

New Jersey Family Child Care

LANDSCAPE REPORT



ALL OUR KIN
November 2018

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New Jersey **Family Child Care**

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Introductory Letter from All Our Kin

Dear Reader,

When we began All Our Kin nearly 20 years ago, we started with a vision: that all children receive the high-quality early learning experiences that prepare them to succeed in school and in life. Since then, All Our Kin has trained, supported, and sustained the early childhood educators who reach our country's infants and toddlers, children of color, and children in overburdened, under-resourced families: home-based family child care providers.

For much of All Our Kin's lifetime, family child care has received very little attention. However, as the research on early childhood brain development has grown—indicating that the brain is literally built between the ages of 0 and 3—and cities and towns across the country seek to create child care solutions that work for all families, family child care gains increasing recognition. From All Our Kin's many years of experience working directly with family child care providers, we know that when providers get the resources, training, and coaching they deserve, they run high-quality family child care businesses that transform opportunities for children, families, and entire communities.

In New Jersey, more than 1,900 family child care providers educate and care for as many as 9,535 children. As this report shows, there are exciting efforts already underway that focus on raising the quality, availability, and sustainability of family child care in the state. We recognize the incredible contributions that groups like Child Care Aware of New Jersey (CCANJ), Child Care Resource and Referral Agencies (CCR&R), Advocates for Children of New Jersey (ACNJ), New Jersey Family Child Care Providers' Association, Grow NJ Kids, Child Care Workers Union, and regional technical assistance centers are making in the New Jersey market, offering professional learning, resources, and support; building consumer awareness; and shedding light on the value of investing in family child care.

While we were working to produce this report, CCANJ was concurrently interviewing providers and assessing the family child care landscape in New Jersey. We are grateful to have worked collaboratively with them, from attending their convening with providers in September, to sharing data and opportunities for alignment. We are also grateful for our partnership

with ACNJ, whose critical research informed much of this report. We are excited by the enthusiasm and momentum from diverse stakeholders around New Jersey to strengthen and expand family child care, as well as to think innovatively about how to continue building the supply of high-quality child care options across settings, thereby increasing access for the children and families who desperately need it.

Despite ongoing efforts to support family child care in New Jersey, we know that significant challenges remain. High-quality, affordable child care is out of reach for many working families. Thousands of New Jersey's infants and toddlers lack access to safe, nurturing early learning environments during the years when that access matters most. Family child care programs—which are uniquely well-positioned to meet the needs of our youngest children and our families who face the greatest barriers to accessing care—are closing, unable to sustain in a world where increasing program requirements are not coupled with increased compensation and support, and where inequitable public investments in early care and education leave family child care behind. And, those who are working to strengthen family child care, particularly New Jersey's CCR&Rs, are under-resourced, compounding these challenges.

In light of this, we believe New Jersey is at a unique moment of opportunity to change policies, programs, and practices, moving towards a comprehensive child care system that meets the diverse needs of today's working families and recognizes family child care as a critical part of the solution. In this report, we put forth recommendations for how New Jersey can seize this moment, paving the way for the state's family child care providers, children, and families to thrive.

Sincerely,

Jessica Sager
Co-Founder and CEO

Janna Wagner
Co-Founder and Chief Learning Officer

Erica Phillips
Chief Operating Officer

All Our Kin Overview

All Our Kin is a nationally-recognized nonprofit organization that trains, supports, and sustains family child care providers to ensure that children and families have the foundation they need to succeed in school and in life. Through All Our Kin’s programs, child care professionals succeed as early childhood educators and as business owners, building better lives for themselves and their own families; working parents find stable, high-quality care for their children; and children gain an educational foundation that lays the groundwork for achievement in school and beyond.

Across the country, family child care providers play a crucial role as educators of our youngest children, our children of color, and our children in low-income communities, and they have enormous potential to give children high-quality early learning experiences. However, despite the critically important work that family child care providers do for children, families, and communities, they are systematically overlooked and devalued in policy and practice. As a result, family child care providers lack access to the resources, training, and support necessary for building high-quality child care businesses that will serve families for years to come.

In response, All Our Kin offers family child care providers a holistic, strength-based, data-driven continuum of programs and services that supports providers at every step of their careers. Beginning with the Tool Kit Licensing Program, All Our Kin helps unlicensed family, friend, and neighbor caregivers meet health and safety standards, fulfill state licensing requirements, and become part of a professional community of child care providers. The result: more children spend their critical early years in safe, healthy settings. Licensing also proves transformative for providers: their earnings increase; they gain pride and professionalism; and—with the equipment and training

they need to provide safe, educational care—they are able to serve more children more effectively.

Upon licensure, providers transition to All Our Kin’s Family Child Care Network, which offers educational mentorship, professional development, advocacy and leadership opportunities, and a network of relationships with other family child care providers. The Network is a high-touch program built on best practices in early childhood coaching and consultation. Providers in the All Our Kin Network convene for monthly meetings, workshops and classes, and an annual



professional development conference. A hallmark of the Network is the program visit, during which All Our Kin’s educational coaches model interactions and demonstrate new strategies, and reflect with providers on their work. Providers in the Network also have access to a “warm line” they can call for advice, zero-interest loans and grants, financial management and education training, and market-

ing and referral opportunities. All services are bilingual.

All Our Kin has a proven track record of success in raising the quality, availability, and sustainability of child care in low-income communities. The organization’s impact on communities is deep and multifaceted:

- **All Our Kin increases the quality of family child care.** Findings from a rigorous external evaluation examining All Our Kin’s impact on program quality indicate statistically significant differences in quality between All Our Kin and non-All Our Kin providers. In fact, All Our Kin providers score more than 50% higher on research-based measures of quality than non-All Our Kin providers.
- **All Our Kin increases the supply of licensed family child care in the community.** Though Connecticut lost nearly 35% of its family child care programs from 2000-2011, the number of licensed family child care programs in New Haven increased by 74% during the same period, thanks to All Our Kin.
- **All Our Kin has significant impacts on workforce development.** In a 2011 study by the University of Connecticut’s Center for Economic Analysis, All Our Kin graduates reported earning 10.4% more, on av-

erage, than the average wage for industry counterparts in New Haven. Fifty-five percent had been able to pay down debt, 42% had opened a savings account, and 31% had moved to a larger apartment or house. Furthermore, each newly-licensed provider made it possible for four to five parents to enter the workforce. The combination of the program's impact on parents and providers resulted, according to the study, in \$15-\$20 of macroeconomic benefits for every dollar invested.

- **Most important, through All Our Kin's work, children build the foundation for lifelong learning and future success.** A copious body of research supports the link between high-quality early childhood education and positive educational and social outcomes for children. In fact, "children who attend high-quality early childhood programs demonstrate better math and language skills, better cognition and social skills, better interpersonal relationships, and better behavioral self-regulation than do children in lower-quality care." (American Academy of Pediatrics. 2005 Jan; 115(1): 187-91.) Additionally, following the research on All Our Kin's impact on program quality, the organization conducted an evaluation of its impact on children's outcomes. The results indicate that children in All Our Kin providers' care significantly outperform their peers on math and language assessments and in social-emotional measures. All Our



Kin children scored higher on math and language assessments and demonstrated better social-emotional development than both the national norm and their peers in non-All Our Kin programs.

All Our Kin began in New Haven, Connecticut in 1999 as a response to the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 in order to support single mothers of very young children in securing employment and high-quality child care. Since then, All Our Kin has grown to reach over 600 family child care providers, who have the capacity to educate and care for more than 3,600 children, in some of the most under-resourced neighborhoods in the Bronx and Connecticut.

As All Our Kin continues to expand its direct service model, the organization also seeks to leverage and build on communities' existing engagement with family child care providers by way of a technical assistance initiative. Through this initiative, All Our Kin partners with entities working directly with family child care providers in order to build their capacity to effectively and sustainably engage family child care providers in quality enrichment. To accomplish this, All Our Kin trains partner agencies in the All Our Kin approach and best practices through intensive coaching and educational workshops and trainings.

All Our Kin's technical assistance initiative is underway in Hartford, Connecticut and New York City, and will expand to serve additional communities in the coming years. At the same time, All Our Kin will open more direct service sites. Through this two-pronged approach of direct replication and technical assistance, by 2021 All Our Kin will reach 3,300 family child care providers, who have the capacity to educate and care for 20,000 children.



Introduction and Executive Summary

It is with gratitude and humility that All Our Kin embarked upon the task of researching the landscape of family child care (FCC) in New Jersey. Building upon the strong work of our foundation partners, local CCR&Rs, statewide and regional advocacy and support groups, and of course, family child care providers themselves, All Our Kin is pleased to share findings and recommendations on how to best support and expand the supply of high-quality family child care in New Jersey so that all children and families have access to the early care and education they need and deserve.

Our recommendations are not exhaustive; that said, they are rooted in All Our Kin's nearly two decades of experience and expertise in the field, and we believe they provide a foundation upon which to build a child care system that meets the diverse needs of all families, honors the important work of family child care providers, and creates adequately-resourced systems of support to sustain New Jersey's child care sector. In summary, our recommendations are as follows:

1 Increase public funding for FCC, in particular by raising subsidy reimbursement rates. Providing high-quality child care is difficult, important, expensive work, and family child care providers deserve to be compensated at a rate that allows them to sustain their businesses and serve children and families for years to come. Although subsidy rate increases are needed across the board, we believe it is especially important to increase rates in the following areas, in order to fill gaps in care for: infant/toddler care, care

provided during nontraditional hours, providers who receive high scores through Grow NJ Kids, and providers who care for children with special needs. In the wake of a historic federal investment in the child care subsidy program, New Jersey announced that \$38 million will go toward child care programs and support services, with a particular focus on infant care.¹ It is imperative that family child care is included in this investment. In addition, New Jersey

should explore additional funding streams for infant and toddler care in home-based settings. For example, the Administration for Children and Families recently announced an additional \$140M for the Early Head Start-Child Care Partnership (EHS-CCP) initiative, which bring federally-funded wraparound supports to families, including high-quality child care for children birth to age three. This opportunity should be shared with potential applicants across New Jersey.

