Goal One: Advocate for State and Local Policy Change

Regional data analysis and the CACCC consensus-building process identified that state and local advocacy are necessary to improve access to child care, ease obstacles for child care business expansion, and create wage parity for early childhood educators. These actions are objectives one, two, and three, respectively. The Macomb County Child Care Coalition (MCCCC) established a robust advocacy campaign with dedicated resources to accomplish their aims. Given the overlap of priority areas and the applicability of statewide advocacy efforts, the CACCC will not lead this work independently, but will support the MCCCC in their efforts where possible. The objectives outlined below are representative of the CACCC's consensus-building process and the priorities identified therein. Italicized actions denote those that CACCC will support but not lead; actions in roman font indicate those that CACCC will lead.

Work to address and remove barriers for parents and providers that are caused by policy failures.	
Possible Resources	
• Great Start to Quality • *2023 KIDS COUNT in Michigan*, Michigan League for Public Policy • *The Child Care Development and Care Subsidy*, University of Michigan Poverty Solutions • *The Case for State-level Child Tax Credits*, MSU Institute for Public Policy and Social Research • *Expand the Child Tax Credit for the 19 Million Children Who Receive Less than the Full Credit*, Center for Budget and Policy Priorities	• MI Regional Child Care Planning Grant Resources • Think Babies Michigan • Child Care Providers Association of Michigan • Civitas Strategies
Root Causes Addressed • Market failure • Limited supply • Workforce gap	**Problem Statements Addressed** • Child care is unaffordable for families • The care families need is not available • Child care providers cannot access the resources they need to thrive and expand • Child care providers struggle to recruit and retain qualified staff

Objective One: Support advocacy efforts to improve access to child care for lower-income families

Engage in and support advocacy efforts to increase access to high-quality early childhood initiatives for all families, with a focus on lower-income families.

Priority: High | | | **Anticipated Costs:** $ | | |

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• *As needed, inform child care providers about, and empower them to participate in, advocacy avenues, including LARA listening sessions.* • *As needed, create a policy priority agenda documenting issues related to the MDHHS CDC subsidy and child care tax credits and provide to MCCCC for state-level advocacy.* • *Support state-level advocacy by participating in discussions with local leaders and offering advocacy support to parents and child care providers.*	• *The CACCC requests ECIC's assistance in providing facilitated collaboration among other regional child care coalitions to provide cohesive messaging and enhanced impact.*	• *While advocating for changes to improve access to child care is a priority, the CACCC will not lead this work independently. The MCCCC has established a robust advocacy campaign, which the CACCC will support.*	• *Staff time will be the main resource to accomplish this objective, including connecting with child care providers, documenting related issues, and providing MCCCC with a policy priority agenda. The CACCC is willing to provide ongoing staff time to support MCCCC's state-level advocacy efforts.*	• *The CACCC will not lead the evaluation of this objective.*

Objective Two: Support advocacy efforts to ease obstacles for child care businesses

Ease administrative obstacles for existing, new, and expanding child care businesses (both licensed and unlicensed).

Priority: Medium | | | **Anticipated Costs:** $ | | |

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• Distribute child care–friendly ordinance examples as best practices to local municipalities. • *As needed, create a list of advocacy action items related to child care business expansion, including more accessible background checks and a simplified state grant process for new child care providers, and provide to MCCCC for state-level advocacy.* • *Support state-level advocacy efforts related to administrative burdens by participating in meetings as needed and activating local child care provider engagement, including for PreK for All.*	• *The CACCC requests ECIC's assistance in providing facilitated collaboration among other regional child care coalitions to provide cohesive messaging and enhanced impact.*	• *While advocating for changes to ease obstacles for child care business expansion and creating child care-friendly municipal ordinances are priorities, the CACCC will not lead this work independently. The MCCCC has established a robust advocacy campaign and similar municipal efforts, which the CACCC will support.*	• Staff time will be the main resource to accomplish this objective. The effort required to distribute child care–friendly ordinances will be a one-time resource investment. • *Other staff efforts will include an upfront investment of time to research and compile an advocacy action list. The CACCC is willing to provide ongoing staff time to support MCCCC's state level advocacy efforts.*	• *The CACCC will not lead the evaluation of this objective.*

