship for married parents, as it requires 9% of their annual income (on average) it is a much more significant hardship for single moms who pay 28% of their incomes towards local childcare.³ The next problem is availability. Finding child care is problematic at best, and the younger a child is, the longer the waitlists. In 2016, the ratio of children under 6 in Juneau to childcare slots was 1:5.2 – enough spaces to serve just **19%** of Juneau’s 0-5 year old children – despite the fact that **67%** of this group had **no** stay-at-home parent.⁴ Child care quality is inconsistent and ranges from excellent to poor. Child-care workers are hard to retain as they are generally underpaid, earning a median wage of \$12.16 per hour and workers can earn several times that amount working in the elementary system.⁵ Public funding for early childhood education and childcare has proven to be difficult to obtain. In August the Juneau Assembly voted to not send a prospective non-binding ballot measure to the voters that could have potentially funded childcare.⁶

Juneau Children Under 6, by Family Type⁷

	With Single Parent	With Married Parents	Other	Total Kids	% with single parents or "other"
Kids Under 3	247	735	56	1,038	29%
Kids 3-4	187	528	138	853	38%
Total age 5	128	345	69	542	36%
Under school age	562	1,608	263	2,433	34%

¹ In its child care subsidy programs, the US Department of Health and Human Services has established that in order to be considered “affordable,” families would spend no more than 10% of their gross income on child care.

² On average one year of child care in Juneau is 38% more than one year attending UAS. Average cost of attending UAS in Juneau for one year. Includes tuition, student fees, books, and supplies in 2016. Average cost of one year of childcare in Juneau. Average of all ages and childcare types.

³ Nationally, the average share of income spent on child care among families with young children who pay for child care is 8.8 percent. In Juneau, 21% of families with a child not yet old enough to attend school is headed by a single mom. Single-dad households represent 8% of Juneau families with kids 0-5.

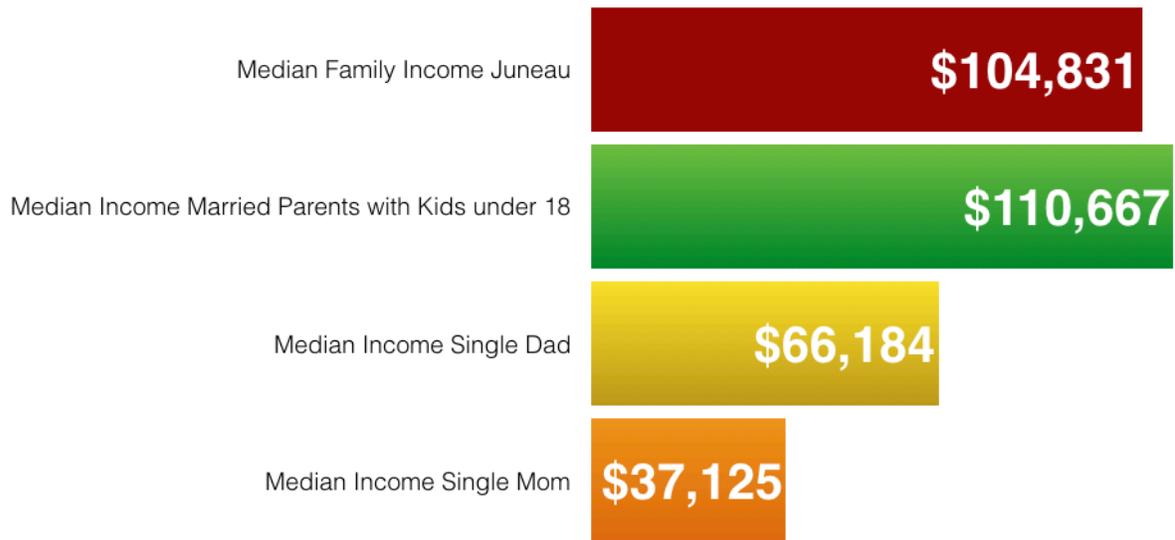
⁴ Juneau is currently experiencing a large population drop of young families. In the past two years, Juneau’s population has declined by 309 kids, and 350 adults under-40. While there is no direct evidence that lack of childcare resulted in this historic decline of younger people in the community, it is cited as a contributing factor by those who have left.

⁵ That’s about half the average Juneau wage, and half the wage needed to be able to afford a two-bedroom apartment. Low wages make attracting and retaining qualified educational professionals for early childhood teacher positions difficult. In comparison, Juneau’s kindergarten teachers were paid 2.6 times more than childcare workers last year. Unlike elementary school teachers, child care teachers have no summer or winter vacations, and few benefits, such as health insurance or retirement.