2 Improve families' and public knowledge and perception of FCC.

A strategic communications campaign that highlights quality in home-based child care settings and helps parents identify high-quality family child care programs could serve to strengthen public understanding of the family child care option and change existing assumptions about family child care. Transforming the narrative around family child care must be intertwined with the quality initiatives of Grow New Jersey Kids and the CCR&Rs, demonstrating and elevating quality across child care settings. In addition to a consumer education campaign that values the unique strengths of family child care in meeting the needs of families who face the greatest barriers to accessing care, this strategy should also target policy leaders and local businesses.





There is no silver bullet when it comes to creating a child care system that works for all working families. Rather, the path forward must include a variety of action steps— informed by providers and implemented in partnership with support organizations—in service of one goal: that all children have access to the high-quality early learning opportunities that they need to thrive. We are deeply grateful that our partners at The Burke Foundation, The Nicholson Foundation, Overdeck Foundation, The Henry and

Marilyn Taub Foundation, and the Turrell Fund have created the opportunity for this work to commence and look forward to our continued collaboration moving forward.

3 Strengthen supports for improving FCC provider quality. All Our Kin’s nationally-recognized, data-driven model has proven the value of investing in resources, training, and support specifically designed to increase the quality, quantity, and sustainability of family child care and to address the dual education and business needs of providers. One mechanism to accomplish these goals is to invest in the creation of family child care networks with trained staff who have the time, resources, and expertise to support and strengthen family child care programs. In New Jersey, the CCR&Rs, among others, are natural candidates for staffed family child care networks.

4 Build a coalition of key leaders dedicated to improving FCC. In order to accomplish the ambitious changes in policy and practice that are needed to ensure that children and families have access to high-quality family child care options, family child care needs a strong advocacy entity that includes stakeholders across New Jersey—including providers themselves. This group could be responsible for elevating voices from the field, building key relationships, setting policy priorities, and informing state initiatives and investments.



STATE OF NEW JERSEY

High Level Understanding of New Jersey's Landscape for Family Child Care

NEW JERSEY BY THE NUMBERS

**TOTAL
POPULATION¹**
9,005,644

Under 18 years
1,999,253

Under 5 years
522,327

POVERTY RATES

CAMDEN
38.4%

NEWARK
29.1%

PATERSON
29.1%

TRENTON
27.6%

FAMILY CHILD CARE

2,356
*Home-Based
Child Care
Providers receive
CCDF funds in NJ*

Number of FCC Homes by County:

Camden : 114

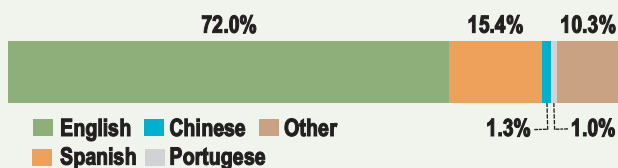
Essex : 221

Passaic : 268

Mercer : 40

Annual cost of
non-accredited
home-based child
care in NJ: \$9,544;
\$12,679 for center
based care²

LANGUAGES SPOKEN IN NEW JERSEY



Participation in Child Care Assistance Program³

Of the 97% of children in NJ receiving subsidies who are cared for by licensed/regulator providers:

- 90% receive care in centers.
- 7% receive care in FCC homes.
- 2.3% of children in NJ receiving subsidy are cared for by legally exempt providers.
- In Connecticut, 54% of children subsidized by the CCDBG are served in centers, 46% in home-based settings; in New York, 42% are served in centers, 58% in home-based child care settings.⁴

POLICY OUTLOOK SUMMARY

POLICY ON FAMILY CHILD CARE⁵

- FCC homes that provide care for five or fewer children under 13 may voluntarily register through CCR&Rs, but are not required to be registered and don't have the option to become licensed. FCC homes that wish to obtain state registration must complete an application.
- Child care subsidy rates for registered FCC providers are quite low and New Jersey does not offer differentiated reimbursement rates to FCC providers offering high quality care.

**NEW JERSEY IS ONE OF THREE STATES THAT
DOES NOT HAVE MANDATORY LICENSING
REQUIREMENTS FOR HOME-BASED PROVIDERS**

IMPROVING FCC QUALITY IN NJ⁶

- The addition of a Family Child Care component to Grow NJ Kids is expected to strengthen quality of FCC in coming years—Enabled by public/private partnership funded through The Nicholson Foundation, The Schumann Fund for New Jersey, and the New Jersey Department of Human Services, Division of Family Development.
- Success in improving quality of care in 45 FCC homes in low-income areas of Mercer/Middlesex/Essex counties led NJ to adopt Steps to Quality as pilot for the Grow NJ Kids Initiative.
- In October 2018, Governor Murphy announced \$38 million in funding towards child care programs and support services, including subsidy payments for lower-income families.

Sources: 1: US Census 2: Child Care Aware of America 3: NWLC Child Care Fact Sheet, September 2017
4: The Urban Institute 5: NJ Department of Children and Families 6: Steps to Quality: A Grow NJ Kids Family Child Care Initiative

New Jersey Statewide Context

With a population of approximately 9 million people, New Jersey is home to over 500,000 children under the age of five.² Of these 500,000 children, more than 314,000 are under the age of three.³ To help support New Jersey's low-income families in paying for child care, over \$300M in public subsidies is provided to approximately 5,000 child care providers, serving a monthly average of approximately 65,000 children in the state.⁴ Beyond the current reach of the child care subsidy, significant gaps remain between child care supply and demand that impact the wellbeing of thousands of New Jersey's youngest children and their families.

SUPPLY AND DEMAND OF CHILD CARE

Out of approximately 314,200 children under the age of three in New Jersey, an estimated 207,400—66% of the total number—live in families where all parents are in the workforce.⁵ Licensed child care centers only meet a portion of this demand for child care; New Jersey has 1,612 licensed centers (as of 2016) providing care to infants and toddlers (i.e., children under age three), with an estimated 55,600 slots for these young children.⁶ Thus, even at full capacity, these centers can only serve 27% of the estimated infant and toddler need. Communities with limited or no access to child care centers are often known as child care deserts; in New Jersey, child care deserts are most prevalent in rural and low-income areas.⁷

To complement center-based care, New Jersey also has 1,907 registered FCC providers (as of 2016) with an estimated 9,535 child slots.⁸ But a gap between total child care supply and estimated demand remains, indicating that **a large number of infants and toddlers receive care through family or informal arrangements that are not monitored for compliance or quality through public systems.** Research shows that quality care has a direct impact on children's social-emotional development, math, language, and cognitive skills, ability to form healthy relationships, and ability to self-regulate, all of which influence children's kindergarten readiness and lifelong success. As such, absent substantial policy changes, many children in New Jersey are not receiving the foundation they need to succeed in school and beyond.

THE BENEFITS OF FCC

Family child care is a critical component of a child care system that meets the diverse needs of all families, and is uniquely well-positioned to meet the needs of families who face the greatest barriers to accessing child care. There are a number of reasons why families might choose family child care over center-based care, including:

- FCC providers often offer a number of different flexible options (e.g., part-time vs. full-time care, flexible hours beyond a typical workday and/or on week-ends, etc.), especially beneficial for parents who work atypical or unpredictable hours.⁹ Of the children subsidized by CCDBG (Child Care and Development Block Grant) in New Jersey, 14% have parents working majority nontraditional hours, while 51% have parents working some nontraditional hours.¹⁰
- FCC providers' cap on the number of children they care for can be attractive, particularly to parents of very young children.¹¹
- The cost of care through FCC is typically less than that of center-based care.¹² In New Jersey, the average annual cost of child care in a home-based setting is \$9,544, versus \$12,679 in a center.¹³
- Especially in locations (such as low-income areas) where center-based providers are less common, FCC programs provide families with a child care option in their own neighborhood. This is particularly important for families that lack access to reliable transportation.
- FCC providers can sometimes serve children with special needs more easily than can other available child care options.
- FCC providers can care for mixed-age groups, including infants, toddlers, and preschool-aged children, in addition to providing before- and after-school care and summer care for school-aged children.
- Parents may be able to more easily identify a family child care option that meets their cultural and linguistic background than a center-based program.

Overall, FCC offers a complementary option to center-based care, giving families greater flexibility and choice in the care they select for their children.

SUBSIDIZED CHILD CARE OPTIONS

The annual cost of child care in New Jersey can be prohibitive for low-income families, with the annual cost of infant care in a center approaching the annual cost of college tuition at a four-year public college (\$12,679 and \$13,868, respectively).¹⁴ For a married family with two young children living at the poverty line, child care can cost 94.6% of annual income for center-based care and 74.1% of income for home-based care.¹⁵ For many low-income families, child care is inaccessible without the help of the child care subsidies—public subsidies funded by a combination of state and federal dollars that help low-income families pay for child care.

