**ChildCareGroup**

Presentation to
Workforce Solutions Child Care Task Force
March 8, 2022

CCG: Statewide Leadership

- **Tori Mannes, CEO**: TWC Child Care Workforce Strategic Plan workgroup; numerous statewide committees

- **Shari Anderson, VP, Child Care Assistance:** Numerous statewide and local committees/panels; presenter at numerous conferences on the subsidy program, Shared Services

- **Rhonda Rakow, CCA Dallas Program Director**: Region 3 Advisory Committee for Child Care Regulation; Board, Dallas Chapter of Texas Association for the Education of Young Children; presenter at the national QRIS/Build Conference

- **Errol Lockhart, Technology Manager**: TWC advisory panel on cyber security and IT management

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2021 Overall Agency Budget

Avg 80 FTEs

Avg 16 FTEs

$4.9M

$3.4M

$1.1M

$1.1M

$17.7M

$2.2M

$1.7M
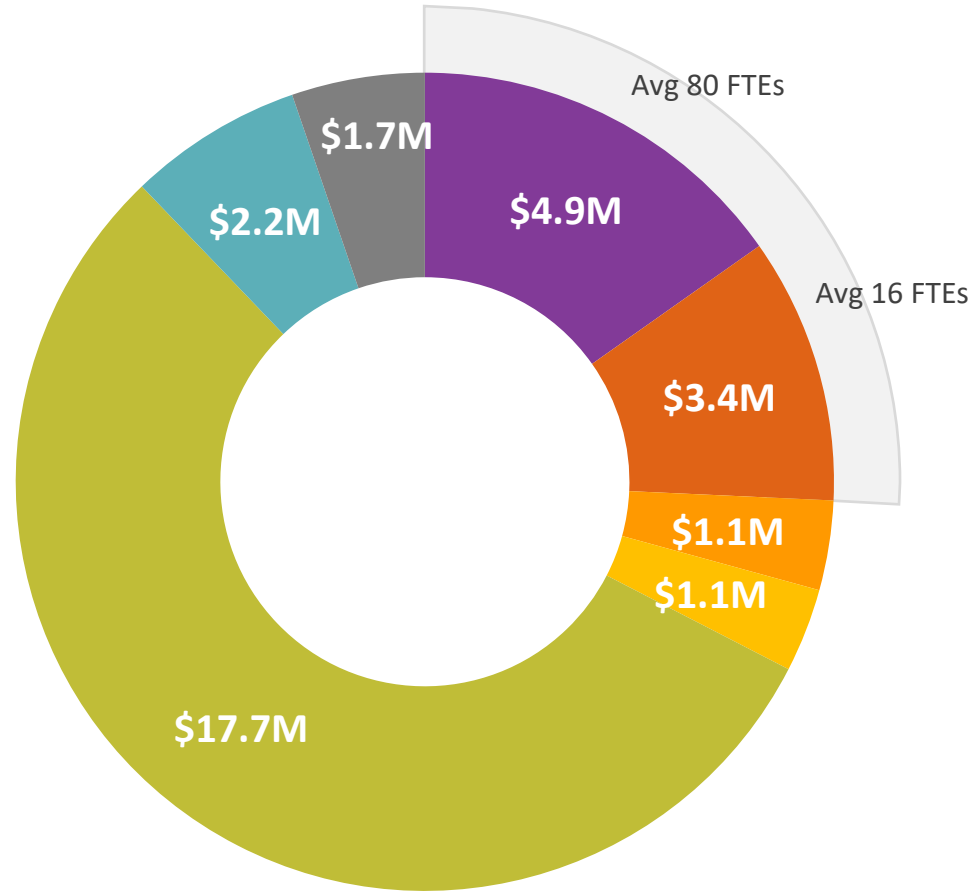
- WFS-Dallas Subsidy Grant Systems Management - 15%
- WFS-Dallas Quality Grants - 11%
- WFS-Southeast Texas Grants - 4%
- WFS-Heart of Texas Grants - 3%
- Head Start and Early Head Start Grants - 55%
- Other CCG Grants - 7%
- CCG Management (Finance/HR/IT) - 5%

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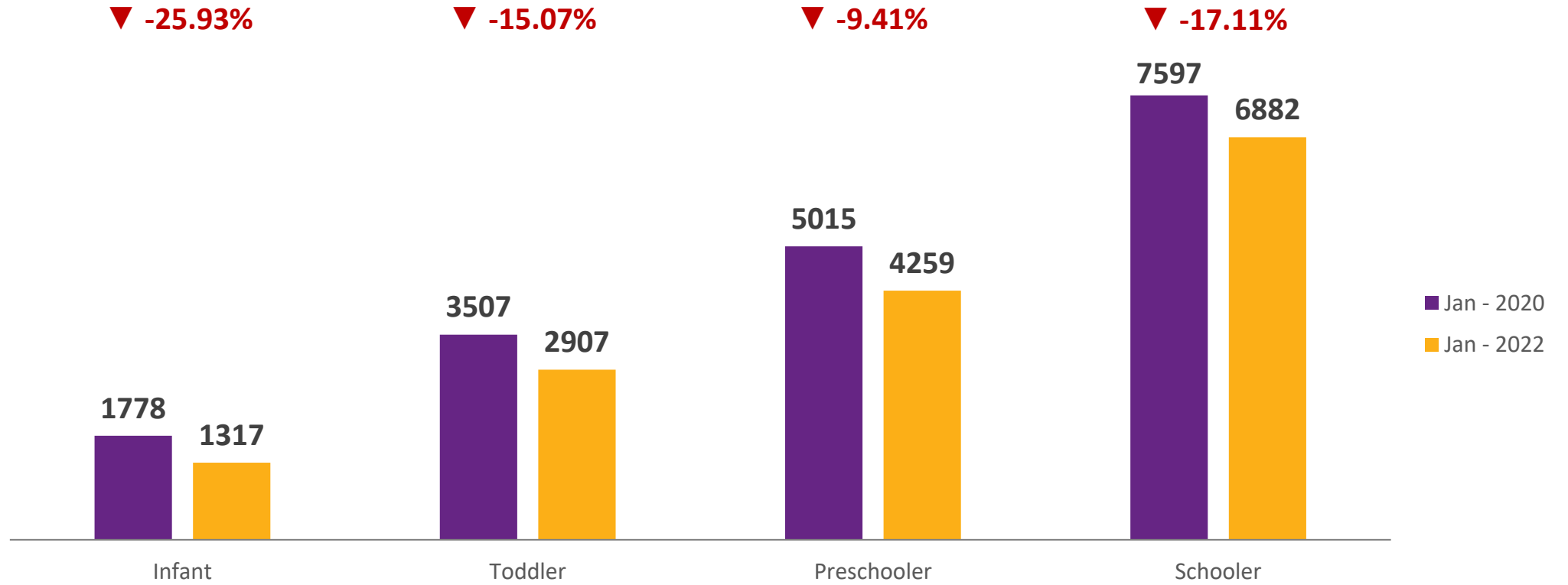# 2021-2022 Dallas Child Care Budget

$1.0M

$1.5M

$5.7M

$178.5M
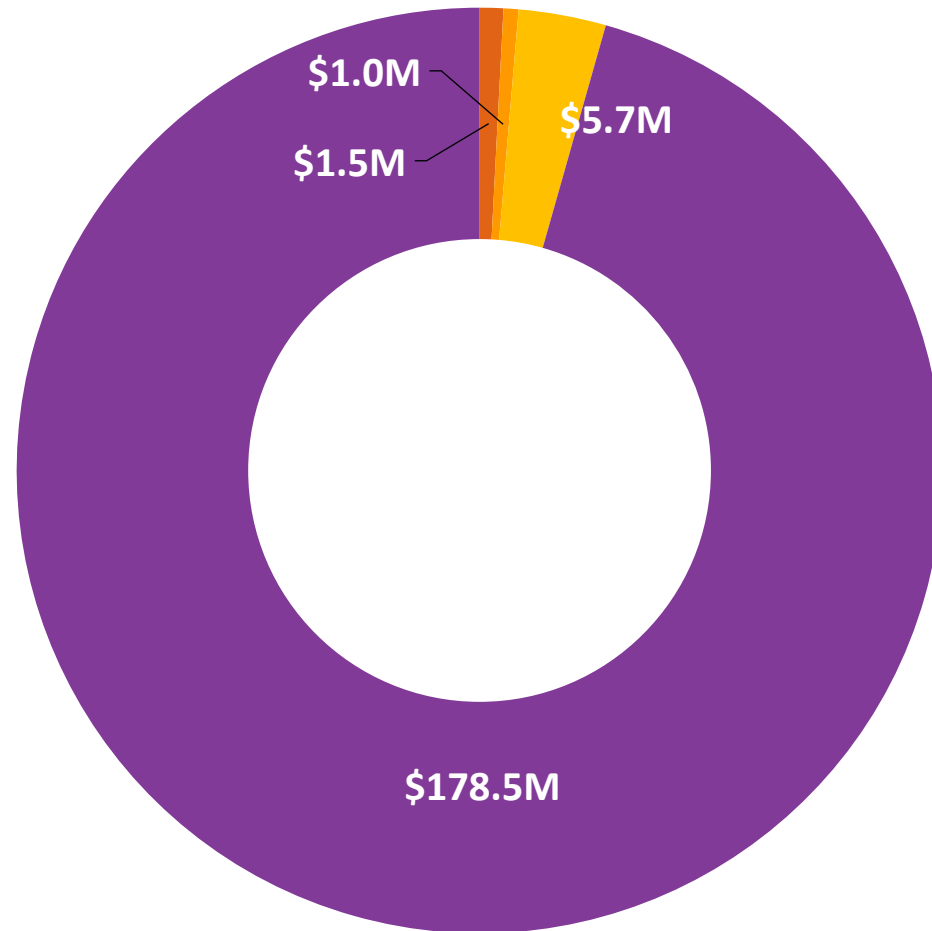
■ CCQ - TRS Other Activities - 1%