• **Objective Three:** *Support advocacy efforts to create wage parity*
• *Inform and support advocacy to create wage and benefits parity among all early childhood educators with their K–12 peers.*

Priority: High | | | **Anticipated Costs:** $ | | |

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• *As needed, conduct research to inform a wage and benefits advocacy campaign, including regional wage parity, sick leave labor laws, health care subsidies, and union membership.* • *As needed, create and provide an informational brief to MCCCC to support state-level advocacy to increase child care provider wages.* • *Support state-level advocacy efforts for wage parity by participating in meetings as needed and activating local child care provider engagement, including for PreK for All.*	• *The CACCC requests ECIC's assistance in providing facilitated collaboration among other regional child care coalitions to provide cohesive messaging and enhanced impact.*	• *While advocating for child care wage parity is priority, the CACCC will not lead this work independently. The MCCCC has established a robust advocacy campaign, which the CACCC will support.*	• *Staff time will be the main resource to accomplish this objective, including an upfront investment of time to research and compile an informational brief to provide to MCCCC. The CACCC is willing to provide ongoing staff time to support MCCCC's state-level advocacy efforts.*	• *The CACCC will not lead the evaluation of this objective.*

Goal Two: Create Business Development Supports

Regional data analysis and the CACCC consensus-building process identified the need to inform and support changes to regulatory processes to best support child care businesses (objective two). The MCCCC has established a robust advocacy campaign with dedicated resources to accomplish their aims. Given the overlap of priority areas and the applicability of statewide advocacy efforts, the CACCC will not lead this work independently, but will support the MCCCC in their efforts where possible. The objectives outlined below are representative of the CACCC's consensus-building process and the priorities identified therein. Italicized actions denote those that CACCC will support but not lead; actions in roman font indicate those that CACCC will lead.

Create business development supports for child care providers to improve access to child care.	
Possible Resources	
• Wonderschool • Child Care Technical Assistance Network • Eastern Regional Resource Center • LARA Licensing Technical Assistance and Navigators • Civitas Strategies	• PNC Grow Up Great • LEAP One and All • Early Childhood Support Network • Family Child Care Network • *3 Ways States Can Expand and Sustain the Infrastructure Workforce by Meeting Child Care Needs*, The Center for American Progress
Root Causes Addressed • Workforce gap • Limited supply	**Problem Statements Addressed** • The care families need is not available • Child care providers cannot access the resources they need to thrive and expand

Objective One: Create a Resource Hub

Develop a resource hub and make it available online and in brick-and-mortar organizations.

Priority: High | **Anticipated Costs:** $$$

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• Evaluate existing TA resources to ensure they meet the needs of child care providers and identify any needs for additional content creation. • As needed, create or request from ECIC additional how-to/resource guides for child care providers on topics issues identified by the coalition (including business development support, simplifying zoning and planning issues, licensing requirements, etc.). • Evaluate and compile existing resources for parents (providers, cost support, etc.). • Develop and launch a marketing and outreach campaign to build awareness for the hub.	• The CACCC anticipates that the technical assistance needs will be similar to those identified by other regional child care coalitions (including business development support, simplifying zoning and planning issues, licensing requirements, etc.). The CACCC requests the assistance of ECIC to create these technical assistance materials tailored to child care business owners and administrators to support their need for customized child care business support.	• Partnerships may include the ISDs/RESAs, Great Start to Quality Resource Center, economic development organizations, and the Small Business Development Center (SBDC). These partners are all current coalition members. • LARA, MiLEAP, and ECIC, are all possible partners that are not current members of the coalition.	• Staff time will be the main resource to accomplish this objective, including evaluating TA and compiling resources, building the resource hub website itself, and marketing the resource hub. Ongoing staff time will be required to maintain the website.	• **Indicators:** Output measures include the utilization of the resource hub via website traffic. • **Results:** Outcome measures include an improvement in TA resource utilization for child care providers, and an overall improvement in the confidence and know-how of the child care providers as indicated through a brief survey sent to those who access the resource hub website (see also Goal Four, Objective Two). • **Performance:** Measures include a successfully launched resource hub as noted through community feedback.