For low-income working parents with very young children, there are several child care options that can provide access to public subsidies:

- Center-based child care providers offer care for more than five children and are required to be “licensed” by the state of New Jersey.¹⁶
- Family child care (FCC) providers offer care in their home for five or fewer children¹⁷ and can become “registered” on a voluntary basis¹⁸ through their local Child Care Resource & Referral Agency (CCR&R).¹⁹
- Two additional provider types—Family, Friend, and Neighbor (FFN) providers, who serve no more than two unrelated children; and In-Home providers, who care for the child in their own home—can be “approved” by the New Jersey Department of Human Services Division of Family Development (DFD) or its designee.²⁰

Working families that place their children in the care of child care providers that are licensed, registered, or approved, can be eligible for subsidies to help pay for this care, based on income eligibility. In 2017, a family of three in New Jersey qualified for the child care subsidy if their annual income was no greater than \$40,320, which is 44% of New Jersey’s state median income and 197% of the federal poverty level.²¹ In New Jersey, centers serve 90% of the children subsidized by the Child Care and Development Block Grant (CCDBG), the federal government’s major child care assistance program that combines state and federal dollars and is administered through the states. This

percentage is considerably higher than the national average of 73%, and means that only 10% of New Jersey’s subsidized child care takes place in home-based settings.²² For comparison, in Connecticut, where All Our Kin has provided direct services for nearly two decades, 54% of children subsidized by CCDBG receive care in centers, while 46% receive care in home-based child care settings.²³ In New York, where All Our Kin opened its newest direct service site in the Bronx in 2018, the majority (58%) of subsidized children are served in home-based child care settings, compared to 42% served in centers.²⁴

Monthly subsidy rates aim to make child care more affordable for low-income families. That said, **low-income families often still face financial challenges in accessing high-quality care:**

- As of 2016, New Jersey’s subsidy rates were below the recommended federal level of 75th percentile of current market rates—a recommendation designed to provide low-income families access to 75% of the child care provider options available in their community.²⁵
- Child care providers in New Jersey (as in most states) can set a monthly price for their services that is greater than the subsidy rate. This may be necessary due to the fact that low subsidy rates are not sufficient to cover the full cost of providing high-quality child care. In these instances, a family that is eligible for child care subsidies must pay the difference in price in order to receive care.²⁶
- Co-pays are oftentimes required of families who receive subsidies. A family of three with an annual income of \$30,000 that has one child receiving full-time child care is estimated to have a monthly co-pay of approximately \$97.²⁷

Subsidy rates are set by provider type and differ in some instances based on whether a provider is accredited or has been rated highly by Grow NJ Kids, New Jersey’s Quality Rating and Improvement System (QRIS). Subsidy rates—and the differences among them—for infant and toddler care are documented in the table (page 13).

Monthly subsidy rates²⁸ per child for full-time care²⁹

	Base subsidy		Subsidy with accreditation ¹		Subsidy with Grow NJ Kids Kids rating of 3–5 stars	
	Infants (birth–17 m.)	Toddlers (18–29 m.)	Infants	Toddlers	Infants	Toddlers
Licensed center-based providers	\$724	\$717	\$731	\$731	Range of \$789–903	Range of \$753–783
Registered FCC providers	\$670	\$670	\$703	\$703	Grow NJ Kids rating does not increase FCC subsidy	
Approved	\$404	\$404	N/A		N/A	

As illustrated in the table above, there are several notable differences between subsidy rates for licensed center-based providers and registered FCC providers. Taken together, these differences contribute to a climate in which **FCC is often not an attractive business option:**

- Grow NJ Kids rewards center-based providers that receive ratings of 3 or more stars with increased subsidy rates—the infant rate increases by 9-24% while the toddler rate increases by 5-9%. However, rates for FCC providers do not increase beyond the base subsidy rate if they receive high quality ratings from Grow NJ Kids.
- Subsidy rates for FCC providers are lower across the board compared to rates for licensed center-based providers.
- Subsidy rates for center-based providers are typically higher for infants than for toddlers, whereas rates for FCC providers are the same for infants and toddlers.

The average annual income for FCC providers in New Jersey is \$18,546, which is estimated to be considerably lower than for a center-based provider.²⁸ One sample estimates that **FCC providers earn an average of \$5.32 per hour, far below New Jersey's minimum wage of \$8.38.**²⁹ As small business owners, FCC providers' incomes are driven by community members' ability to pay. Low-income families cannot afford to pay the true cost of high-quality child care, underscoring the importance of subsidy reimbursement rates that are high enough to fill the gap. In addition, family child care providers are responsible for their own insurance needs,³⁰ although the Child Care Worker Union,

which supports FCC providers in New Jersey, does provide a healthcare option for its members.³¹

HISTORICAL CONTEXT AND TRENDS IMPACTING CHILD CARE

The number of registered FCC providers is declining: From 2001 to 2016, the total number of FCC providers registered in New Jersey dropped 59%, from 4,689 to 1,907.³² This decline mirrors national trends and points to the urgency of preserving and strengthening this critical component of the child care sector. In the four counties (Passaic, Essex, Camden, and Mercer) on which our landscaping analysis has particularly focused, the collective number of FCC providers has dropped even further since 2016—by an additional 11%.³³

Subsidy rates are increasing for centers but remain flat for FCC: 2018 marks the first time in a decade³⁴ that subsidy rates have increased for center-based providers. In 2018, these subsidy rates are increasing by 1 to 4% and additional incentive-based rates have been layered in for providers who receive Grow NJ Kids ratings of three stars or higher. In total, approximately \$15M in additional funding has been appropriated in New Jersey's state budget for 2018 to support these rate increases.³⁵ Additional subsidy rate increases will also go into effect in 2019, including a 25% increase in the rate for infant care.³⁶ In contrast, New Jersey last increased its subsidy rates for FCC providers in 2014.³⁷ The 2019 subsidy rate increases for centers are a result of the recent historic federal investment in CCDBG—an additional \$2.48B for child care subsidies for FY18 and FY19. Yet, while some



states have made explicit commitments to invest new federal dollars in family child care, we have not seen a similar commitment in New Jersey. When subsidy rates are not increased to reflect the true cost of providing high-quality care, FCC providers struggle to sustain the high-quality child care businesses that children, families, and communities need, and their income is compromised, impacting their ability to sustain their own families.

New requirements have made FCC provider registration increasingly difficult: As part of the federal CCDBG Reauthorization Act of 2014, health and safety requirements were increased for all child care programs accepting subsidies.³⁸ In 2017, the state of New Jersey passed a bill requiring FCC providers and certain other members of their households to undergo comprehensive criminal background checks in order to become registered.³⁹ Increased requirements—such as a greater frequency of inspections and additional provider training⁴⁰—have the goal of improving the quality of care that children receive. However, increased requirements present significant challenges for FCC providers to meet; when they are not accompanied by increased financial support and technical assistance, they discourage providers from becoming registered.

State-funded preschool continues to expand, threatening to destabilize infant/toddler care infrastructure: In 1998, a ruling by the New Jersey Supreme Court resulted in state-funded universal preschool for a number of New Jersey's poorer, urban districts;⁴¹ these 31 "Abbott" districts include Newark, Paterson, Trenton, and Camden.⁴² In 2008, the state legislature passed the School Funding Reform Act, expanding the Abbott preschool program to all low-income children across New Jersey, but this act remained unfunded for almost a decade.⁴³ Recently, there has been a strong

push to increase funding for preschool expansion. Nearly \$83M in the 2018 state budget has been allocated for increased preschool investment, which includes funding to expand to new school districts as well as increased funding for the original Abbott districts.⁴⁴ It is likely that the success of and renewed momentum for state-funded preschool in New Jersey has weakened the demand for FCC among families with three- and four-year old children. Based on All Our Kin's experience in Connecticut and New York City, we have seen how increased investment in state-funded preschool undermines the economic model of family child care. As three- and four-year olds move to state-funded preschool, family child care providers are left caring for children birth to age two—the least profitable age group in all child care settings, because of the high cost of providing infant and toddler care and because of ratio requirements that limit the numbers of infants and toddlers that can be cared for in a program. As such, when investment in preschool is not accompanied by parallel investment in infant and toddler care, it threatens to destabilize the child care infrastructure for our youngest children.



Select New Jersey Organizations Supporting Family Child Care

STATE DEPARTMENTS

In New Jersey, two state departments are centrally involved in regulating family child care:

- **New Jersey Department of Human Services (DHS) Division of Family Development (DFD)** provides funding for a number of institutions and organizations (e.g., CCR&Rs, Regional TA Centers, Grow NJ Kids) that support FCC providers. In addition, DFD disperses subsidy funds, such as federal CCDBG dollars, to CCR&Rs (CCR&Rs then pay these subsidies directly to FCC providers for the care they provide to subsidy-eligible families).
- **New Jersey Department of Children and Families (DCF) Office of Licensing (OOL)** establishes the requirements for FCC providers to become and remain registered. OOL monitors CCR&R activities related to registering FCC providers, to ensure that CCR&Rs are assessing FCC providers against the established registration requirements.

CHILD CARE RESOURCE & REFERRAL (CCR&R) AGENCIES

New Jersey's CCR&Rs provide a number of child care services to families and child care providers in their communities and are funded primarily by the state. New Jersey has 16 local CCR&Rs that are members of **Child Care Aware of New Jersey (CCANJ)**,⁴⁵ a state-wide association that provides coordination and support among member CCR&Rs. Services provided by New Jersey's CCR&Rs include the following:

- *Resources and referrals for families:* Families contact CCR&Rs to identify the best child care option (e.g., based on price, location, schedule, etc.) for their children. CCR&Rs have extensive knowledge of available child care options, and offer resources and provider referrals to help parents determine which child care program is the right fit.
- *Registering FCC providers:* CCR&Rs recruit FCC providers to become registered, and guide providers through the registration process. (Note: This process includes receiving a home inspection, completing a

number of forms, becoming CPR and first aid certified, and attending additional training.⁴⁶) CCR&Rs also conduct monitoring inspections for providers that are already registered and check for compliance related to CCDBG requirements.

- *Providing subsidies to FCC providers:* With funding dispersed by DHS DFD, CCR&Rs pay subsidies directly to FCC providers for the care they provide to subsidy-eligible families.
- *Enrolling FCC providers in Grow NJ Kids:* See details in "Grow NJ Kids" section below.
- *Technical assistance for FCC providers:* CCR&Rs often provide a number of TA offerings for FCC providers in addition to those directly offered as part of registration or Grow NJ Kids enrollment. These TA offerings can include business training and training related to quality improvement.