⁶ The prospective ballot initiative would have asked the public if a local childcare initiative could should be paid for with property tax revenue. Property taxes would have increased by \$58 for each \$100,000 of assessed property value if voters had approved the initiative.

⁷ American Community Survey

Median Family Income in Juneau 2016⁸



The Economic Value of Childcare

Studies show conclusively that high quality early childhood education provides a significant return on investment for communities. There are several economic impacts of childcare, including the immediate impacts on local families, the savings seen by the K-12 system, and longer-term economic gains to the public.

- **Immediate Gains:** In the short term, available child care is a quality of life and workforce issue for Juneau residents and employers. Child care shortages cause working parents to choose between less-than-ideal arrangements, turning down employment opportunities, or moving away from Juneau, (see footnote #4).
- **K-12 Gains:** Children who participate in high quality child care and preschool programs enter kindergarten more prepared for school, reducing the need for additional K-12 resources and supplemental services. They have improved school attendance and higher school achievement. Children who receive high quality early education are 50% less likely to require special education and 29% more likely to graduate high school.⁹
- **Long Term Gains:** Longitudinal studies show that over the long term, child development programs reduce crime and drug use, and result in fewer families receiving welfare. Over the long term (including the K-12 impacts) financial returns can be as much as \$17 to every dollar spent on infant, toddler and preschool care.¹⁰

However, Juneau currently has a significant lack of affordable, high quality preschool and child care, making many of these short and longer-term economic gains more difficult to achieve.

⁸ American Community Survey. Note that these figures are likely to be much lower for those with kids under 6, but that data is not available.

⁹ America's Best Investment: Early Childhood Development, First Five Years Fund.

¹⁰ <http://www.jedc.org/forms/JEDC-childcare-working-paper.pdf>

Why Preschool/Childcare are Underfunded

Of course Juneau is not unique in terms underfunding or not funding childcare. There appear to be several reasons for this, including those listed below:

- **The benefits of early childhood education programs accrue over a long period of time.** Governments find it difficult to justify investments in early childhood education over programs with more immediate returns.
- **The benefits of early childhood education generally accrue outside of the childcare system.** The “wrong pockets” problem means that costs to public agencies funding a childcare program may outweigh the benefits, resulting in sustained suboptimal investment despite potential long-term benefits. For example, a preschool program that reduces crime later in life will reduce costs for criminal justice systems rather than childcare program.
- **Early childhood education programs are discretionary (not entitlements).** Funding for childcare is susceptible to budget cuts in lean fiscal times, and appropriations can fluctuate from year to year. As a result, these programs are often the first to be cut or underfunded. The disparity of spending between age groups can be enormous. In 2016, the CBJ spent \$18,357 per K-12 student, and just \$37 per child under kindergarten age on the HEARTS childcare initiative.¹¹

Municipal Options

Juneau is exploring early childcare development municipal financing options. Ten measures that have been used in other communities across the country are listed below.

1. Sales Tax Add-On

One potential financing mechanism is an additional sales tax add-on measure. Special add-on sales taxes are usually proposed and used for a specific purpose and require approval by voters.

Example: County San Mateo Sales Tax Add-On

San Mateo County has an additional a 0.5% sales tax levy that was approved in 2012. In November 2016, Measure K was approved by voters, extending the sales tax for an additional 20 years, or to 2043. The current measure is generating approximately \$80 million per year and was originally estimated to generate \$60 million per year.

Measure K Ballot Language: “To ensure San Mateo County quality of life by retaining/improving critical facilities/services, such as: providing affordable homes for seniors, people with disabilities, veterans, families; enhancing public transit; combatting human trafficking; addressing sea level rise; maintaining safe schools and neighborhoods; high-quality preschool and reading programs; park maintenance; and low-income healthcare, shall San Mateo County extend the existing half-cent sales tax, without increasing the rate, providing \$85,000,000 annually for 20 years that the State cannot take away? A “yes” vote on Measure K would continue the Measure A Sales Tax within the boundaries of San Mateo County at a rate of one-half cent for an additional twenty years,

¹¹ <http://raincoastdata.com/portfolio/juneau-child-care-numbers-2016>

through March 31, 2043. A “no” vote on this measure would not allow the Measure A Sales Tax to be extended, and the Measure A Sales Tax would expire on March 31, 2023.11¹²

2. 501(c)(3) Nonprofit Bonds

In California municipal bonds can be issued through a state or local government on behalf of 501(c)(3) organizations. While only government agencies can issue tax-exempt bonds, federal law and state law also permit “conduit revenue bond financing” where a municipality issues bonds and loans the proceeds to a 501(c)(3) organization at rates much lower than traditional bank loans. These bonds are most typically used to finance facilities used for the operation of nonprofit organizations, such as educational facilities, health care facilities, or even libraries. But at its core, the law requires that the proceeds be used for the activities related to the organization’s tax-exempt purpose. It is reasonable to propose, therefore, that their permitted use be expanded to drive investment in 501(c)(3) preschool facilities and program startup and launch expenses that support and carryout early childhood education.