■ CCQ - TRS Mentors - 1%

■ Subsidy Grant Systems Management - 3%

■ Direct Care Subsidies - 96%

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Dallas County Children in Care
January 2020 vs January 2022

Total Number of Children in Care By Age Category

▼ **-25.93%**   ▼ **-15.07%**   ▼ **-9.41%**   ▼ **-17.11%**

Age Category	Jan - 2020	Jan - 2022
Infant	1778	1317
Toddler	3507	2907
Preschooler	5015	4259
Schooler	7597	6882

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CCG Two Generation Philosophy
How CCG Supports Working Families

SOCIAL CAPITAL
peer and family networks
coaching
cohort strategies

EARLY CHILDHOOD EDUCATION
Head Start
Early Head Start
child care partnerships
preK
home visiting

POSTSECONDARY & EMPLOYMENT PATHWAYS
community college
training and certification
workforce partnerships

HEALTH & WELL-BEING
mental, physical, and behavioral health
coverage and access to care
adverse childhood experiences
toxic stress

ECONOMIC ASSETS
asset building
housing and public supports
financial capacity
transportation

Key Supports

- Access to childcare subsidy to support work & school goals
- Access to enhanced quality childcare
- Access to family services

Source: The Aspen Institute's Ascend Network
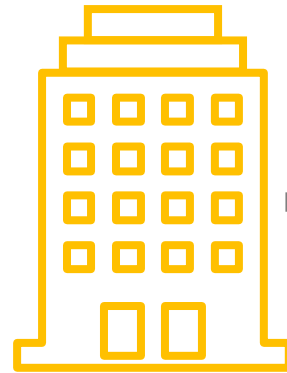
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High-Level View
Subsidy Program Direct Care Team

Back Office Team

- Call Center
- Document Management
- Provider Payments/Attendance
- Provider Contracts
- Compliance/Fraud Investigations
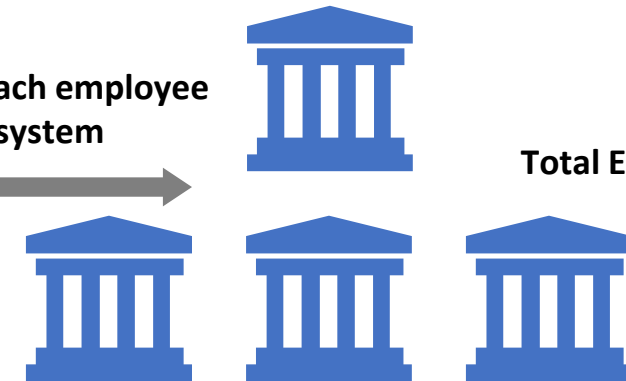- Information Technology
- Finance

OMP Corporate Office

Work is routed to each employee via the BPM system

**Back Office Team:
Total Employees: 39**

Workforce Center

Total Employees: 80

**Eligibility Team:
Employees: 41**

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Customer View
Subsidy Program Delivery

Walk in
CCG Corp Office
& WF Offices

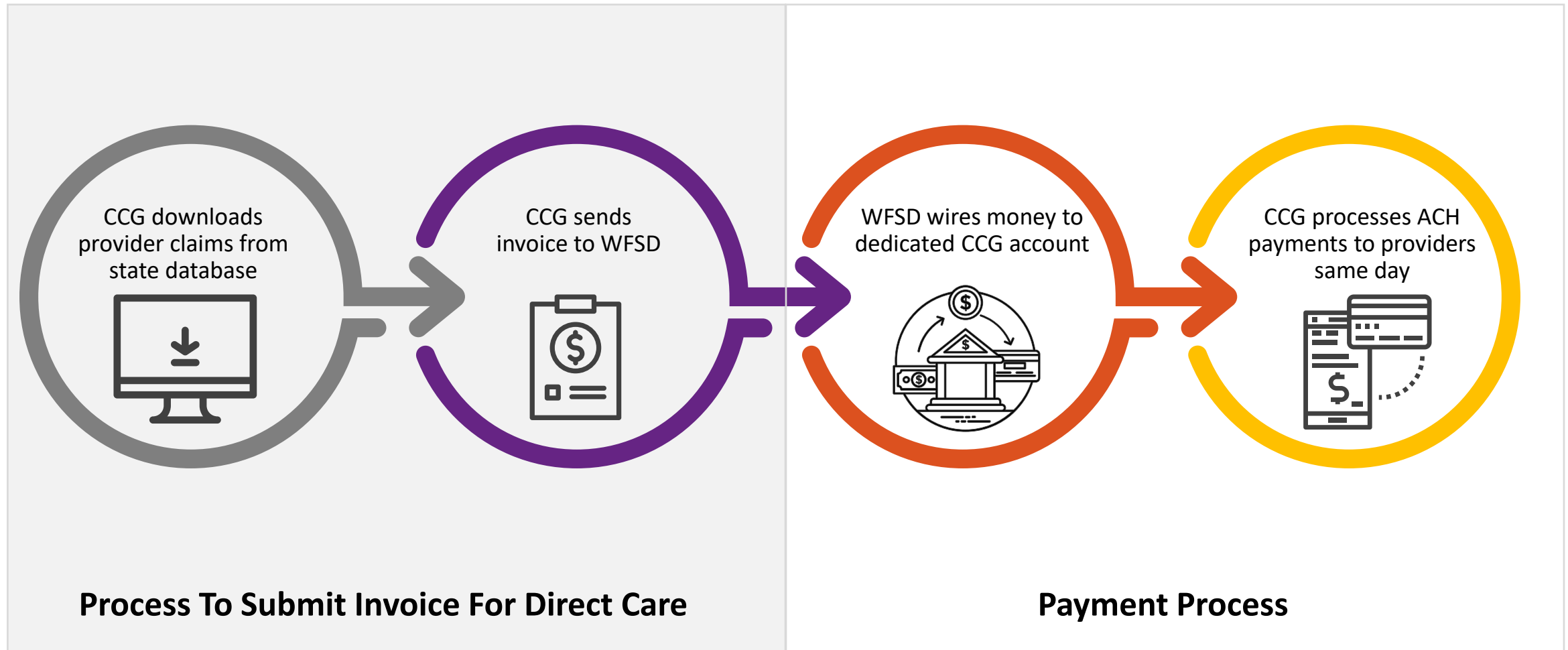Web Portal

Call Center

BPM System routes for processing
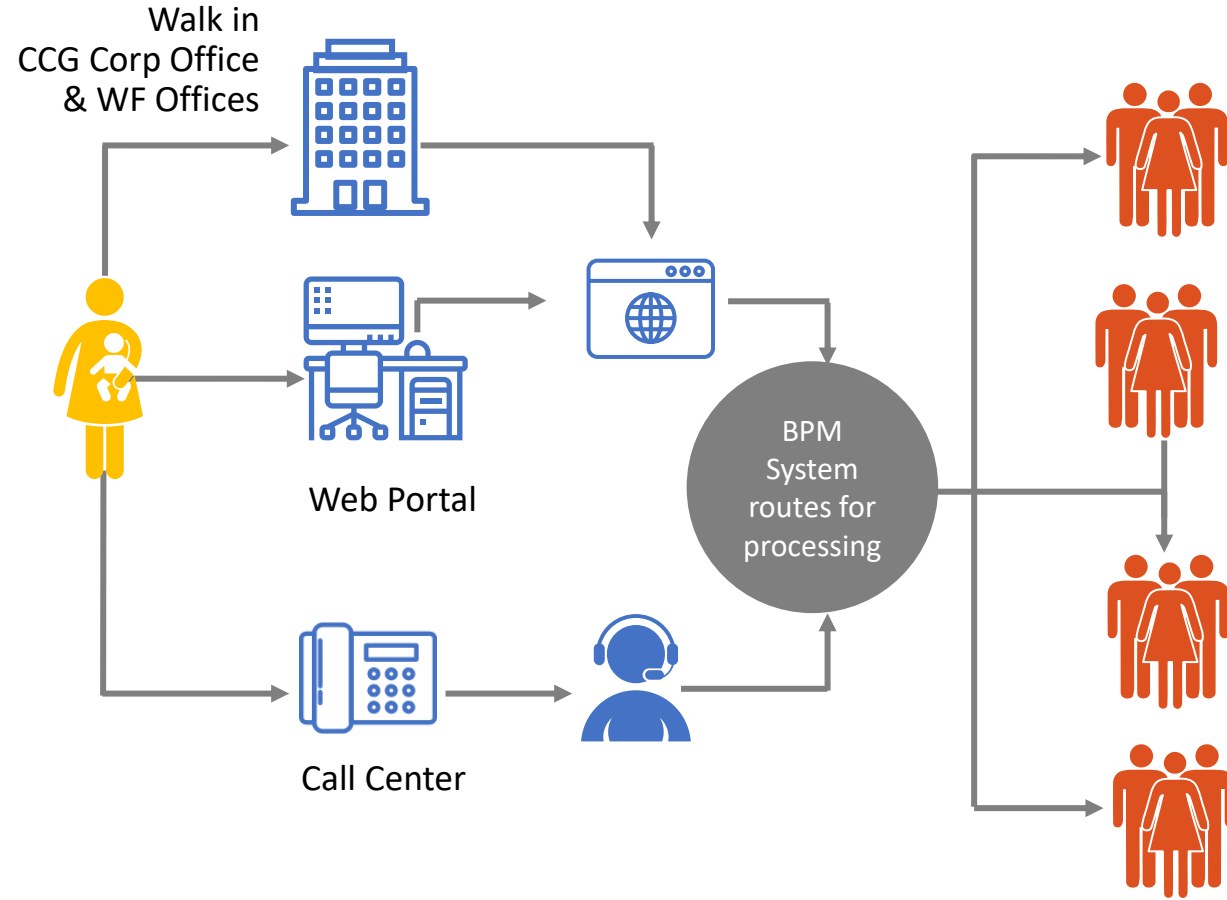
Features

