



# The Child Care Partnership Project



## Taking Action: What State Officials Can Do To Promote Public-Private Child Care Partnerships



This guide was prepared by Nina Sazer O'Donnell, Sharon Deich, and Helene Stebbins for the Child Care Partnership Project. The Child Care Partnership Project is a joint initiative of The Finance Project, The National Governors' Association and Families and Work Institute. The Project is funded by the U.S. Department of Health and Human Services/ Child Care Bureau (Contract #105-97-1604).

**THE CHILD CARE PARTNERSHIP PROJECT  
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# INTRODUCTION

As our nation moves into the twenty-first century, families, employers, community leaders and policy makers know that education is essential to success in an increasingly competitive global economy. With labor shortages facing almost every U.S. industry, it is clear that all children must be well educated in order to sustain future productivity and prosperity. More and more leaders in the public and private sectors understand that for our current K-12 educational system to be effective, children must arrive at school healthy and ready to succeed, and must have safe, supportive, and nurturing places to go during their out-of-school hours.

Today, we know that the foundation for school and life success begins when a child is born and that an amazing amount of brain and social development occurs before age five. Because the early years are so critical and because of consistent, rapid increases in numbers of working mothers and fathers with young children, more good-quality care—the kind that will lead to school readiness and success—is needed throughout the United States. Yet, according to the

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1995 *Cost, Quality, and Child Outcomes in Child Care Centers* study\*, only 14 percent of child care centers were rated high quality in four states (California, Colorado, Connecticut, and North Carolina). The rest of the centers were rated mediocre or poor.

We also know that while the first step on the road to educational success requires that children arrive at school healthy and ready to succeed, this alone does not guarantee success. Once children arrive at school, they need safe, nurturing, and stimulating experiences during out-of-school time hours.

As families, employers, communities and policy makers grapple with these challenges, public-private child care partnerships have emerged as a promising strategy to address the educational needs of our youngest citizens and the economic and work-force needs of employers, states, and communities. Such partnerships among government, communities, business, philanthropy, families, and service providers draw on

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\*Suzanne Helburn et al., *Cost, Quality and Child Outcomes in Child Care Centers*, (Denver: University of Colorado, 1995).

# INTRODUCTION

the strengths and resources of all partners to do more than any one partner could do alone.

The nice thing about partnerships is that there is a way to get involved, regardless of which sector you are in, whether your state is urban or rural, whether there are a lot of large or small businesses or few businesses and foundations in your area, or whether there is a large or small amount of government funding available. Partners in all sectors can initiate, lead, or play a supporting role to promote the development and success of public-private child care partnerships.

For state officials caught between limited budgets and the desire to improve access to high quality programs for their youngest citizens, public-private partnerships are a promising option. In every state, public-private partnerships are finding creative solutions to child care issues. By pooling their expertise and resources with numerous partners, state officials are helping to create and implement solutions. State officials have much to gain and much to contribute to public-private child care partnerships.

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# ROLES FOR STATE OFFICIALS

State officials are especially well-positioned to contribute to public-private child care partnerships in a wide variety of ways. Depending on your role and position within your state, there are many actions you can take to initiate, encourage, or support partnerships.

At the highest level, governors can serve as champions by recruiting business partners; convening partnerships; directing state agencies to support partnerships; working with business, legislative, and local government

The Child Care Partnership Project (CCPP) is a joint initiative of The Finance Project, the Families and Work Institute, and the National Governors' Association, funded by the Child Care Bureau, U.S. Department of Health and Human Services. The project provides research detailing exemplary child care partnerships and a wide array of technical assistance tools and materials, available free at <http://nccic.org/ccpartnerships>. CCPP resources will be referenced throughout this publication. See Appendix A for a summary of all the materials available through the CCPP.

leaders to leverage and coordinate resources; and encouraging media coverage of successful partnerships.

State agency leaders and legislators can convene, fund, and provide

# ROLES FOR STATE OFFICIALS

technical assistance to child care partnerships. State officials in a wide variety of roles and at different levels of government can share information about partnerships with prospective and future partners.

This publication describes actions, large and small, that state officials can take to promote effective public-private child care partnerships. These tips are drawn from the research of the Child Care Partnership Project (CCPP) and represent best practices and recommendations of state officials currently involved in successful partnerships.

Keep these action tips in a handy place so that you can go back to them again and again. We hope that they will inspire you to action and assist you in identifying new ways that you can promote public-private child care partnerships in your state.

# TIP 1

## PROVIDE INFORMATION

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## PROVIDE INFORMATION

### information is power

State agency leaders are well poised to inform and shape discussions by providing examples of promising strategies used in other states and communities. Similarly, state agency leaders can use and share administrative and program data to make the case for needed improvements in child care programs and policies.

# TIP 1

## PROVIDE INFORMATION

### **CUSTOMIZE AND DISTRIBUTE TOOLS AND**

**MATERIALS** from the Child Care Partnership Project (CCPP) to business and civic groups, child care resource and referral agencies, United Ways and other prospective state and local partners. For example, adapt the **Employer Toolkit for Engaging Business Partners** by adding data on local supply and demand for child care.

For more info: View or download the

**Employer Toolkit Template** from <http://nccic.org/ccpartnerships/toolkit/toolkit.htm>.

# TIP 1

## PROVIDE INFORMATION

### **CONVENE OR CO-SPONSOR PUBLIC FORUMS ON EARLY CHILDHOOD DEVELOPMENT AND THE IMPORTANCE OF QUALITY CHILD CARE.**

The **Indiana Child Care Symposium** invites legislators, state agency administrators, child care providers, advocates, parents and children to attend their forums.