GROW NJ KIDS

Grow NJ Kids is New Jersey's Quality Rating and Improvement System (QRIS) and is a collaborative initiative of the state's Departments of Human Services; Children and Families; Education; and Health.⁴⁷ Grow NJ Kids aims to increase the quality of child care and early learning in New Jersey while providing transparent information to parents about how to find high-quality care. Grow NJ Kids works across several child care settings—namely registered FCC providers, center-based providers, school- or center-based preschools, and Head Start programs.⁴⁸ The initiative uses five categories to determine quality: 1) Safe, healthy learning environment; 2) Curriculum and learning environment; 3) Family and community engagement; 4) Workforce professional development; and 5) Administration and management.⁴⁹

Grow NJ Kids' FCC-related implementation was borne out of *Steps to Quality: A Grow NJ Kids Family Child Care Initiative*. Steps to Quality, a public/private partnership funded by The Nicholson Foundation, Schumann Fund for New Jersey, and New Jersey Department of Human Services, is a project of three of New Jersey's CCR&Rs—Child Care Connection, Programs for Parents, and Community Child Care Solutions. Within the several counties (including Essex and Mercer counties) that these CCR&Rs serve, Steps to Quality has supported FCC providers to enroll in and become rated through Grow NJ Kids.

Steps to Quality's influence has been significant.

Whereas 13 FCC providers from Essex and Mercer Counties have received Grow NJ Kids ratings, zero FCC providers from Passaic and Camden Counties (which did not receive Steps to Quality support) have been rated. One interviewee shared that **Grow NJ Kids' focus on FCC has been entirely driven by Steps to Quality**, and that no new FCC providers have entered the pipeline to become rated beyond what Steps to Quality has accomplished.

The Grow NJ Kids process for FCC providers involves steps with several different entities:

- **Local CCR&Rs** support initial steps in the process by 1) recruiting providers to enroll in Grow NJ Kids; 2) conducting an observation of providers in their home; and 3) helping providers complete the Family Child Care Environment Rating Scale (FCCERS) and develop a quality improvement plan.
- **Regional TA Centers** then support providers by offering one-on-one coaching to continue refining quality improvement plans and to support implementation of quality improvement efforts (see additional context in "Regional TA Centers" section below).
- **NJ Center for Quality Ratings at William Paterson University** conducts Grow NJ Kids ratings for FCC providers that are ready to receive them. These ratings include onsite visits to evaluate providers across a number of quality-related categories.

Grow NJ Kids estimates that FCC providers typically take two years to complete the entire process from enrollment through rating, as compared to an estimated duration of 18 months for center-based providers.⁵⁰ Stakeholder interviews surfaced two challenges associated with the current Grow NJ Kids process for FCC providers:

- FCC providers must wait a year after registering before they can enroll in Grow NJ Kids, which can stall momentum for FCC providers that are invested in improving their program quality.
- A provider's progress can stall when their primary point of contact switches from the local CCR&R to a Regional TA Center partway through the process. Improvements to this transition process may expedite the FCC rating process.

REGIONAL TECHNICAL ASSISTANCE PROVIDERS

Through the launch of Grow NJ Kids, three long standing social service organizations in New Jersey have been designated as Regional TA Centers. These organizations receive state funding to support providers in creating and implementing quality improvement plans as these providers prepare their programs to be rated by Grow NJ Kids. The three Regional TA Centers are as follows:

- **Central Jersey Family Health Consortium** supports the following counties in the "northern" part of New Jersey: Bergen, Hunterdon, Morris, Passaic, Sussex, Union, and Warren counties⁵¹
- **Prevent Child Abuse NJ** supports the following counties in the "central" part of New Jersey: Essex, Hudson, Mercer, Middlesex, Monmouth, Ocean and Somerset Counties⁵²
- **Atlantic County Women's Center** supports the following counties in the "southern" part of New Jersey: Atlantic, Burlington, Camden, Cape May, Cumberland, Gloucester, and Salem counties⁵³

In comparison to CCR&Rs, Regional TA Centers are sometimes less accessible to the communities they serve, in part because they lack a local footprint in each of their assigned counties.



CHILD CARE WORKERS UNION

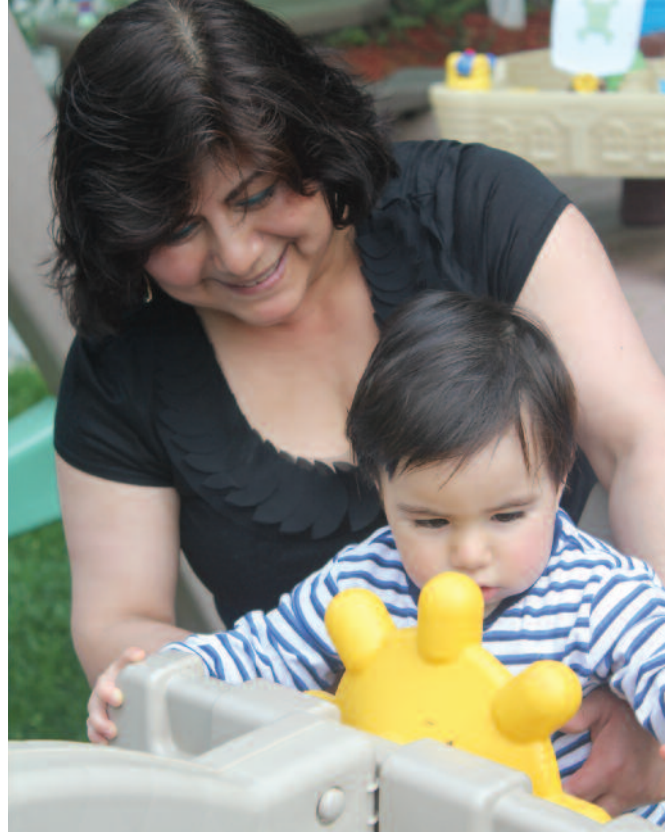
The state of New Jersey granted registered FCC providers and approved Family, Friend, and Neighbor providers the right to collectively bargain as the Child Care Workers Union in 2006.⁵⁴ Through this agreement, providers are represented by one of two unions—American Federation of State, County and Municipal Employees (AFSCME) or Communications Workers of America (CWA)—based on the county in which they reside. The Child Care Workers Union, AFSCME represents 11 counties (including Mercer and Camden) and CWA represents 10 counties (including Essex and Passaic).⁵⁵

According to AFSCME’s child care workers’ field representative in New Jersey, an estimated 565 FCC providers are currently Union members, and these providers pay Union dues equal to 1.3% of the subsidy funds they receive. While Union dues are paid automatically for providers receiving subsidies, providers do have the option to opt out of these payments.

The Unions advocate for policies (e.g., increasing FCC provider subsidy rates) on behalf of FCC providers. In addition, the Union responds to opportunities and challenges surfaced by providers, often times visiting providers in their homes and serving as a voice for providers in navigating New Jersey’s child care bureaucracy.

Currently, communication is lacking between the Unions and key state entities, impacting the Unions’ ability to effectively advocate on behalf of FCC. An important next step will be to bridge this gap, given the important role that the Unions need—and want—to play to achieve policy objectives that strengthen FCC for providers, children, and families.

Underscoring the important role that Unions can play in support of FCC are the experiences of Connecticut and Washington. These are the only two states where subsidy rates for infants in FCC programs are higher than for infants in center-based care, as a direct result of strong Union representation.⁵⁶ In Connecticut, All Our Kin has built a strong relationship with the Union as a fellow advocate and ally, working to-



gether to advance the needs of FCC providers with Connecticut’s statewide early childhood advocates, CCR&R, Office of Early Childhood (state agency that administers early childhood programs), and state legislature.

ADVOCATES FOR CHILDREN OF NEW JERSEY

Advocates for Children of New Jersey (ACNJ) is a leading organization aiming to advance policies to improve the lives of New Jersey’s children. Its mission is “to identify children’s needs through research, policy and legal analysis, to raise awareness of those needs through strategic communications, and to work with elected officials and other decision-makers to enact effective responses.” ACNJ is also a leading source of knowledge about FCC in New Jersey, and last year published an informative and insightful brief titled *Family Child Care in New Jersey: Challenges and Opportunities*.

NEW JERSEY FAMILY CHILD CARE PROVIDERS’ ASSOCIATION

The New Jersey Family Child Care Providers’ Association (NJFCCPA) is a membership-based organization for FCC providers. According to NJFCCPA’s President, the organization has approximately 200 member providers, each of whom pays dues of \$35 annually. NJFCCPA aims to improve the profession of FCC for its members by providing resources, training, and peer support.



CAMDEN COUNTY (CAMDEN) COMMUNITY SNAPSHOT



CAMDEN FACTS

TOTAL POPULATION
74,532

GEOGRAPHIC RANGE
10.3 sq. miles

MEDIAN INCOME
\$26,214

ADDITIONAL OBSERVATIONS:

- ✓ Center for Family Services' Early Learning Network serves children 0-3 and their families in the areas targeted by the Camden Promise Neighborhood Initiative. They run multiple programs targeting the initial years of a child's development, from Early Head Start-Child Care Partnerships, to Healthy Families and Baby's Best Start²
- ✓ Provider educational attainment: 163 have a high school degree or higher; 23 have Bachelor's or higher³
- ✓ 61 providers have 10 or more years of experience, 27 have 9 or less years of experience³

EXPANSION INPUTS

Direct Community Impact	
# of children under 3 with all parents in workforce	12,520 – Camden County
Regulated Childcare Capacity Gap	8,079 = (demand-available slots in FCC and centers)
Key Impact Determinant Scores	
INFRASTRUCTURE	– Camden County Department of Children's Services (CCR&R serving Camden county), Child Care Aware NJ, Atlantic County Women's Center (supports southern counties including Camden)
DEMOGRAPHIC NEED	– 69% single head of household (city) – Poverty Rate = 38.4% (city)
PUBLIC PRE-K	– Pre-K enrollment = 79% (city) ¹

EXPANSION ENABLERS

Key Feasibility Determinant Scores	
POOL OF ECE EXPERTS	– Camden County College offers a degree in ECE
INVESTMENT IN EARLY CHILDHOOD	– Camden receives public pre-school funding – Center for Family Services awarded \$1M Early Head Start-Child Care Partnership Grant in 2015, nonetheless, enrollment in nearly 100 Early Head Start-Child Care Partnership slots (along with other 0-3 programs) are not fully enrolled
OPPORTUNITIES TO SUPPORT QUALITY	– 7-8 providers in Camden County are currently involved with QRIS, (somewhere along the process); 0 have received a rating – In 2017 CFS was awarded a 5-year federal grant to implement the Camden Promise Neighborhood Initiative, which provides a cradle-to-career continuum of services.