- Automated Call Distribution System used by the Call Center

- Business Process Management System (BPM) to route customer requests

- Onsite Enrollment (ISDs, Shelters, Emergency Response, etc)

- Text Messaging System

- Customer Web & Communication Portal

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Provider View
Process for Payments

CCG downloads provider claims from state database	CCG sends invoice to WFSD

WFSD wires money to dedicated CCG account

CCG processes ACH payments to providers same day

Process To Submit Invoice For Direct Care

Payment Process

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2021 Subsidy Metrics

53,172 In-bound calls with 6 call center staff

Staff 40 In-person Customer Service – One Stops

2 Minutes Average hold time for calls

Onsite Enrollment/Intake at ISDs for teen parents

22,873 Change Requests

1,255 Web Portal Applications

Access to Family Support Services through Help Me Grow North Texas

14,334 Average number of children in care each day

15,356 Children enrolled in January 2022

650 Recertifications per month

$1M In COVID/Winter Storm Relief Grants Distributed
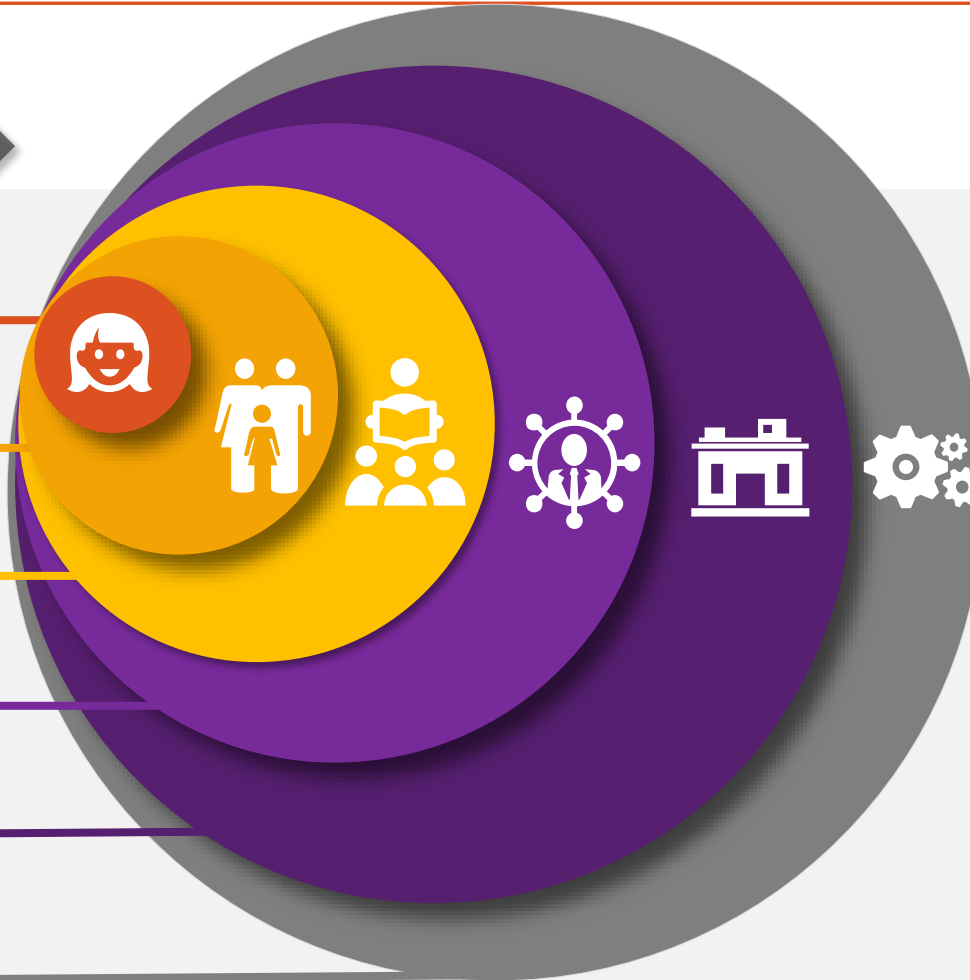
78 Days Longest time on waiting list

3,567 Children on waiting list

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CCA Strategic Focus in 2020-2021:
'Lift Off To Quality'

Implementation Levels

- Child
- Family
- Teacher
- Owner/Operator
- Facility
- System

GOALS

Develop a *3-year strategy* which builds on the existing foundation and frames this work as a long-term process

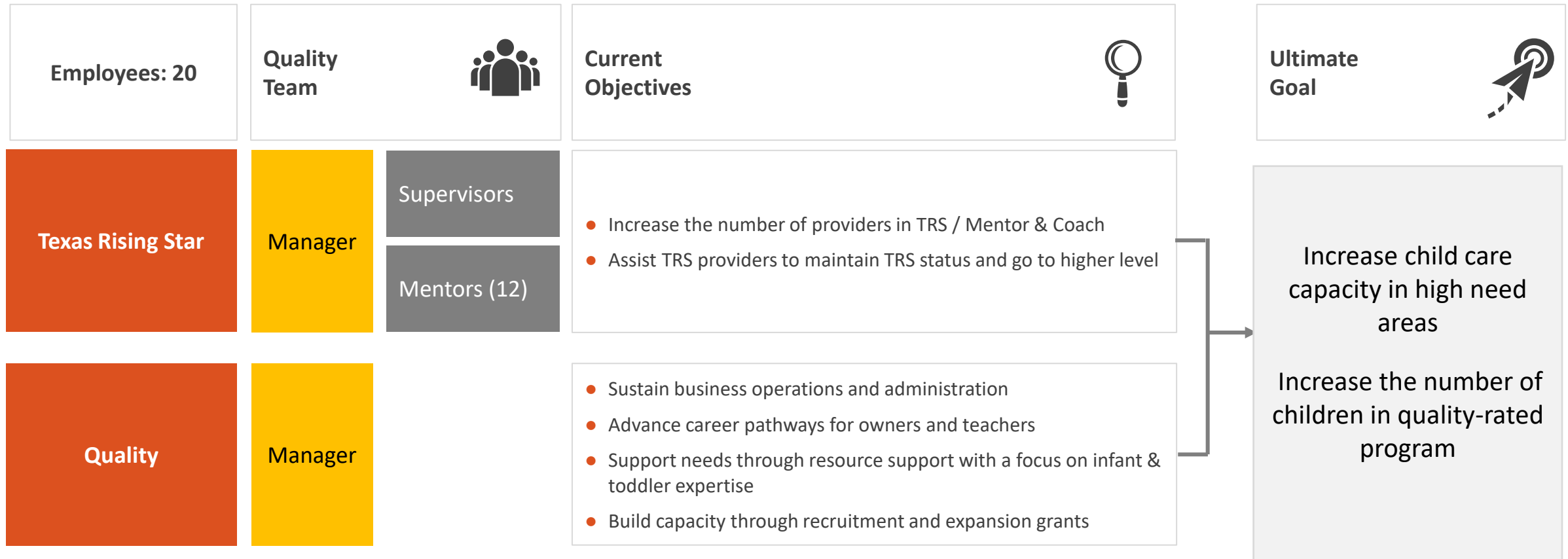Produce a *sustainable model* which is focused, yet flexible based on shifting community need, energy, and demands

Create a *community-wide approach* that weathers all political changes and leverages our collective assets

Focus efforts on an *actionable plan that is influenced by best practices* that work around the country, yet is customized to the unique Dallas County environment

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High Level View
Quality Team

Employees: 20	Quality Team		Current Objectives	Ultimate Goal
Texas Rising Star	Manager	Supervisors	• Increase the number of providers in TRS / Mentor & Coach • Assist TRS providers to maintain TRS status and go to higher level	Increase child care capacity in high need areas
		Mentors (12)		
Quality	Manager		• Sustain business operations and administration • Advance career pathways for owners and teachers • Support needs through resource support with a focus on infant & toddler expertise • Build capacity through recruitment and expansion grants	Increase the number of children in quality-rated program

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2021-2022 Dallas Quality Budget