Objective Two: Inform and support changes to regulatory processes

Review and assess existing regulatory processes and procedures that are barriers to business development.

Priority: Medium | **Anticipated Costs:** $

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• *As needed, conduct research to inform state-level advocacy to change regulatory barriers to business development, including evaluating existing requirements for redundancy and undue burden.* • *As needed, create and provide an informational brief to support state-level advocacy.* • *Support state-level advocacy efforts related to rules and regulations by participating in meetings as needed and activating local child care provider engagement, including for PreK for All.*	• *The CACCC requests ECIC's assistance in providing facilitated collaboration among other regional child care coalitions to provide cohesive messaging and enhanced impact.*	• *While advocating for changes to the regulatory process is a priority, the CACCC will not lead this work independently. The MCCCC has established a robust advocacy campaign, which the CACCC will support.*	• *Staff time will be the main resource to accomplish this objective, including an upfront investment of time to research and compile an informational brief. The CACCC is willing to provide ongoing staff time to support MCCCC's state-level advocacy efforts.*	• *The CACCC will not lead the evaluation of this objective.*

Goal Three: Strengthen and Expand the Talent Pipeline

The CACCC consensus-building process identified the need to create an optimal child care–friendly business certification to promote the benefits of employers supporting their employee's child care needs (objective three). The Livingston and Washtenaw Counties Child Care Coalition (LWCCCC) is pursuing this objective. Given the overlap of priority areas, the CACCC will not lead this work independently, but will support the LWCCCC in their efforts where possible. The objectives outlined below are representative of the CACCC's consensus-building process and the priorities identified therein. Italicized actions denote those that CACCC will support but not lead; actions in roman font indicate those that CACCC will lead.

Strengthen the child care talent pipeline by improving access to ECE credentials and promoting early childhood education as a professional career.

Possible Resources	
• Pulse Employer Roadmap • Economic Development Research Partners Program • ECE apprenticeship grants • Michigan Association for the Education of Young Children	• First Children's Finance • Going PRO Talent Fund • *3 Ways States Can Expand and Sustain the Infrastructure Workforce by Meeting Child Care Needs*, The Center for American Progress • Michigan Reconnect

Root Causes Addressed	**Problem Statements Addressed**
• Market failure • Workforce gap • Limited supply	• Child care is unaffordable for families • The care families need is not available • Child care providers cannot access the resources they need to thrive and expand • Child care providers struggle to recruit and retain qualified staff

Objective One: Strengthen the talent pipeline

Improve access to ECE credentials to strengthen the potential talent pipeline.

Priority: High   **Anticipated Costs:** $

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• Work with school district Career and Technical Education (CTE) programs to promote ECE as a viable career path • Work with ISDs and CTE programs to connect students to child care apprenticeship opportunities • Partner with diverse community-based organizations to diversify the candidate field, including gender, race, and ethnicity	• No external support was identified at this time	• Partnerships may include the ISDs/RESAs, community colleges, and four-year university early childhood education programs. These partners are all current coalition members. • Additional partnerships will include CTE programs that are not yet engaged with the coalition.	• Staff time will be the main resource to accomplish this objective. Identifying educational and CTE partners will require staff time upfront, and cultivating those relationships will require ongoing staff time.	• **Indicators:** Output measures include the number of educational partnerships and the number of current or potential child care providers who engage in the opportunities, including successful apprenticeships. • **Results:** Outcome measures include an improvement in the workforce gap in comparison to the workforce gap established during the planning period of the grant. Additional outcome measures include a diversified child care workforce as measured by a regional child care survey in comparison to the baseline survey administered during the planning period of the grant. • **Performance:** Measures include established community connections between CTE programs, ECE apprenticeships, and current or future child care providers.