¹Percentage of 3 & 4 year olds enrolled in public school pre-k in Camden

²Compiled from external research and All Our Kin stakeholder interviews conducted by the Inspire team

City-specific Context

CAMDEN

The city of Camden, the county seat of Camden County, New Jersey, has a population of 75,000 and is home to Campbell Soup Company.⁵⁷ The city's median annual household income is \$26,000, and just under 50% of its population identifies as Black or African American and 48% as Hispanic or Latino.⁵⁸

Camden County has 114 registered FCC providers,⁵⁹ a decrease from 121 providers since the end of 2016.⁶⁰ Camden's FCC providers are represented by AFSCME as part of the Child Care Workers Union.⁶¹ Three of Camden's FCC providers are participating in Grow NJ Kids, and none of these providers have been rated.⁶² Family child care providers in Camden who are participating in Grow NJ Kids are supported by the Atlantic County Women's Center as their regional TA center.

There are a large number of agencies and organizations in Camden working to support families, and there may be an opportunity to increase collaboration among these entities to better serve Camden's low-income families and children.



Select Camden organizations supporting families with young children and FCC

- **Camden County Department of Children's Services** is the county's CCR&R, and has approximately four staff (in addition to provider trainers) that directly support the organization's FCC-related efforts, out of a total of 32 staff members. The CCR&R provides training and technical assistance for registered FCC providers as well as for prospective providers. The CCR&R has a relationship with the AFSCME Union representative.⁶³
- **Center for Family Services** (CFS) provides programs supporting families, including Camden Promise Neighborhood, which consists of a comprehensive set of services for children from birth to college and career. Camden Promise Neighborhood's Early Learning Network supports children birth to age five, and includes Early Head Start and Head Start programs with 96 and 315 funded slots, respectively. CFS's Early Head Start program works solely with center-based providers.
- **Southern New Jersey Perinatal Cooperative** (SNJPC) is licensed by the NJ Department of Health as the Maternal and Child Health Consortium, serving seven counties in southern New Jersey and providing a number of programs and services for families and communities. One SNJPC program is Camden Healthy Start, which seeks to lower the city's infant mortality rate by improving the health of pregnant women, babies, and families.



ESSEX COUNTY (NEWARK) COMMUNITY SNAPSHOT



NEWARK FACTS

TOTAL POPULATION
285,154

GEOGRAPHIC RANGE
26.1 sq. miles

MEDIAN INCOME
\$33,025

ADDITIONAL OBSERVATIONS:

- ✓ 39% of Newark children live below 100% of the poverty threshold and 70% live below 200% of threshold²
- ✓ Provider educational attainment: 163 providers have a high school degree or higher, 23 have Bachelor's or higher³
- ✓ 133 providers have 10 or more years of experience, compared to 44 providers having 9 or less years of experience³

¹Percentage of 3 & 4 year olds enrolled in public school pre-k in Newark

²Compiled from external research and All Our Kin stakeholder interviews conducted by the Inspire team

³New Jersey Department of Human Services

EXPANSION INPUTS

Direct Community Impact

# of children under 3 with all parents in workforce	20,903 – Essex County
Regulated Childcare Capacity Gap	13,636 = (demand-available slots in FCC and centers)
Key Impact Determinant Scores	
INFRASTRUCTURE	– Programs for Parents (CCR&R serving Essex county), plus Child Care Aware NJ (state-wide) and Prevent Child Abuse NJ (supports Essex and Mercer)
DEMOGRAPHIC NEED	– 66% single head of household (city) – Poverty Rate = 29.1% (city)
PUBLIC PRE-K	– Pre-K Enrollment = 76% (city) ¹

EXPANSION ENABLERS

Key Feasibility Determinant Scores

POOL OF ECE EXPERTS	– Essex County College offers a Child Development Associate Certificate
INVESTMENT IN EARLY CHILDHOOD	– Newark city and neighboring towns/regions receive public funding for pre-school – In 2018, South Ward Children's Alliance received a Promise Neighborhood grant, a \$30 million grant from the U.S. Department of Education given over five years
OPPORTUNITIES TO SUPPORT QUALITY	– Programs for Parents, in partnership with Essex County College, held the 2018 New Jersey First Steps conference, a statewide infant/toddler initiative; 150 participated. – 35 providers in Essex County are currently participating in QRIS rating process, 8 of whom have received a rating (6 3-stars and 2 4-stars)

NEWARK

Newark is the largest city in New Jersey, with a population of 285,000 people.⁶⁴ The city lies within Essex County and is home to Prudential Financial. Newark's median annual household income is \$33,000, and 50% of Newark's population identifies as Black or African American.⁶⁵

A 2016 study prepared by Reinvestment Fund⁶⁶ provides several insights related to Newark's supply of early childhood education:

- According to one survey of families, center-based providers offer 53% of early childhood education.
- The supply of child care only meets 86% of the estimated demand, and the child care shortage tends to be most acutely felt in low-income neighborhoods and in areas with higher concentrations of people who identify as Black or African American.

In Newark, among families whose children were entering pre-kindergarten, 55% of respondents indicated their children were cared for by family members, a contrast to the 34% and 4% who were cared for in center-based and FCC settings, respectively.⁶⁷

Essex County has 221 registered FCC providers,⁶⁸ which is a decrease from 264 providers since the end of 2016.⁶⁹ The county's FCC providers are represented by CWA as part of the Child Care Workers Union.⁷⁰ Thirty-five of the county's FCC providers are participating in Grow NJ Kids, and eight of these providers have been rated by Grow NJ Kids.⁷¹ The county's regional TA center that supports providers who are participating in Grow NJ Kids is Prevent Child Abuse NJ.

One nonprofit executive in Newark spoke of the city's need for a coordinating body to convene and align nonprofits focused on improving outcomes for young children in order to strengthen this support network. In addition, local stakeholders pointed to the need to learn from the strengths and challenges of past philanthropic initiatives related to early childhood and education in Newark when considering future investments in this work.

Select Newark organizations supporting families with young children and FCC

- **Programs for Parents** is Essex County's CCR&R and has been a partner in the Steps to Quality initiative to help pilot Grow NJ Kids for FCC providers in the county. Programs for Parents provides a number of supports for providers in addition to its regulatory



work. For example, the organization offers Family Child Care CDA Credential courses in Newark.⁷²

- **Ironbound Community Corporation (ICC)** was founded in 1969 and supports the Ironbound section of Newark through a range of programs and services. Most of ICC's 3,000 clients come from low-income households and have low levels of English proficiency. ICC provides several children's programs, and opened a new Early Learning Center in 2014 that includes an Early Head Start program as well as a preschool program.
- **South Ward Children's Alliance (SWCA)** serves Newark's South Ward community and has the mission to "dramatically improve the trajectory of children's lives, making it possible for them to succeed to and through college and career." In 2018, SWCA was awarded a \$30M Promise Neighborhood Implementation grant from the US Department of Education. Promise Neighborhood grants aim to support organizations in building out cradle-to-career supports for children in distressed communities; with this increased funding, SWCA aims to scale up a number of its services.
- **The Newark Trust (The Trust)** is "an independent non-profit dedicated to coordinating and focusing ideas, people, and resources on the efficient and effective delivery of a quality public education to all children in Newark; and to creating broad and shared accountability for student success across multiple stakeholders." The Trust is currently working to strengthen the learning continuum for children from prenatal to eight by engaging national partners such as the Parent-Child Home Program.

PASSAIC COUNTY (PATERSON) COMMUNITY SNAPSHOT



PATERSON FACTS

TOTAL POPULATION
148,678

GEOGRAPHIC RANGE
8.7 sq. miles

MEDIAN INCOME
\$34,042

ADDITIONAL OBSERVATIONS:

- ✓ 91% of children ages 5-17 who speak a language other than English, speak **Spanish**²
- ✓ Newly elected Mayor indicates **commitment to economic development** and community safety²
- ✓ 43 providers have ten or more years of experience; 160 providers have 9 or less years of experience³

¹Percentage of 3 & 4 year olds enrolled in public school pre-k in Paterson

²Compiled from external research and All Our Kin stakeholder interviews conducted by the Inspire teams

³New Jersey Department of Human Services

EXPANSION INPUTS	
Direct Community Impact	
# of children under 3 with all parents in workforce	14,128 – Passaic County
Regulated Childcare Capacity Gap	10,111 = (demand-available slots in FCC and centers)
Key Impact Determinant Scores	
INFRASTRUCTURE	– 4Cs of Passaic County (CCR&R serving Passaic County) plus Child Care Aware NJ (state-wide) and Central Jersey Family Health Consortium (supports 7 northern counties including Passaic)
DEMOGRAPHIC NEED	– 61.6% single head of household (city) – Poverty Rate = 29.1% (city)
PUBLIC PRE-K	– Pre-K enrollment = 81% (city) ¹