FY 2021 $2.4M column:
- Direct Initiatives For Providers: $1,239,837
- TRS Program Support: $470,856
- TRS Mentors: $653,994

FY 2022 $2.5M column:
- Direct Initiatives For Providers: $709,695
- TRS Program Support: $828,543
- TRS Mentors: $975,000

Legend:
- Direct Initiatives For Providers
- TRS Program Support
- TRS Mentors

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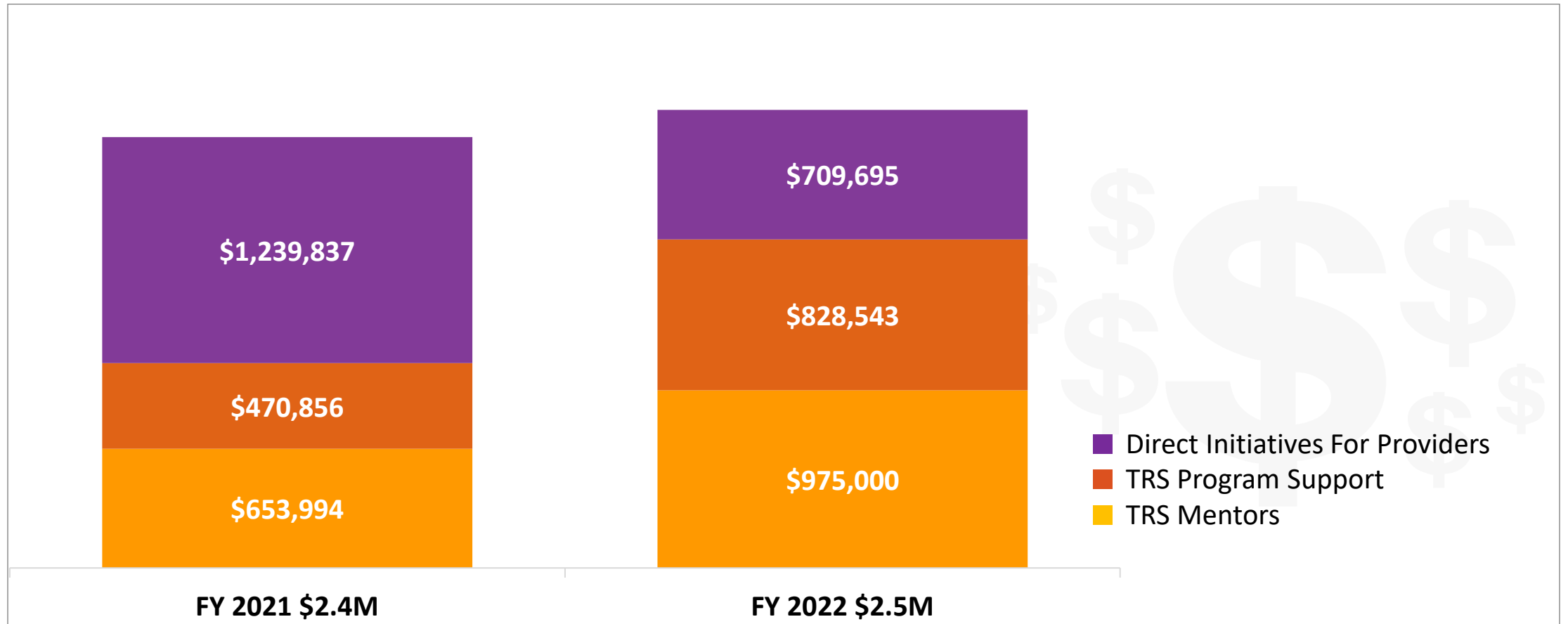
Quality View
Program Delivery Methods

Lift off to Quality Program

Early Learning Program → Submit TRS Interest Form → CCG Office → TRS Mentors → Early Learning Programs
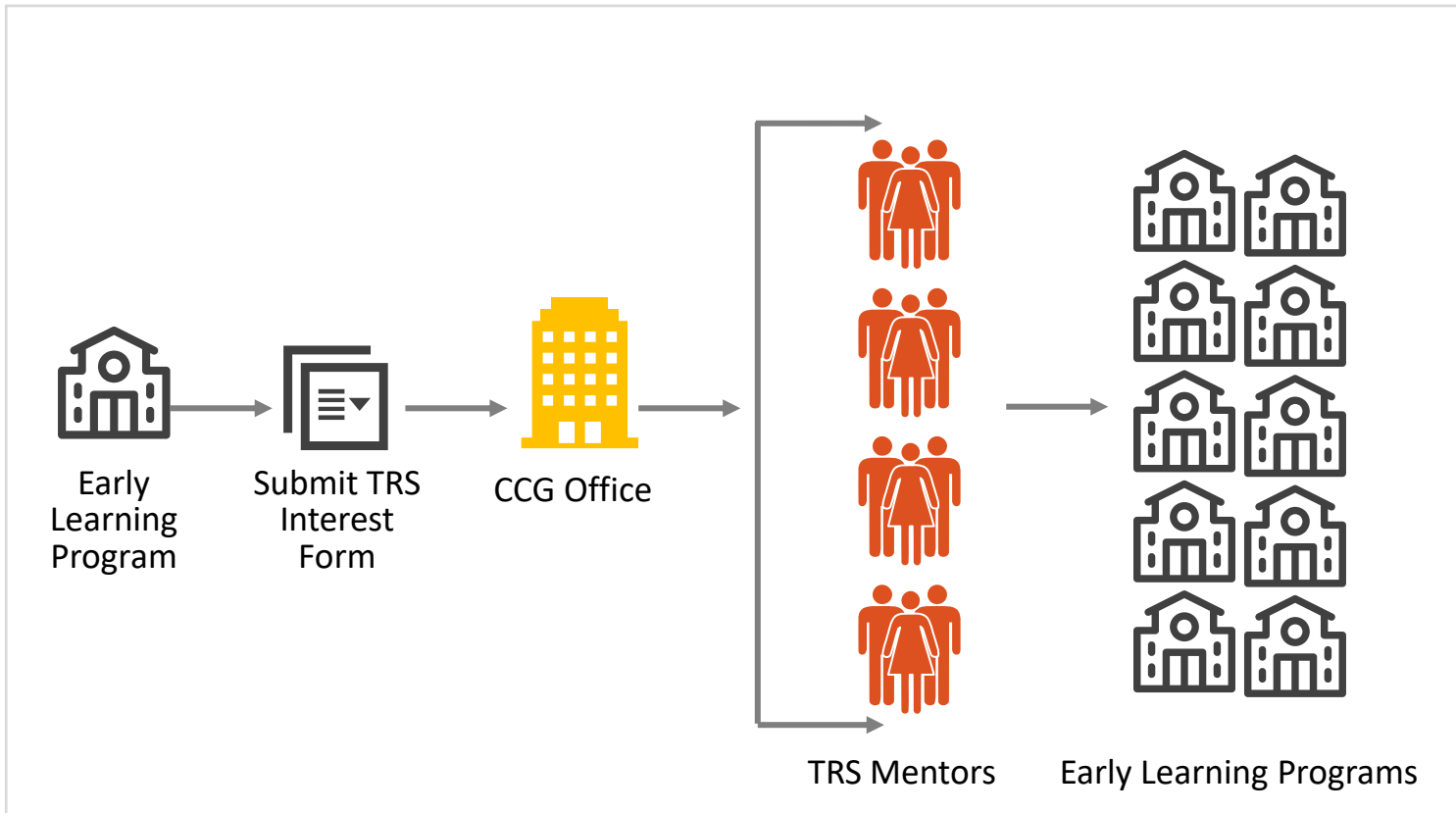
ACTIVITIES