Objective Two: Expand the talent pipeline

Promote possible careers in the child care industry to expand the talent pipeline.

Priority: Low   **Anticipated Costs:** $$

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• Develop, or request from ECIC, and distribute a media campaign about child care careers that include family and staff perspectives • Establish regional career exploration events to build awareness about the field	• Due to the potential cost and the statewide application of a media campaign and its associated materials, the CACCC requests ECIC's assistance in creating media materials for CACCC regional distribution.	• Partnerships may include current coalition members such as local economic development organizations, Michigan Works!, and chambers of commerce. • Additional partnerships may include ECIC and local business networks that are not current coalition members.	• Staff time will be the main resource to accomplish this objective, including the distribution of a media campaign and the creation of regional career exploration events. Partnerships as identified are possibilities for a more sustained level of engagement without ongoing staff time if career events can be wrapped in with established career events or chamber events.	• **Indicators:** Output measures include the number of media campaign contacts, the number of career event attendees, and the number of partners interested in promoting ECE at their ongoing network events. • **Results:** Outcome measures include an improvement in the workforce gap over time in comparison to the workforce gap established during the planning period of the grant. • **Performance:** Measures include an improved community perception of child care as a professional industry.

Objective Three: Educate employers on employee child care needs

Engage and educate employers about how to best support employee child care needs.

Priority: High   **Anticipated Costs:** $$

CACCC Actions	Support Needed	Opportunities for Collaboration	Key Considerations	Tracking Progress
• Provide technical assistance webinars to employers to highlight methods by which employers can support employees with child care needs • Hold a CEO roundtable event to promote employer engagement • Identify and facilitate creative solutions for businesses to support a variety of employee needs • Facilitate employer-to-employer learning opportunities focused on how to create and adopt new policies, develop relationships with providers, etc. • *Develop and promote an "optimal" badge of certification for being child care-friendly*	• Due to the anticipated need for employer education and technical assistance provision across the state, the CACCC requests that ECIC support the regional coalitions by creating any additional employer technical assistance materials that may be utilized in this effort. • The CACCC would appreciate ECIC's facilitation of employer-to-employer learning opportunities around the state to expand the network of those who may be interested or those who have experience to share.	• Partnerships may include current coalition members such as local economic development organizations, SBDC, Michigan Works!, and chambers of commerce. • Additional partnerships may include ECIC and local business networks that are not current coalition members. • *While developing and promoting an "optimal" badge of certification is a priority, the CACCC will not lead this work independently. The LWCCCC has established a similar goal and the CACCC will support their implementation.*	• Staff time will be the main resource to accomplish this objective, including the upfront time investment of creating informational webinars for employers (which the CACCC will record for future use without additional resources) and facilitating the CEO roundtable event. Sustainability measures may include local chambers of commerce buy-in to promote the badge of certification as part of their ongoing work and the possibility of employer-to-employer learning opportunities becoming a part of SBDC or Michigan Works! programming.	• **Indicators:** Output measures include the number of webinars created, attendees, and those who access the recorded version at a later time. Additional measures include the number of CEO roundtable attendees. • **Results:** Outcome measures include a post-technical assistance survey and comparing employer levels of interest and knowledge of child care to the initial survey baseline findings. Additional measures include completed event feedback cards at the CEO roundtable that have shown employers' interest in, and utility of, the event. • **Performance:** Measures include local employees who have felt supported in their child care needs by their employers as measured by a brief poll distributed to regional parents of young children through social media and email listservs.

Goal Four: Support and Provide Technical Assistance within Child Care Ecosystem

Provide technical assistance and education within the child care ecosystem, including families and child care providers.