3. Developer Impact Fees

Impact fees can’t fund existing shortfalls, but impact fees can be levied on new development to fund the impact of the development. Developer impact fees are adopted by local decision makers, such as a city council or board of supervisors, before they can be levied on future development projects in a jurisdiction by resolution and ordinance. In Juneau we have a cruise ship head tax that acts as a developer impact fee. It may be difficult to find a project or industry with potential impact fees that could easily be applied to childcare in Juneau.

Example: South San Francisco Child Care Impact Fee: The child care impact fee program was adopted by the City of South San Francisco in 2001. The City was running two licensed child care programs, with 640 people on the waitlist with a four year wait. The fee includes a 5% administrative fee and is adjusted for inflation periodically. Based on the nexus study, the estimated cost for new and expanded child care facilities was \$43.9 million, of which 24.6% or \$11.3 million (including the 5% administrative fee) was attributable to new development in the City. The remaining 75.4% of the cost needed to be funded without the impact fee, either through the General Fund, grants, Community

¹² **Description of Ballot Measure for Voters:** In November 2012, San Mateo County voters approved Measure A, which created a one-half cent sales and use tax (the “Measure A Sales Tax”) for a period of ten years. By its terms, Measure A Sales Tax funding is currently scheduled to expire in 2023. Under Measure K, the Board of Supervisors proposed to extend the existing retail sales and use tax imposed by Measure A for twenty years at the current tax rate of one-half cent, meaning that the sales tax would continue until March 31, 2043. This tax would continue to be imposed on retail transactions and uses, as defined by Chapter 5.152 of the San Mateo County Ordinance Code. The County’s stated reason for extending the sales tax is to continue supporting many services and programs such as: providing affordable housing to seniors, people with disabilities, veterans, and families; developing other long-term solutions to the affordable housing crisis; maintaining transit services for the elderly and people with disabilities; combatting human trafficking; maintaining emergency operations and 911 police, fire, and paramedic dispatch; maintaining child abuse protection programs; maintaining healthcare for low-income children, seniors, and people with disabilities; maintaining fire and emergency medical/paramedic response; maintaining preschool, afterschool, and library programs for children and teens; addressing the effects of sea level rise; keeping County parks open; maintaining countywide gang and drug task forces; and providing neighborhood health clinics.

Development Block Grants (CDBGs), developer contributions, etc. \$2.5 million was collected in fees as of June 30, 2016, as well as \$670,000 in interest earnings.

Example: City of San Mateo Impact Fee Program: The City of San Mateo adopted a Commercial Development Fee for child care in 2004, which was amended in 2005. The fee is assessed on projects over 10,000 sqft that are either a new commercial development, an addition of sqft to an existing commercial development, or commercial tenant improvements. The fee rate as of FY 2016-17, per the Comprehensive Fee Schedule, is \$1.08 per sqft.

4. Special Assessment Financing

Similarly, areas around the country employ dedicated revenue and spending mechanisms known as “Special Assessment Financing” to fund specific projects for a defined geographic area. In general, once an area is defined, property owners within that district are assessed a fee, which is then used to finance a special benefit for the same area (usually infrastructure). For example, in Washington DC this revenue is used to fund cleanliness and hospitality, homeless out-reach, streetscape improvements, marketing, outdoor summer concerts and other events. The creation of special districts is typically led by the private sector, with assistance from the public sector in implementation, and the established districts function as quasi-governmental entities with unique powers in the designated area. A special district in Denver established a school in the downtown area, and other districts have funded specific education projects, such as arts training.

Juneau Example: This is essentially what was attempted in Juneau, but was voted down by the Juneau Assembly before it could reach Juneau voters in the form of a ballot initiative.

Section 1. Submission of Proposition to Voters. A proposition as set forth in Section 2 of this resolution shall be submitted to the qualified voters of the City and Borough. The City and Borough Clerk shall prepare the ballot proposition to be submitted to the qualified voters as provided by this resolution and shall perform all necessary steps in accordance with law to conduct the election and place this proposition before the qualified voters at said election.