EXPANSION ENABLERS	
Key Feasibility Determinant Scores	
POOL OF ECE EXPERTS	– William Paterson University and Passaic County CC offer degrees in ECE
INVESTMENT IN EARLY CHILDHOOD	– Paterson city receives public pre-school funding – Paterson Alliance’s “Think Paterson Pre-K” initiative in 2017 increased enrollment by 337 children, vacant slots reduced by 66%
OPPORTUNITIES TO SUPPORT QUALITY	– 46 providers in Passaic County are currently participating in QRIS rating process, 0 have received a rating – From 2011 to 2014, the number of home-based caregivers in Paterson rose 23% – 4Cs CCR&R was able to recruit 29 new providers last year through a supplementally funded outreach program

PATERSON

The city of Paterson, the county seat of Passaic County, New Jersey, is home to 149,000 people.⁷³ Sixty percent of Paterson's population identifies as Hispanic or Latino.⁷⁴ In total, over 50 languages are spoken in Paterson; prominent first languages in addition to English and Spanish include Arabic and Bengali. Paterson includes a high concentration of low-income families—over 35% of families with children are living below the federal poverty line, and the city's median annual household income is \$34,000, compared to \$74,000 for New Jersey state-wide.⁷⁵ A 2017 study prepared by Reinvestment Fund estimates that center-based providers offer 57% of the early care and education across the county.⁷⁶

Passaic County has 268 registered FCC providers,⁷⁷ which is a decrease from 280 providers since the end of 2016.⁷⁸ Paterson's FCC providers are represented by CWA as part of the Child Care Workers Union,⁷⁹ and a majority of the city's FCC providers are Spanish-speaking.⁸⁰ Forty-six of Passaic County's FCC providers are participating in Grow NJ Kids, and none of these providers have been rated by Grow NJ Kids.⁸¹ The County's Regional TA Center that supports providers participating in Grow NJ Kids is the Central Jersey Family Health Consortium.

Select Paterson organizations supporting families with young children and FCC

- **4CS of Passaic County** is the county's CCR&R and serves approximately 300 home-based providers, 268 of whom are registered FCC providers and the remainder of whom are Family, Friend and Neighbor providers. 4CS receives funding from the state for its regulatory work and to provide subsidies to providers, and also raises philanthropic funds to support supplemental technical assistance offerings, including business training and financial and computer literacy.
- **New Destiny Family Success Center** is a centralized information hub for parents that also houses several programs for the Paterson community. One such program is Abriendo Puertas, an evidence-based curriculum for parents with young children. This curriculum was created in Spanish, and New Destiny's role is to train local centers in Paterson to provide Abriendo Puertas to parents.



- **Paterson Alliance** is a nonprofit membership organization with over 70 members that aims to represent Paterson's nonprofit community. Paterson Alliance promotes networking opportunities among its members, and also facilitates collaborative projects and initiatives. For example, the organization initiated the Think Pre-K campaign to encourage Paterson parents to enroll their 3- and 4-year-olds in Pre-K. According to Paterson Alliance's Executive Director, the organization's goal is to expand early childhood efforts beyond preschool-aged children to include all young children from birth to age five.



MERCER COUNTY (TRENTON) COMMUNITY SNAPSHOT



TRENTON FACTS

TOTAL POPULATION

84,964

GEOGRAPHIC RANGE

8.16 sq. miles

MEDIAN INCOME

\$34,412

ADDITIONAL OBSERVATIONS:

- ✓ Community Coordinated Child Care of Union County is working with Child Care Connection to provide training and technical assistance to infant and toddler educators in Mercer County. The initiative (that region’s version of First Steps) is funded by the New Jersey Dept. of Human Services/Division of Family Development²
- ✓ Provider education attainment: 37 have a high school degree or higher; 8 have Bachelor’s or higher³
- ✓ 18 providers have 10 or more years of experience; 17 have 5 or less years of experience³

¹Percentage of 3 & 4 year olds enrolled in public school pre-k in Trenton

²Compiled from external research and All Our Kin stakeholder interviews conducted by the Inspire teams

³New Jersey Department of Human Service

⁴These 45 providers linked to Child Care Connections were the core providers from the 3 counties in the Steps to Quality project; Child Care Connections was the lead agency (the fiscal agent) for the three county project.

EXPANSION INPUTS	
Direct Community Impact	
# of children under 3 with all parents in workforce	8,464 – Mercer County
Regulated Childcare Capacity Gap	5,771 = (demand-available slots in FCC and centers)
Key Impact Determinant Scores	
INFRASTRUCTURE	– Child Care Connection (CCR&R serving Mercer county), Child Care Aware NJ, and Prevent Child Abuse NJ (supports Mercer and Essex counties)
DEMOGRAPHIC NEED	– 54% single head of household (city) – Poverty Rate = 27.6% (city)
PUBLIC PRE-K	– Pre-K Enrollment = 80% (city) ¹

EXPANSION ENABLERS	
Key Feasibility Determinant Scores	
POOL OF ECE EXPERTS	– Rider University offers a graduate certification program in ECE
INVESTMENT IN EARLY CHILDHOOD	– Trenton city receives public pre-school funding – Mercer County Child Care Voucher Program is a county-funded program for moderate-income working families who are over the income eligibility limit for the New Jersey Cares for Kids program
OPPORTUNITIES TO SUPPORT QUALITY	– 12 providers in Mercer County are currently participating in QRIS process, 5 of whom have received a rating (3 4-stars, 2 3-stars) – Child Care Connection engaged 45 family child care providers in improving quality ⁴ – Child Care Connection meets with FCC providers three times during the first year they are registered to provide TA; these efforts are funded by the county

TRENTON

The city of Trenton is New Jersey's state capital and has a population of 85,000 people.⁸² The city's median annual household income is \$34,000, and 50% of its population identifies as Black or African American.⁸³

Mercer County, which includes Trenton, has 40 registered FCC providers,⁸⁴ which is a decrease from 54 providers since the end of 2016.⁸⁵ Trenton's FCC providers are represented by AFSCME as part of the Child Care Workers Union.⁸⁶ Twelve of the county's FCC providers are participating in Grow NJ Kids, and five of these providers have been rated by Grow NJ Kids.⁸⁷ The county's Regional TA Center that supports providers participating in Grow NJ Kids is Prevent Child Abuse NJ.

One nonprofit executive in Trenton noted that demand for child care in Trenton far outstrips the available supply, and that there is an unserved need of approximately 1,500 children under the age of four among families that are eligible for Head Start.

Select Trenton organizations supporting families with young children and FCC

- **Child Care Connection** is Mercer County's CCR&R and has been a partner in the Steps to Quality initiative to help pilot Grow NJ Kids for FCC providers in the county. According to its Executive Director, Child Care Connection has 2.5 staff that focus on FCC-related efforts and registers approximately five FCC providers per year. This number is down consider-



ably—a number of years ago, it was typical for over 30 providers in Mercer County to become registered on an annual basis. Child Care Connection provides a number of resources for FCC providers, including trainings, a periodic newsletter, and an annual conference.

- **Children's Futures** was established in 2001 with support from the Robert Wood Johnson Foundation and works to improve the lives of children and families in Mercer County. The organization aims to support these individuals through collaborations with schools, social service providers, health care agencies, civic associations, among others.
- **Children's Home Society (CHS)** is a nonprofit organization based in Trenton that aims to help at-risk infants, children, youth, and families achieve their potential. CHS provides several programs related to child care and early learning. In particular, CHS runs Early Head Start and Head Start programs in Trenton, and also oversees Ocean County's CCR&R.



Key Themes and Preliminary Recommendations for FCC in New Jersey

New Jersey is at a moment ripe with opportunity and challenge for early care and education. Our landscape assessment demonstrated significant momentum and enthusiasm across the state for expanding the supply, quality, and sustainability of FCC programs, as well as improving access to high-quality early care and education opportunities for all families. However, family child care providers face significant barriers in sustaining high-quality child care businesses in the face of insufficient compensation and increased state and federal requirements. And as a result, there is not enough quality care to meet the demands of New Jersey's working families—particularly low-income families, families with babies, and families who work nontraditional hours—meaning that too many young children are not getting the start in life that they need and deserve.

To combat these challenges, New Jersey will need to leverage its key stakeholders to make the case that family child care is uniquely positioned to meet the needs of the state's most overburdened and under-resourced families, and as such, that it deserves increased recognition and investment. In particular, New Jersey will need to dedicate significant resources to recruiting FCC providers—reversing the trend of decreasing FCC—and increase public funding to strengthen and sustain FCC moving forward.

Below, we outline several key strengths and challenges that emerged from our New Jersey landscape assessment, and detail four recommendations for seizing this moment to invest in infant and toddler care and family child care, thereby transforming access and outcomes for thousands of New Jersey's youngest children and their families.

STRENGTHS

- **Increased public funding for center-based early care and education.** New Jersey recently increased child care subsidy rates for center-based care, and has announced additional rate increases that will take effect in 2019. The state has also recently increased investment in state-funded preschool, expanding access and elevating quality.
- **Significant stakeholder interest in improving supports for FCC.** In addition to the philanthropic collaboration upon which this report is premised, there are a number of concurrent initiatives around FCC led by key stakeholders across New Jersey, including:
 - **Child Care Aware NJ:** CCANJ is bringing together CCR&Rs and FCC providers from across the state to document and understand the challenges and opportunities in FCC, and to offer recommendations in response.
 - **Grow NJ Kids:** The rollout of New Jersey's QRIS, Grow NJ Kids, offers an important opportunity to build and refine supports and services aimed at enhancing quality in FCC settings.
 - **Advocates for Children of New Jersey:** Through the *Right from the Start NJ* and *Think Babies* campaigns, Advocates for Children of New Jersey is leading a public awareness effort to bring attention to the needs of New Jersey's youngest children, birth to age three.

In addition, New Jersey is home to longstanding organizations and public entities that are dedicated to and enthusiastic about supporting families and their children through FCC. These organizations include local CCR&Rs, the NJ FCC Providers' Association, the Child Care Workers Union, the NJ Department of Human Services, and FCC providers themselves. This foundation will be invaluable for ongoing efforts to build momentum around FCC and galvanize support at the state level and in local communities.