Possible Resources

- Wonderschool
- Child Care Technical Assistance Network
- LARA Licensing Technical Assistance and Navigators
- Great Start to Quality Regional Resource Centers

- PNC Grow Up Great
- Early Childhood Support Network
- Family Child Care Network

Root Causes Addressed	Problem Statements Addressed
- Workforce gap - Limited supply	- Child care providers cannot access the resources they need to thrive and expand - Child care providers struggle to recruit and retain qualified staff

Objective One: Build Resource Center capacity

Build the capacity of regional Resource Centers to act as navigators for all the technical assistance needs.

Priority: Low			Anticipated Costs: $$	
CACCC Actions	**Support Needed**	**Opportunities for Collaboration**	**Key Considerations**	**Tracking Progress**
- Create a coordinating council that brings together all areas of technical assistance expertise in coordination with the creation of the resource hub - Consolidate the technical assistance needs of child care providers under the regional Great Start to Quality Resource Center and the resource hub - Facilitate partnership opportunities for regional Resource Centers	- No need for external support was identified at this time.	- Partnerships may include the Great Start to Quality Resource Center and the Great Start Collaborative, which are current coalition members. - Additional partnerships may include ECIC, MiLEAP, and LARA, which are not current members of the coalition.	- Staff time will be the main resource to accomplish this objective, including the upfront investment of creating relationships among technical assistance providers and inventorying the current resources available. Facilitating these partnerships will require ongoing staff time; however, once established, the regional Resource Center can absorb the work within their current practices, albeit with more robust resources.	- **Indicators:** Output measures include the number and range of engaged technical assistance experts. - **Results:** Outcome measures include an improvement in TA resource utilization for child care providers and parents, and an overall improvement in the confidence and knowledge of the child care providers as indicated through a brief survey sent to those who access the available resources (see also Goal Four, Objective Two). - **Performance:** Measures include established regional Resource Center partnerships and a more cohesive network of technical assistance opportunities, managed by those who are already engaged in the work.

Objective Two: Strengthen connection and support for child care providers

Facilitate connections and relationships among child care providers and between child care providers and families.

Priority: High			Anticipated Costs: $$	
CACCC Actions	**Support Needed**	**Opportunities for Collaboration**	**Key Considerations**	**Tracking Progress**
- Establish at least one regular child care administrator peer learning group - Utilize resource hub to connect families to representative child care options - Audit capacity for current providers vs. licensed capacity potential - Provide technical assistance webinars to child care providers on topics identified by the coalition	- The CACCC anticipates that the child care technical assistance priorities will be similar to those identified by other regional child care coalitions (including business development support, simplifying zoning and planning issues, licensing requirements, etc.). The CACCC requests the assistance of ECIC to create these technical assistance materials tailored to child care business owners and administrators to support their need for customized child care business support (see also Goal Two, Objective One).	- Partnerships may include current coalition members such as the Great Start to Quality Resource Center, the Great Start Collaborative, local municipal representatives, and the SBDC. - Additional partnerships may include ECIC, LARA, and the Child Care Network, which are not current coalition members.	- Staff time will be the main resource to accomplish this objective. The effort required to provide technical assistance will depend somewhat on the provision of educational materials from ECIC. There will be an upfront time investment to prioritize TA needs, communicate with ECIC, organize learning opportunities and recruit participants. The CACCC will plan on recording the online opportunities to allow participants to review these again or at a later date, reducing the burden for future participating organizations. - Additional considerations may include engaging shared service networks, family child care networks, and other established efforts to encourage self-sustaining efforts.	- **Indicators:** Output measures include the number of child care administrator peer learning participants, and the number of technical assistance opportunities offered and respective participants. - **Results:** Outcome measures include the results of a post-technical assistance session child care provider survey (comparable to the baseline survey distributed during the planning grant) showing an improved level of understanding after participating in technical assistance. - **Performance:** Measures include well attended and widely distributed technical assistance opportunities and a stronger network of child care business owners and administrators in the region.