- Virtual and in person mentoring

- Community of Practice hubs

- Individual development plan development

- Targeted support based on development plan

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2021 Quality Metrics

10 — Webinars Provided

301 — Webinars Attendees

45 — Coffee Chats

2,694 — Coffee Chat Attendees

32 — Providers Assisted with Inclusion Support Sessions

5 — Partners Receiving Business Support Services

Meetings to integrate with Regional Partners

Special Projects to support Dallas goals

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Quality Dollars
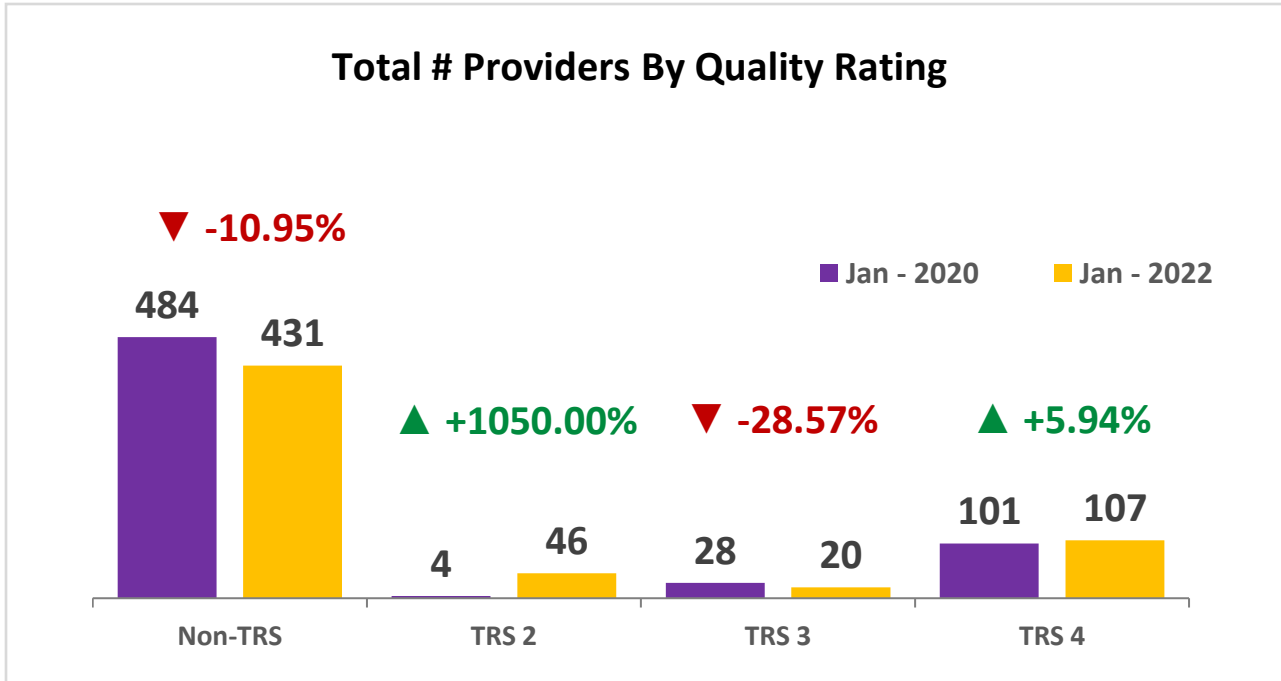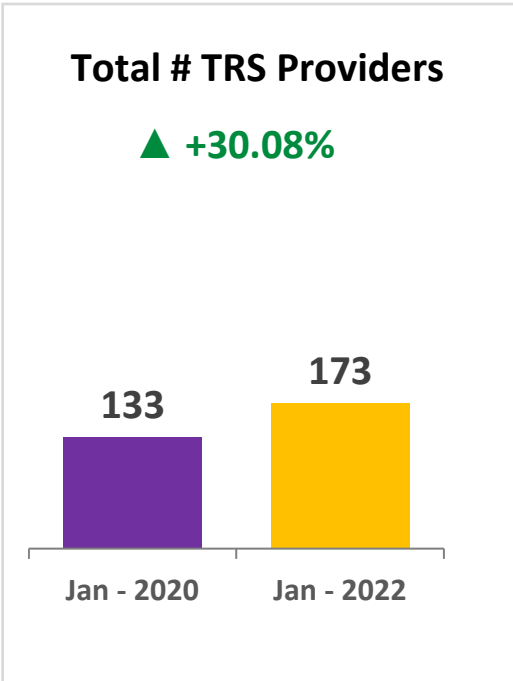## Sample Special Projects

Quality Pilots	Description
Wonderschool **Wonderschool Shared Services Project**	■ National company operating in 49 states ■ Provides a Child Care Business Management System ■ Creates websites for each program ■ Provides virtual visits ■ Utilizes online enrollment that integrates back into the business system ■ Builds a "Community of Practice and Learning"
LENA® *Building brains through early talk* **Lena Grow**	■ National company operating across the US ■ Improves teachers' language interaction with infants & toddlers by using technology through weekly coaching

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Provider View
Dallas County Child Care

Quality Comparison – January 2020 vs January 2022

Total # Providers

▼ -2.11%

Jan - 2020	Jan - 2022
617	604

Total # TRS Providers

▲ +30.08%

Jan - 2020	Jan - 2022
133	173

Total # Providers By Quality Rating

■ Jan - 2020   ■ Jan - 2022

	Non-TRS	TRS 2	TRS 3	TRS 4
Jan - 2020	484	4	28	101
Jan - 2022	431	46	20	107
Change	▼ -10.95%	▲ +1050.00%	▼ -28.57%	▲ +5.94%

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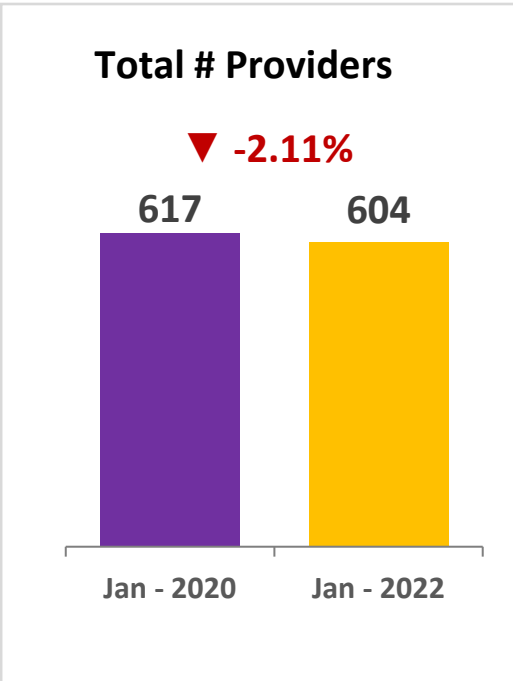
Total Children in Care by TRS Level
Dallas County Child Care

Snapshot Comparison of January 2020 vs January 2022

Total # Children in Care

▼ **-14.15%**

17897 — Jan - 2020
15365 — Jan - 2022

Total # Children in TRS Programs

▲ **+4.85%**

6642 — Jan - 2020
6964 — Jan - 2022

Total # Children in Care By Quality Level

▼ **-25.36%**   ▲ **+736.11%**   ▼ **-43.26%**   ▼ **-6.02%**

■ Jan - 2020
■ Jan - 2022

	Non-TRS	TRS 2 Star	TRS 3 Star	TRS 4 Star
Jan - 2020	11255	180	1648	4814
Jan - 2022	8401	1505	935	4524

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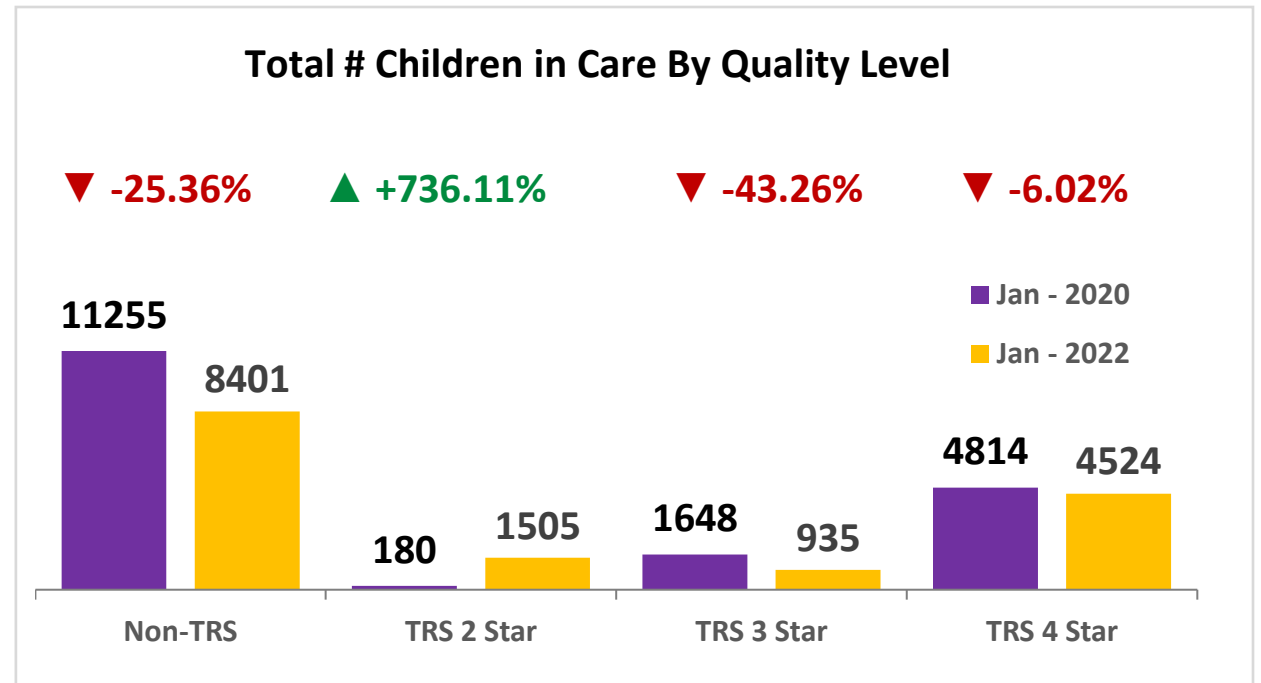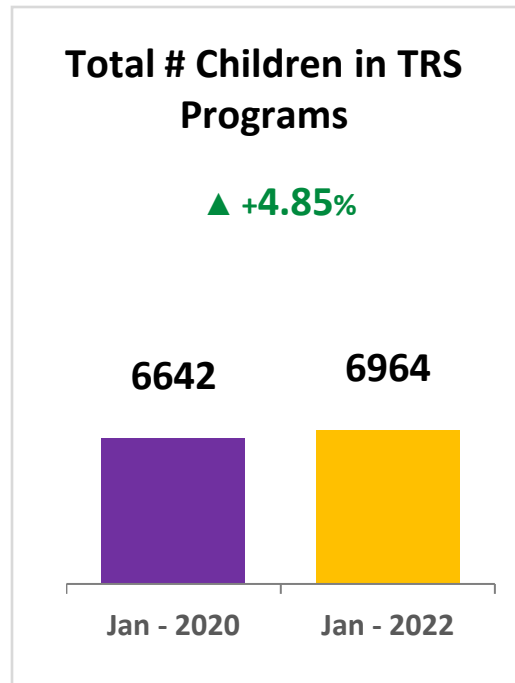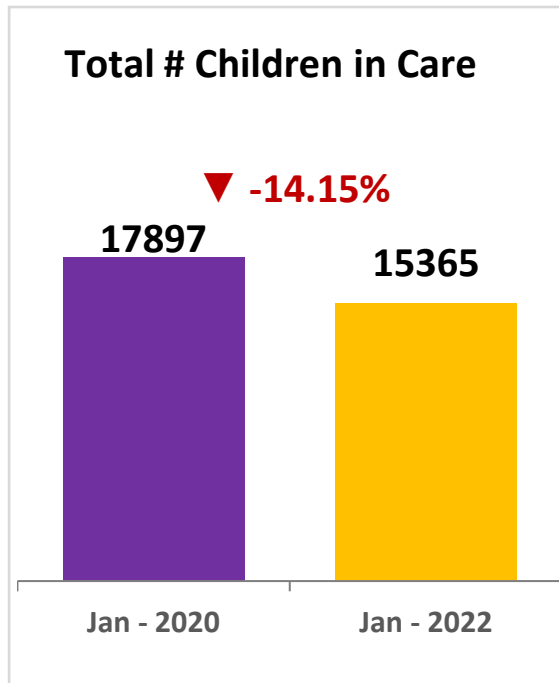
Children in Quality Care by Age
Dallas County Child Care