CHALLENGES

- **Significant decrease in the number of registered FCC providers.** From 2001 to 2016, the number of registered FCC providers in New Jersey decreased by 59%.
 - Two hypotheses for *low/reduced supply* of FCC raised in interviews are: 1) The FCC provider workforce may be aging out, and 2) Financial incentives for new providers to register are too low and supports to help providers meet registration requirements (which have increased over time) seem insufficient.
 - Two hypotheses for *low/reduced demand* for FCC raised in interviews were: 1) High-quality FCC providers are often unaffordable to low-income families because providers can and do charge more than the subsidy rate in order to sustain their businesses, and 2) Preschool funding in NJ has increased, which may have decreased demand for FCC among 3- and 4-year-olds, thereby undermining the economic viability of FCC businesses.
- **Public funding for FCC is insufficient to support and encourage quality and sustainability.**
 - Child care subsidy rates for registered FCC providers are quite low. Furthermore, New Jersey does not offer differentiated reimbursement rates to FCC providers who are rated highly through Grow NJ Kids. While Grow NJ Kids recently launched differentiated reimbursement for center-based care, FCC was not included due to the challenges of renegotiating financial payments for a unionized workforce.⁸⁸
 - In recent years, the state has not positioned FCC as a priority as compared to center-based care and preschool; that said, the Department of Human Services Division of Family Development shared with us a desire to strengthen FCC programs, increase FCC provider registration, and bolster participation in Grow NJ Kids.
- FCC providers have been largely unsuccessful in accessing funding sources beyond the child care subsidy, such as Early Head Start (EHS), due to challenges associated with demonstrating adherence to federal EHS requirements. Just one organization in New Jersey, the Center for Family Resources, has been successful in accessing EHS funding for FCC.
- **FCC seems to have a weak image/brand among the general public.** Assumptions about quality in FCC have made it difficult for FCC programs to compete with center-based programs. New Jersey's voluntary FCC provider registration, and focus on increased investment in center- and school-based child care settings, may also inadvertently create mixed signals for the general public about the quality and professionalism of FCC providers.
- **CCR&Rs face key resource gaps, despite their important role in supporting FCC.** CCR&Rs, critical support organizations for family child care providers, are under-resourced from a financial and staffing perspective. In recent years, some of their funding has decreased or shifted to the new regional TA agencies that are supporting FCC providers through Grow NJ Kids.
- **Communication among key FCC stakeholders is not cohesive.** In particular, the Child Care Workers Union is not yet consistently participating in conversations with other entities that are working towards strengthening FCC. Effective communication, facilitation, and coordination mechanisms are needed to foster inclusive dialogue that will move FCC forward.

PRELIMINARY RECOMMENDATIONS

New Jersey has an acute need to increase access to high-quality child care. At All Our Kin, we know that FCC plays a key role in expanding families' access to high quality care, particularly for infants and toddlers during their critical early years. FCC must be a valued part of a robust and comprehensive child care solution in New Jersey.

The challenges we have identified in the New Jersey landscape mirror challenges we have encountered in our many years of work in this field. As such, All Our Kin is well-positioned to inform future efforts to support FCC in New Jersey. Accordingly, we have identified recommendations that aim to improve the quantity, accessibility, quality, and sustainability of FCC in New Jersey, so that all children in the state receive the high-quality early learning experiences that prepare them to succeed in school and in life.

Our recommendations are as follows:

- 1 Increase public funding for FCC, in particular by raising subsidy reimbursement rates
- 2 Improve families' and public knowledge and perception of FCC
- 3 Strengthen supports for improving FCC provider quality
- 4 Build a coalition of key leaders dedicated to improving FCC programs

Below, we describe these recommendations in detail, including 1) proposed changes, initiatives, and investments, 2) the important role philanthropy can play in galvanizing these efforts, and 3) the ways All Our Kin might support this work.

① Increase public funding for FCC, in particular by raising subsidy reimbursement rates

Investing more public dollars in FCC is foundational in combatting many of the challenges outlined in this report. Public funding is needed to stabilize and sustain the current supply of family child care, ensuring that these programs serve families and communities with high-quality child care for years to come. And, this funding is needed to incentivize registration of new FCC providers, thereby reversing the trend of declining family child care programs and expanding access to care in response to the stark unmet need among New Jersey's working families. We recommend the following changes:

- **Increase child care subsidy rates** for family child care in several distinct ways:
 - **Increase base subsidy rates for all registered FCC providers.** Providing high-quality child care is difficult, important, expensive work, and family child care providers deserve to be compensated at a rate that allows them to sustain their businesses and their own families. Increased subsidy rates would lead to increased wages for FCC providers, who typically earn less than minimum wage. The Child Care Workers Union is the vehicle for increasing subsidy rates; as such, we recommend pursuing a strong relationship with the Union and finding opportunities to bring FCC providers, state policymakers, the state CCDBG administrator, and Union representatives to the table with the goal of leveraging new federal CCDBG dollars for FCC subsidy rate increases.
 - **Increase subsidy rates for infant care beyond rates for care of older children.** One unintended consequence of the expansion of state-funded preschool is the skewing of FCC towards supporting a higher percentage of infants and toddlers. Caring for infants and toddlers is more expensive than for older children, and FCC providers can care for no more than three children under the age of one. Therefore, subsidy rates for infant care must be increased to make the economic model for FCC viable and to ensure that all families have access to infant care.
 - **Increase subsidy rates for nontraditional hour care.** In a 24-hour economy, there is a critical need for child care in the early morning, late evening, overnight, and on weekends. Data shows that 14% of children in subsidized child care in New Jersey have parents working majority nontraditional hours, while 51% have parents working at least some nontraditional hours.⁸⁹ Nontraditional hour care is primarily found in home-based child care settings. Thus, increasing the subsidy rate would encourage more providers to offer this type of care, leading to increased sustainability of FCC programs and greater flexibility for families.
 - **Increase subsidy rates for providers who achieve strong Grow NJ Kids ratings.** This tiered reimbursement was recently implemented for center-based providers, and will be important to roll out for FCC in order to incentivize FCC providers to enroll in and become rated through Grow NJ Kids. Increased levels of participation by providers in



Grow NJ Kids will raise the number of FCC programs that meet recognized quality standards, thus ensuring that children receive the high-quality early learning experiences that lay the groundwork for success in school and beyond and transforming the narrative around quality in FCC.

- **Pursue adjacent funding streams** to increase public investment in family child care beyond child care subsidy dollars. Examples include:
 - **Early Head Start.** It is worth exploring whether there are opportunities to expand Early Head Start-Child Care Partnerships, in which Early Head Start dollars fund high-quality FCC slots for children 0-3, either through pursuing new funding opportunities as they become available or through converting current Early Head Start or Head Start slots.

- **State-funded preschool.** New Jersey could consider making state-funded preschool slots available to FCCs participating in networks and meeting rigorous quality standards, similar to the Early Head Start model or the Early Learn program in New York City.
- **The federal Preschool Development Grant (PDG).** For the first time, the grant has an expanded focus that now allows for the inclusion of infant/toddler care, in addition to preschool care. This could make an initiative focused on FCC programs particularly well-suited to win funding.

Philanthropy has an important role to play—

- **Invest in campaigns that target specific policy outcomes.** An example of a successful campaign that could serve as a model for others in New Jersey is Pre-K Our Way. The organization aims to increase

public funding for New Jersey preschool, and has built a coalition that includes former New Jersey governors and leaders in business and education. Pre-K Our Way has been successful in galvanizing a movement that has helped lead to nearly \$83 million in the budget for this purpose in the 2018–2019 school year.⁹⁰

A technical assistance provider such as All Our Kin could play a key role in achieving important policy outcomes to create the conditions necessary for FCC providers, families, and children to thrive. We can do this by advising leaders in the FCC field, policymakers, and public agencies to identify and advocate for policy solutions that increase public funding in FCC, sharing data and stories that illustrate the importance of these investments to New Jersey’s children, families, and economic infrastructure. In addition, we can share strategies around EHS-Family Child Care partnerships, based on our highly successful model in Greater New Haven.⁹¹

2 Improve families’ and public knowledge and perception of FCC

New Jersey faces serious child care gaps, particularly for infants and toddlers and for parents who work non-traditional hours. Given that family child care is uniquely well-positioned to fill these gaps, it is imperative that families understand, trust, and value FCC. In some cases, this may involve combatting assumptions about the quality of care provided in FCC programs. More generally, steps can be taken to enhance consumer education to ensure that all parents have access to the information they need to make an informed decision about what child care option best meets the specific needs of their families. We recommend:

- **Creating a public awareness campaign that targets parents, in particular, with the goal of elevating FCC.** Important messages include: framing FCC as a key component in a suite of cradle-to-career supports for children; highlighting the unique aspects of child care in home-based settings; and emphasizing the health, safety, and professional development requirements that FCC providers meet. This should be a multifaceted approach that leverages social media, traditional media, data sharing and storytelling, information sessions, billboards, and community partnerships. It should also include materials that enable parents to evaluate child care program quality and make informed choices about care.

- **Creating and promoting online resources that showcase high-quality FCC programs.** These resources must be easily accessible, user-friendly, and culturally and linguistically relevant to New Jersey families. This strategy will be most effective if it is embedded in the work of the CC&Rs and Grow NJ Kids.
- **Assessing feasibility of mandating registration among home-based providers,** to demonstrate to the public that home-based child care is a profession that is regulated by the state in the same way as child care centers, meaning that providers consistently meet health and safety requirements. If implemented, mandatory registration would need to be accompanied by a realistic timeline and sufficient public investment to support home-based providers in meeting registration requirements.



Philanthropy has an important role to play —

- **Invest in campaigns to improve knowledge and perception of FCC.** One option is to build on existing initiatives such as the *Right from the Start NJ* and *Think Babies* campaigns led by Advocates for Children of New Jersey, enhancing these campaigns to include FCC-specific framing and messaging.