Section 2. Proposition. The proposition to be submitted to the voters as required by Section 1 shall read substantially as follows: **Advisory Proposition on Child Care and Early Learning/Preschool Explanation of Proposition:** Through this ballot measure, the Assembly asks for your advice on providing City and Borough financial support for improving and expanding access for all Juneau families to affordable high quality child care and early learning/pre-school. This is a non-binding measure. The primary goals of this effort would be to increase the percentage of 5 year old children who are “prepared to learn” (by annual State assessment process) when entering kindergarten from 32% to at least 63%, and reducing the impact of “Adverse Childhood Experiences (ACES)” on Juneau’s children. This effort is expected to cost up to \$2.8 million of CBJ funding in the fifth year when the programs is fully implemented, thereafter adjusted for inflation annually. The Assembly intends to increase property taxes to fund this effort, but may be able to partially offset property tax rate increases over the next five years with natural increases in local sales and property values. \$2.8 million is the equivalent of 0.58 mill of property tax in 2018, or \$58.00 per \$100,000 of assessed value.

5. House Childcare Programs in Elementary Schools

Using vacant space some California schools host private operator that run both infant/toddler child care and preschool. They use also use vacant classrooms to offer tuition-based preschool for three and four year olds. Schools provide unused space at below-market rent with a long-term leases. Partnering with Cities allows Districts to leverage resources and coordinate to meet childcare needs.

6. Local Bonds

Long-term facilities planning and bond initiatives can include child care, preschool, and after school. In 2014 in California, the Woodside Elementary School District successfully passed Measure D, a bond that included \$1.6 million for their district-operated preschool.

7. Solutions Through Local Planning

Example: Arlington Virginia's Childcare Improvement Plan

Short term (0 – 3 months)

- Map the locations of the providers and programs and analyze to determine if there are any parts of the County that are under-served, especially in relation to population and need.
- Review broker listings for ground floor space availability.
- Conduct provider survey to determine waitlist status for various age groups, approved capacity versus actual capacity, tuition rates
- Provide “starting a business” resources to providers through the BizLaunch program, as suggested in the Proposed FY 2018 budget (1.0 FTE).
- Offer new trainings on Wolf Trap, CLASS, Virginia Quality, and Mental Health First Aid.
- Wolf Trap trainings help providers learn how to integrate music, art, puppetry and dance into their curriculum.
- CLASS training teaches providers about a Classroom Assessment Scoring System (CLASS) – an observation tool that assesses teacher – child interactions
- Continue to facilitate partnerships between Arlington’s affordable housing providers (e.g. APAH & AHC) and religious institutions in working with child care providers

Mid-term (3 – 6 months)

- Review current practices and requirements for submission of use permit applications. Modify and streamline if appropriate. Review filing fees associated with child care (particularly those in site plan buildings) and recommend modification if appropriate

Long Term (6+ months)

- Survey business community to determine if it is a need for child care
- Education for property owners about the merits of child care facilities within commercial buildings
- Zoning Ordinance Amendments: Consideration of providing authority for County Board to modify required parking ratios. Consideration of how incentives for child care within residential/commercial/mixed-use buildings could be incorporated through revisions to modification and bonus regulations for site plan buildings.

8. United Way Preschool Management, Investor Financing

In Salt Lake County, Utah, many children from low-income families have limited access to quality early education. To address this problem, the county launched a Social Impact Bond in 2013 that would provide high impact and targeted curriculum to preschool-aged children from low-income communities. These services increased school readiness and academic performance, and reduced the need for special education at a later age. Additionally, the school district, the state, and other government entities realized large cost savings due to the reduction in remedial

services. The county served 3,500 preschool children in the first five years of the program. United Way of Utah manages day-to-day operations of program and reports to a School Readiness Board. Investors include Goldman Sachs (\$4.6M) and J.B.& M.K. Pritzker Family Foundation (\$2.4M).

9. Foundation Financing

Example [Early Childhood Education Fund for Appalachian Ohio](#)

The Fund was designed to invest in the potential of Appalachian Ohio’s youngest citizens and help improve early childhood education outcomes across the region. Gifts to the Early Childhood Education Fund are tax deductible and can be made in many ways, including cash, bequests, and life insurance.

10. Outdoor Childcare

One way to make childcare more affordable to dispense with the requirement of having it inside.

Example: Tiny Trees Preschool: Seattle “Tiny Trees makes preschool affordable. We do this by eliminating the cost of building, renovating and maintaining a child care facility. We break down the schoolhouse walls and take the classroom outdoors. That means instead of spending a huge amount on bricks and mortar we spend money on what matters: hiring and supporting great teachers.” This is basically the Discovery Southeast Model year round. <https://tinytrees.org/how/>

Juneau Demographics

2 years -900 people -3%

-310 Kids

-380 20s

-200 30s & 40s

-385 50s (although those in 60s up)