Quality Comparison – January 2020 vs January 2022

Total # Children in TRS Programs By Age Category

▼ -28.48%   ▼ -21.04%   ▼ -15.01%   ▼ -9.52%

	Infant	Toddler	Preschooler	Schooler
Jan - 2020	660	1378	1892	2532
Jan - 2022	472	1088	1608	2291

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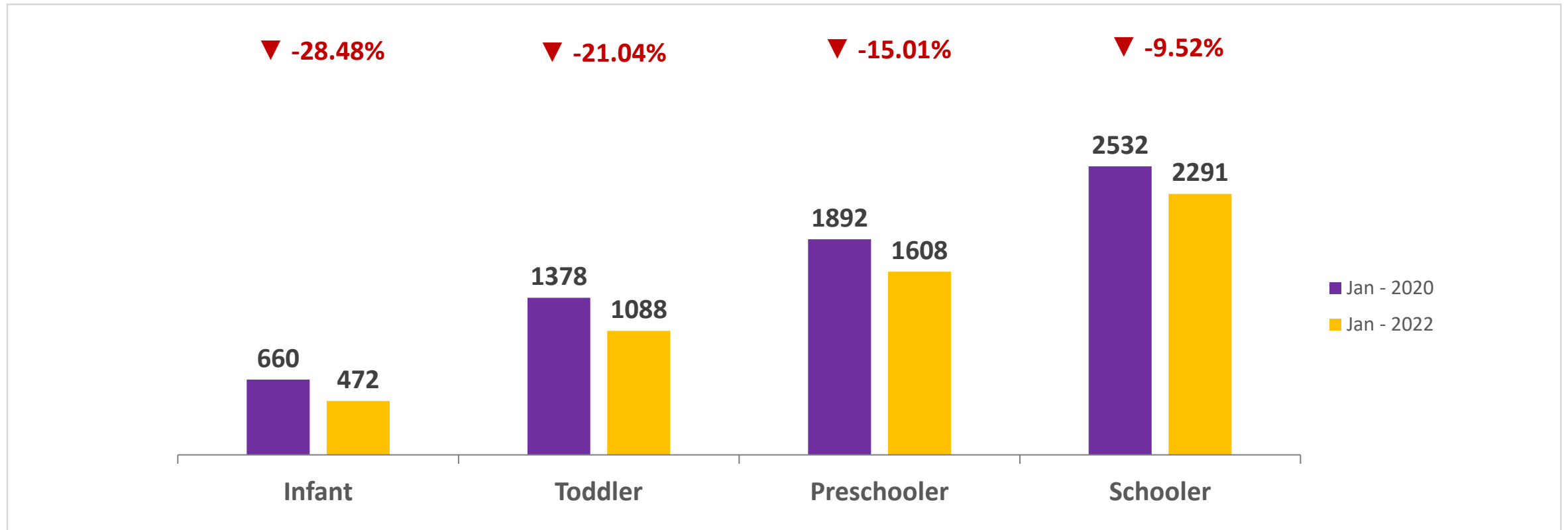
TRS Providers in Dallas County (January 2022)
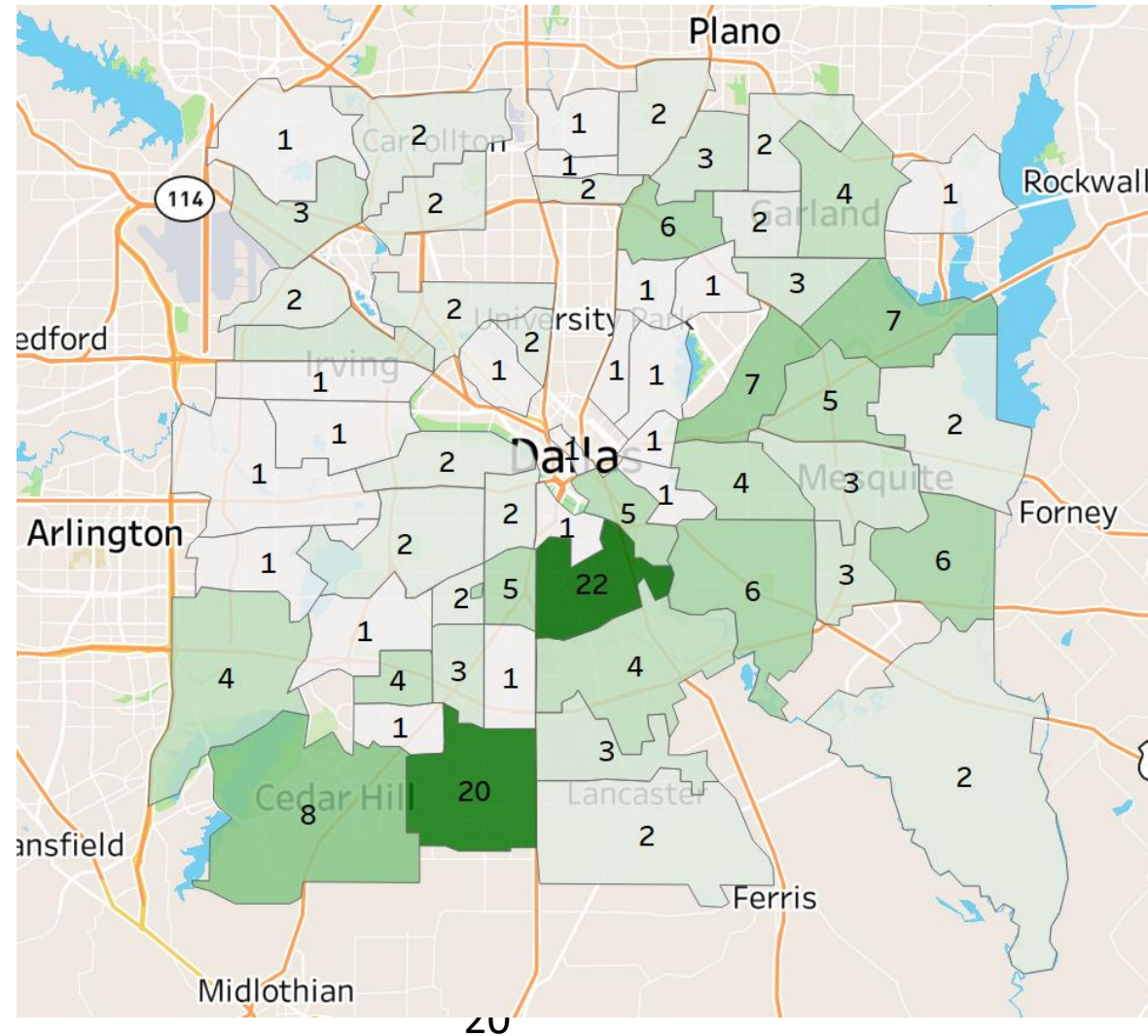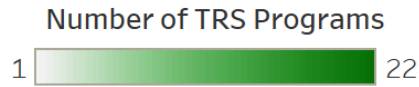
Children in Subsidy Program (January 2022)
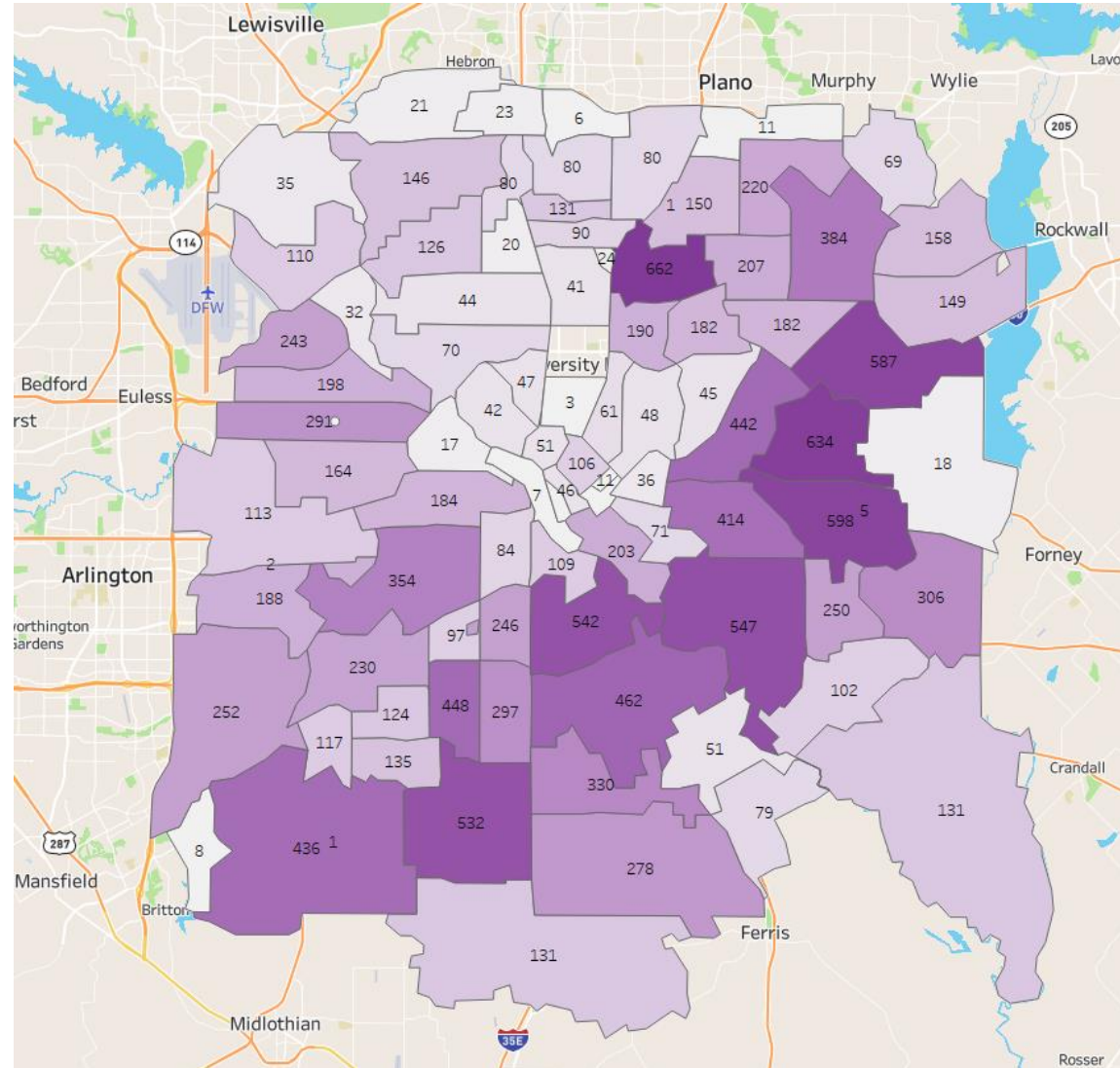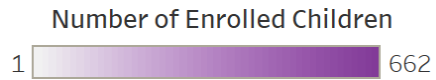
Future Strategy
CCA Quality Delivery Model – Neighborhood Hubs