All Our Kin is a national leader in transforming the narrative around family child care, using data and stories to demonstrate the power and potential of family child care while elevating the high-quality care that is happening in family child care programs. As such, All Our Kin can advise New Jersey-based partners such as Advocate for Children of New Jersey and CCR&Rs around how to communicate family child care in a way that

transforms public perceptions and builds trust. In addition, All Our Kin's Provider Showcase, an online resource that connects parents to family child care providers who have met national standards of quality and are accredited by the National Association for Family Child Care, can be a model for developing similar resources for promoting quality FCC in New Jersey.

3 Strengthen supports for improving FCC provider quality

At All Our Kin, we know that when we invest in high-quality resources, training, and support for FCC providers, they serve children, families, and communities with high-quality child care. As a result, parents participate in the workforce knowing that their children are in safe, nurturing environments, and children receive the quality learning opportunities that lay the foundation for success in school and beyond. And in the process, public perception about what is possible in family child care begins to change, opening the door for increased inclusion of family child care in policy, program, and practice. For these reasons, investing in quality supports for FCC is a win-win-win. In the New Jersey context, we recommend:

- **Investing in FCC support organizations to enhance their FCC offerings and build capacity, thereby increasing efficacy and reach.** Options include:
 - **Increased funding for CCR&Rs.** CCR&Rs are the primary providers of registration support, resources, and professional development for family child care providers in New Jersey. However, lack of dedicated FCC support staff and financial resources has limited CCR&Rs' ability to support all family child care providers in the high-touch ways that we know have the greatest impact on quality. Increased investment in CCR&Rs, with funds earmarked for FCC support, is one avenue for increasing quality.
 - **Expanding Steps to Quality to all counties in NJ.** Counties in which Steps to Quality supports FCC providers have significantly higher FCC participation in Grow NJ Kids than others in the state. Expanding the reach of Steps to Quality is likely to increase FCC provider participation in the QRIS.
- **Building staffed family child care networks.** Staffed family child care networks are organizations with paid staff members who provide services and resources to FCC providers, and are a proven strategy

for enhancing the supply of quality care for infants and toddlers. Networks offer providers opportunities to develop a continuing, long-term professional relationship with a network coordinator or an FCC specialist and a place to connect with other providers, creating social networks in an otherwise isolating profession. Based on All Our Kin's experience in the FCC field, a robust family child care network must include seven critical components in order to effectively and sustainably support FCC providers and the children and families they serve. See Appendix A: "All Our Kin's definition of a robust network" for more details.

- **Exploring opportunities to streamline requirements across programs.** FCC providers in New Jersey have expressed frustration around increased program requirements and, in particular, the fact that requirements across entities (the child care subsidy and Grow NJ Kids) are not always in alignment, making compliance difficult to navigate. This may discourage home-based child care providers from pursuing registration. Streamlining requirements may reduce provider burden, incentivize registration, and allow providers to focus on what they do best: providing quality care.

Philanthropy has an important role to play —

- **Invest in FCC support organizations,⁹² with a particular focus towards building staffed FCC networks that increase quantity, quality, and sustainability of FCC programs.** In New Jersey, CCR&Rs are well-positioned, with additional funding, capacity, and TA, to operate as staffed family child care networks. Philanthropy can provide the dollars necessary to create robust FCC networks throughout the state.
- **Invest in a technical assistance provider such as All Our Kin to develop the capacity of organizations working with FCC providers.** See below for details.

A technical assistance provider such as All Our Kin could play a key role in strengthening existing organizations to provide needed supports for FCC providers. All Our Kin's Technical Assistance aims to develop the capacity of organizations working with FCC providers in communities throughout the country. We not only leverage partner agencies' local knowledge and relationships with FCC providers to transform opportunities for thousands of children and families; we also inform and shape agencies' overall

practice and engagement with FCC providers, which offers strong potential for creating systems-level change. All Our Kin currently offers four different Technical Assistance approaches:

- **Full Robust Network Approach**, which supports communities in implementing a comprehensive continuum of support for FCC providers that grows their skills as early childhood educators and small business owners;
- **Policy Advising Approach**, which supports communities in creating the conditions necessary for FCC providers, families, and children to thrive;
- **Business Train-the-Trainer Approach**, which supports communities in giving FCC providers training and coaching around launching and running sustainable FCC businesses; and
- **Mentor Coaching Only Approach**, which embeds highly skilled Mentor Coaches in partner communities, who train participating agency staff in All Our Kin's educational coaching model, best practices, and high-touch, strength-based approach.

An organization such as All Our Kin can also support FCC providers in their registration efforts. In Connecticut and New York City, All Our Kin runs a Tool Kit Licensing Program that provides materials, mentorship and support to help unlicensed family, friend and neighbor caregivers meet health and safety standards, fulfill state licensing requirements, and become part of a professional community of child care providers. Between 2000 and 2011, Connecticut lost nearly 34% of its family child care programs; in New Haven, where All Our Kin was active at the time, the number of licensed family child care programs increased by 74%—a testament to All Our Kin's licensing supports. A similar program, modified to align with state requirements, could be implemented to increase registration in New Jersey.

Creating and strengthening FCC networks typically occurs at the municipal or county level. A statewide initiative to bolster FCC would need to include targeted investment in state policy alongside investment in cities/counties. Out of the four New Jersey cities that we explored through this landscaping analysis, our initial sense is that Paterson is the most promising city on which to focus, followed by Newark, Camden, and Trenton in that order. This initial ranking is based primarily on the number of registered FCC providers in each of these cities—Passaic County has 268 registered FCC providers; Essex County has 221; Camden

County has 114; and Mercer County has 40. A next step to confirm or augment this initial thinking might be to have additional conversations with the CCR&Rs in these cities, to assess their interest in receiving additional capacity investment and/or engaging with a technical assistance provider.

4 Build a coalition of key leaders dedicated to improving FCC

Achieving many of the ambitious goals outlined throughout this section of the report will require a strong coalition of FCC leaders and advocates who can build political clout and make the indisputable case that family child care is an important part of New Jersey's child care ecosystem, and that it deserves recognition, respect, and investment. We recommend:

- **Fostering consistent collaboration among FCC's key stakeholder groups**, including the New Jersey Department of Human Services, CCR&Rs, NJ Family Child Care Providers' Association, and the Child Care Workers Union. Based on our experience in other states, unions can be a strong advocate for FCC if there is an effective structure for bringing them into important conversations about increasing quality and provider earnings. In addition, direct provider voice must be included and centered in coalition conversations from the beginning in order to ensure that change is being driven by those most impacted and to create FCC buy-in into decision-making processes. The CCR&Rs have taken an important step in this direction through their convening of FCC providers to give input in September of 2018.

Philanthropy has an important role to play —

- **Invest in coordination and communication mechanisms** to foster dialogue among FCC's key stakeholder groups. The formation of an FCC advocacy coalition or working group, with a lead participant to serve as the group's coordinator and champion, could help build momentum for needed change and align priorities and efforts across stakeholder groups.

Organizations such as All Our Kin, Advocates for Children of New Jersey, or Child Care Aware of NJ could help to organize and/or facilitate important conversations among FCC's key stakeholder groups.

APPENDIX A: All Our Kin's Definition of a Robust Network

Staffed FCC networks are a proven strategy to enhance quality care for infants and toddlers.¹ Based on All Our Kin's nearly two decades of experience working to build and strengthen FCC networks, and our nationally-recognized, data-driven model for increasing FCC supply, quality, and sustainability, we have defined seven elements of a "robust network." These elements (listed below) are the conditions enabling networks to effectively and sustainably support FCC providers and the families and children they serve. This definition may inform New Jersey's future efforts to support FCC by offering an experienced perspective on what a strong FCC network entails:

- 1 **Vision for serving FCC providers:** A vision for what the network wants to accomplish for FCC providers, as well as a logic model for how the network's activities align with that vision.
- 2 **Right staff:** Strong capacity of the network's director and a sufficient number of FCC provider coaches with knowledge of adult/child development.
- 3 **Right programming:** Professional development content and curriculum that 1) includes both education and business training; 2) is culturally and linguistically aligned with the network's needs; and 3) is evidence-based.
- 4 **Opt-in educational coaching:** Delivery of opt-in, one-on-one in-home coaching (at least monthly)
- 5 **Community building / networking opportunities:** Curation of community-building / networking meetings at least once per month, which could include provider experience-sharing and/or professional development trainings.
- 6 **Supportive funding and policies:** Durable, sustainable multi-year funding to support all elements of the robust network.
- 7 **Commitment to equity:** Existence of necessary data systems to understand participation / outcomes by race and other demographics, and the right processes to adjust activities over time to ensure providers and families are being served with equity.



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⁹⁰ Grow NJ Kids
(<http://www.grownjkids.gov/ParentsFamilies/ProviderSearch>)

⁹¹ The Child Care Workers Union has indicated that it will consider advocating for this differentiation.

⁹² Urban Institute
(https://www.urban.org/policy-centers/cross-center-initiatives/low-income-working-families/projects/who-might-face-barriers-accessing-quality-child-care?utm_source=EA&utm_medium=email&utm_campaign=GettingitRightwithChildCare&utm_content=f)

⁹³ Pre-K Our Way
(https://prekourway.org/assets/Pre-K-Our-Way_TimeBringPre-K_OCTOBER_2018.pdf)

⁹⁴ All Our Kin
(<http://allourkin.org/sites/default/files/AOK%20EHS%20White%20Paper%20%28June%202018%29.compressed.pdf>)

⁹⁵ Note: Increasing public funding for FCC support organizations will also be important.

⁹⁶ ZERO TO THREE
(<http://allourkin.org/sites/default/files/Staffed%20Family%20Child%20Care%20Networks.pdf>)



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