Our Goal: A Thriving Community

Early Childhood Education

Postsecondary & Employment Pathways

Quality Improvement

Career Pathways For Parents & Teachers

Neighborhood Hubs

Social Capital

Economic Assets

Health & Wellbeing

Parent & Provider Support For Child Care

Family & Provider Engagement

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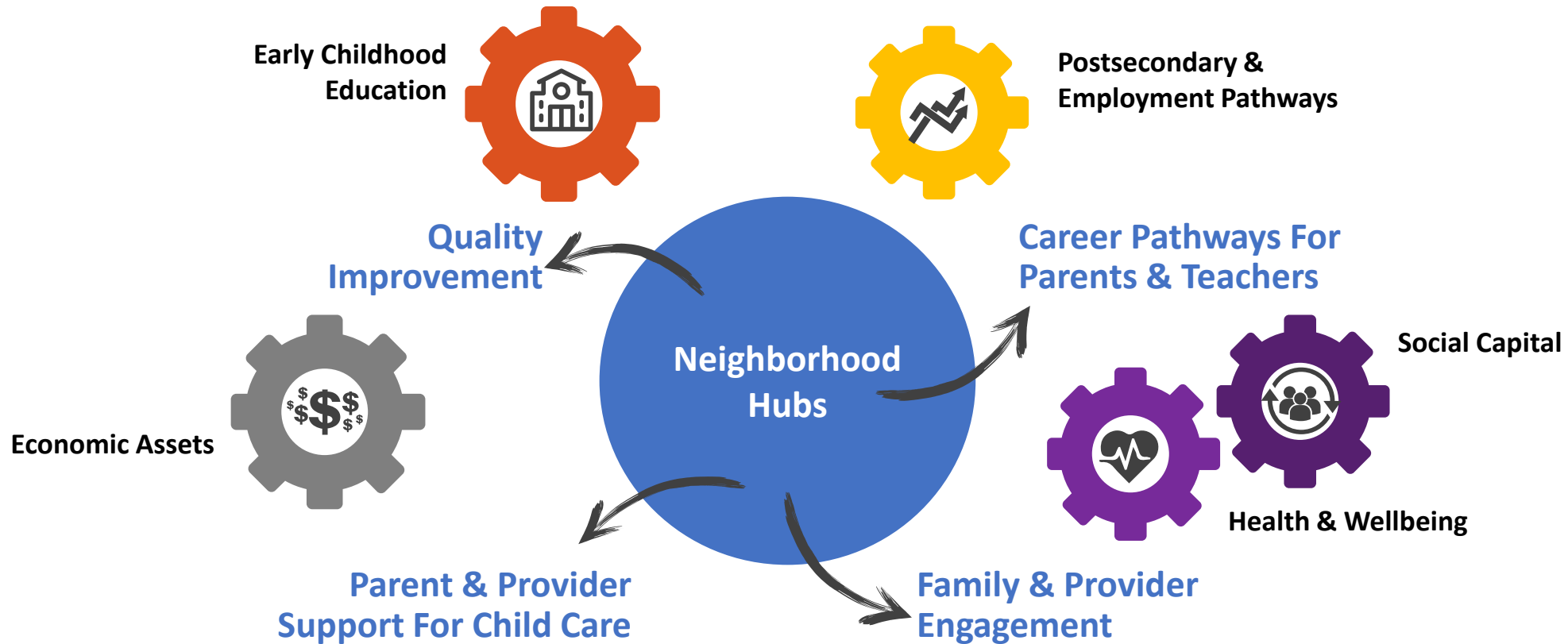
Future Strategy
CCA Quality Mentoring System

Early Learning Program Lifecycle - Roadmap to Quality for Early Learning Programs

Engagement Phase
How we bring in new programs

Discovery Phase
Academy for eligible ELPS

Growth Phase
Individual coaching and support

Retention Phase
Supporting continuous quality

TRS Assessment
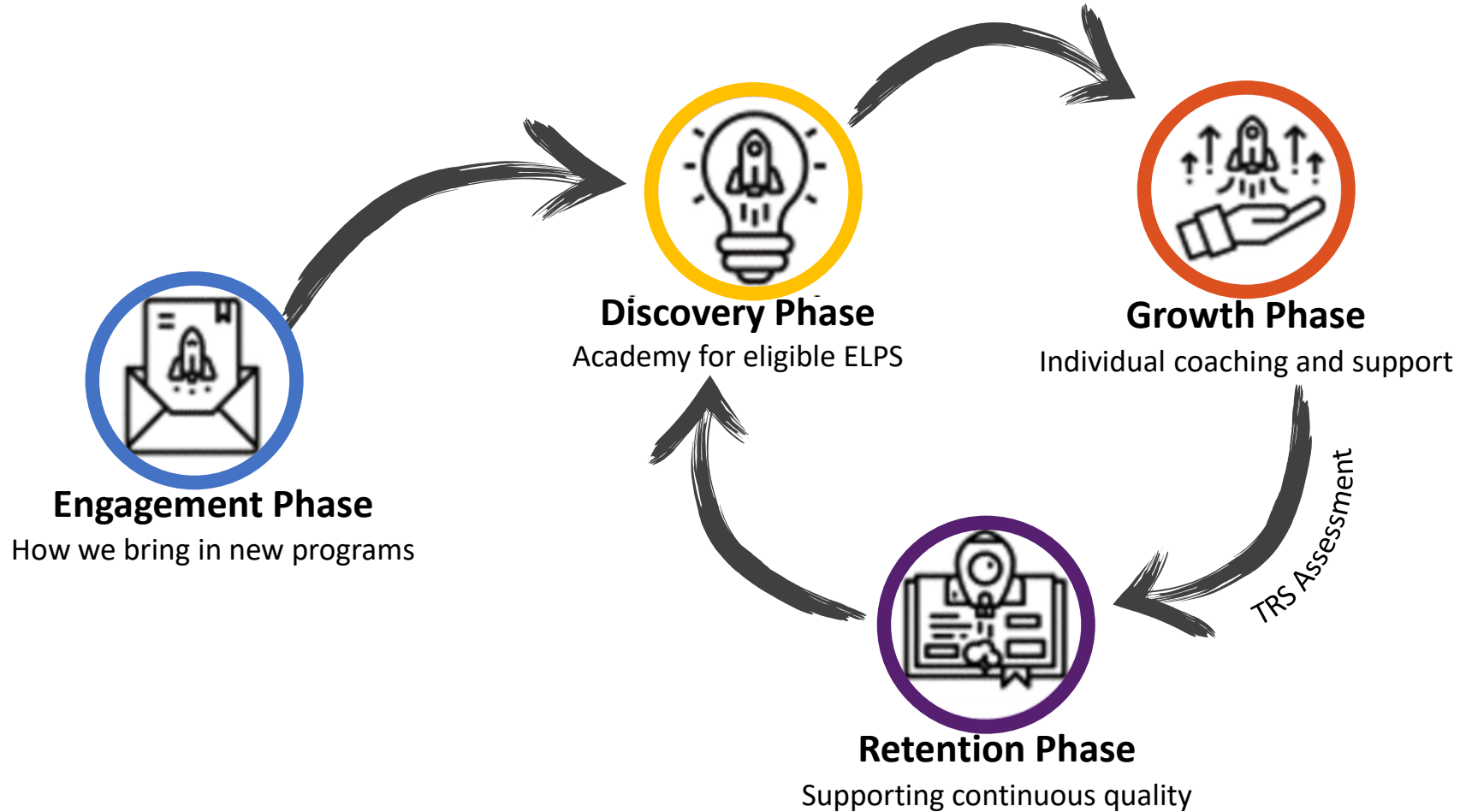
ACTIVITIES

- System design with KPIs at each phase
- CRM to enhance our service to programs, track actions and collect data

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Appendix

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CORE VALUES

S P I R I T

SERVICE   PROFESSIONALISM   INTEGRITY   RESPECT   INCLUSION   TEAMWORK

STRATEGIC PLAN 2019-2023

VISION

Children do better as their parents do better. When families thrive, communities succeed.

MISSION

To champion a strong two-generation system for Texas that teaches children and parents, trains early childhood professionals and assists families.

IMPACT STRATEGIES

BEST-IN-CLASS EARLY LEARNING
Improve and sustain CCG Early Childhood Programs as best practices in the Two Generation Approach and trauma-informed care.

PARENT VOICE
Create opportunities for parent and family input in program design and implementation.

NEIGHBORHOOD-BASED CHILDCARE HUBS
Coordinate quality early learning support, training and services through a neighborhood hub approach.

ADVOCACY & LEADERSHIP
Build on CCG's leadership role in the Two Generation Approach by expanding to '2Gen PLUS' services, supports, and advocacy.

ACTIVATION STRATEGIES

PEOPLE

- Engage in an intentional process to integrate equity conversations into all decisions made at CCG.

- Continue practices and policies to maintain CCG's position as a Best Place to Work company.

- Invest in professional development and training to develop the potential of staff and build a pipeline of future leaders.

- Increase active engagement and support among staff, volunteers, donors, trustees and other stakeholders across all platforms.

SYSTEMS & PROCESSES

- Develop a comprehensive impact measurement process.

- Enhance marketing and communications strategy to build greater brand consistency and awareness of CCG.

- Utilize new technologies and other strategies to enhance the efficiency, effectiveness and security of our people, programs, and operations.

- Ensure all facilities provide a safe, positive working and learning environment and anticipate future agency and community needs.
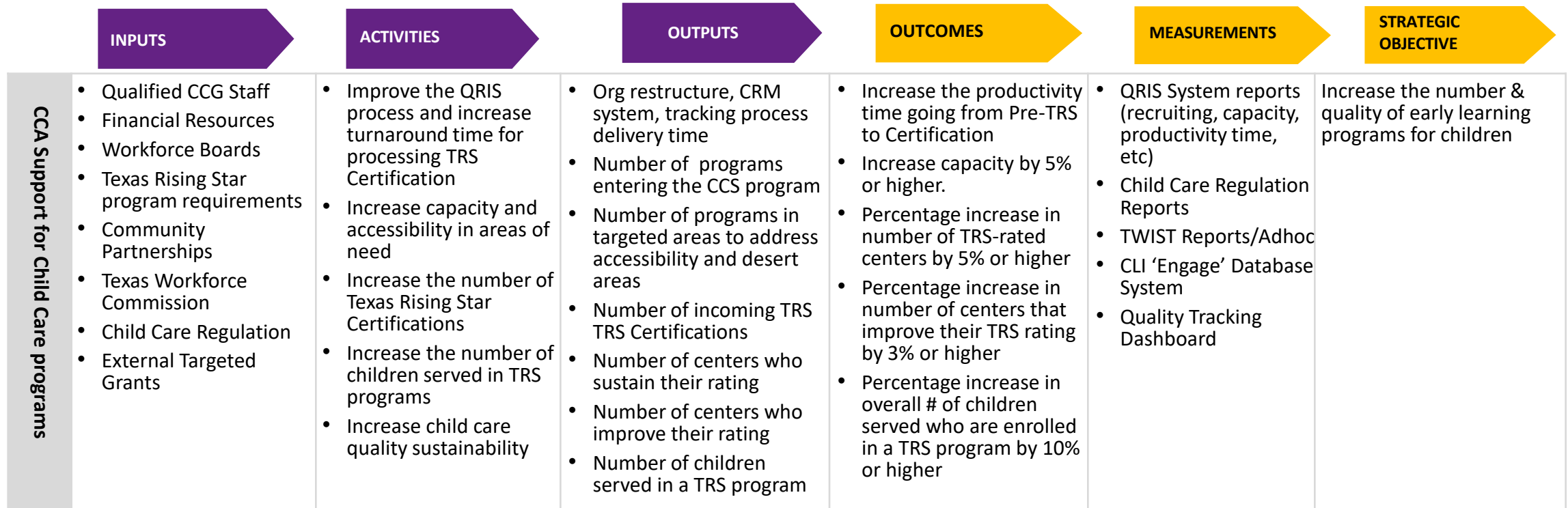
Logic Model
Support for Community Early Learning Providers

> **THEORY OF CHANGE:**
> ChildCareGroup provides child care financial assistance so parents can work, attend school/job training to attain self sufficiency. Through mentoring & support activities, child care programs become certified as Texas Rising Star so that children receive quality early learning programming in participating programs.

GOALS, OUTCOMES & MEASUREMENT

	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	MEASUREMENTS	STRATEGIC OBJECTIVE
CCA Support for Child Care programs	• Qualified CCG Staff • Financial Resources • Workforce Boards • Texas Rising Star program requirements • Community Partnerships • Texas Workforce Commission • Child Care Regulation • External Targeted Grants	• Improve the QRIS process and increase turnaround time for processing TRS Certification • Increase capacity and accessibility in areas of need • Increase the number of Texas Rising Star Certifications • Increase the number of children served in TRS programs • Increase child care quality sustainability	• Org restructure, CRM system, tracking process delivery time • Number of programs entering the CCS program • Number of programs in targeted areas to address accessibility and desert areas • Number of incoming TRS TRS Certifications • Number of centers who sustain their rating • Number of centers who improve their rating • Number of children served in a TRS program	• Increase the productivity time going from Pre-TRS to Certification • Increase capacity by 5% or higher. • Percentage increase in number of TRS-rated centers by 5% or higher • Percentage increase in number of centers that improve their TRS rating by 3% or higher • Percentage increase in overall # of children served who are enrolled in a TRS program by 10% or higher	• QRIS System reports (recruiting, capacity, productivity time, etc) • Child Care Regulation Reports • TWIST Reports/Adhoc • CLI 'Engage' Database System • Quality Tracking Dashboard	Increase the number & quality of early learning programs for children

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History of CCG in Child Care Assistance

- 1982 - CCG was selected by the state for a pilot program of "brokered" child care services

- 1991 - Texas expanded the state's pilot program into Child Care Management Services. ChildCareGroup was the original contractor

- 2010 and 2019 - Operate two other workforce contracts in Texas – Workforce Solutions Southeast Texas (2010) and Workforce Solutions Heart of Texas (2019)

- Designed and built a custom BPM called Workflow. Several workforce areas use the system we built

- Asked to provide guidance to North Central Texas program on enrollment and to take over enrollment services for the remainder of the year

- Participated on TWC's workgroup in searching for a new state system

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History of CCG in Child Care Advocacy

Established Dallas Early Education Alliance (now North Texas Early Education Alliance) in 2010 to bring together providers and other stakeholders to promote affordability and accessibility of quality child care

- 100% funded through private philanthropy led by Melanie Rubin

- CCG and NTEEA work with statewide stakeholders to discuss/develop policy initiatives that support and promote quality child care

- Special training programs have helped providers learn to advocate for themselves & participate in the legislative process

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Dallas County Subsidy Child Care Providers
2020 vs 2022

▼ -17

461   444

▲ +2   ▲ +2

63   65   93   95

■ Jan - 2020
■ Jan - 2022

Licensed Center   Licensed Child Care Home   Registered Child Care Home

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