For more info: Find **The Indiana Child Care Symposium Initiative** profile at *<http://nccic.org/ccpartnerships/profiles/indiana.htm>*.

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## PROVIDE INFORMATION

**MAKE INFORMATION ABOUT CHILD CARE IN YOUR STATE ACCESSIBLE** to elected officials, child care resource and referral agencies, economic and work-force development commissions, Kids Count, United Ways, and other potential state and community partners. For example, when the Florida Children’s Forum showed employers that their employees were eligible for subsidized child care and that there were long waiting lists for subsidized care, employers responded by creating the **Child Care Executive Partnership**, which matches state funds with employer child care contributions for employees who are eligible for child care subsidies.

For more info: Find **The Child Care Executive Partnership** profile at <http://nccic.org/ccpartnerships/profiles/ccep.htm>.

# TIP 1

## PROVIDE INFORMATION

### **COLLECT AND SHARE STORIES ABOUT CHILD CARE**

### **NEEDS AND SOLUTIONS IN YOUR AND OTHER**

**STATES.** Provide information to other public and private partners about best practices and models for leveraging support for child care partnerships. A good place to start is to copy and distribute examples of CCPP profiles that could be replicated in your state.

For more info: See the **CCPP profiles** at

*<http://nccic.org/ccpartnerships/profiles.htm>.*

# TIP 1

## PROVIDE INFORMATION

**LET PUBLIC AND PRIVATE PARTNERS KNOW HOW THEY CAN HELP IMPROVE AND EXPAND CHILD CARE IN YOUR STATE.** Target a range of partners who can work on multiple levels (community, state, regional) to create the greatest potential for change. For examples of strategies for engaging a range of partners, see the CCPP fact sheet on **Seven Lessons of Early Childhood Public Engagement**.

For more info: Find the **fact sheet** at

*<http://nccic.org/ccpartnerships/sevenlessons.htm>.*

# TIP 1

## PROVIDE INFORMATION

**MAKE AND SHARE THE BUSINESS CASE FOR PARTNERING**—provide information and tools that will encourage and assist businesses to help address child care needs. For guidance on how to make the business case, see the **Employer Toolkit for Engaging Business Partners**, the **Business Involvement in Child Care Partnerships PowerPoint Presentation**, and the **Engaging Business Partners** fact sheet.

For more info: Find these resources at <http://nccic.org/ccpartnerships/resource.htm>.

# TIP 1

## PROVIDE INFORMATION

**INFORM YOUR AND OTHER STATE AGENCIES ABOUT THE RANGE OF AVAILABLE FEDERAL FUNDS** addressing family literacy, community education, health, or nutrition that can support child care quality improvements.

For more info: Visit the web site of the **National Child Care Information Center** at *<http://nccic.org>*.

# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

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## CONVENE PUBLIC AND PRIVATE PARTNERS

no one sector can  
succeed alone

State agency leaders have access to a variety of partners by virtue of their status as state officials. Take advantage of your ability to bring stakeholders together around common goals.

# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

### **IDENTIFY POSSIBLE CHILD CARE PARTNERS,**

including a wide range of allies such as Community and Work Force Development groups, law enforcement, faith leaders, pediatricians, and youth groups. Convene meetings that begin with discussions on why quality child care is important and end with a brainstorming session on what they can do. Use the video **Making the Case for Public-Private Child Care Partnerships** as a meeting starter and the **Business Involvement in Child Care Partnerships PowerPoint Presentation** to build background knowledge.

For more info: Find the **Business Involvement in Child Care Partnerships PowerPoint Presentation** at <http://nccic.org/ccpartnerships/business/businessppt.htm>.

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# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

**MEET WITH OTHER STATE OFFICIALS** who oversee child care and related social service programs to see how you can work together to promote child care partnerships. Start with your state TANF administrator.

For an up-to-date listing of State Human Services administrators, see the **Administration for Children and Families** web site at

*[www.acf.dhhs.gov/programs/ofa/hs\\_dir2.htm](http://www.acf.dhhs.gov/programs/ofa/hs_dir2.htm)*.

# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

### **FIND OUT IF YOUR STATE HAS A BUSINESS COMMISSION FOCUSED ON CHILD CARE ISSUES.**

If so, find out how you can help. If not, see if you can start one or if an existing business commission (e.g., one on welfare reform or economic development) will include child care in its agenda. For examples of existing business commissions, see the profiles on the **Child Care Executive Partnership** or **Maryland Child Care Resource Network** and the case studies on the **Indiana Child Care Symposium Initiative** or **Educare Colorado**.

For more info: Find these resources at <http://nccic.org/ccpartnerships/resource.htm>.

# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

### **MAKE PRESENTATIONS ON PUBLIC-PRIVATE**

**CHILD CARE PARTNERSHIPS** to a wide variety of public and private groups. Train a speakers bureau to make presentations to local communities and civic groups. See the profile **Oregon's Child: Everyone's Business** for one example of how to do this.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/oregon2.htm>.*

# TIP 2

## CONVENE PUBLIC AND PRIVATE PARTNERS

**GET TO KNOW AND EXPLORE** partnering opportunities with private-sector funders, such as community, family, corporate, and other foundations. Search the profiles to find those that include foundation partners and see the many ways that foundations are supporting partnerships.

For more info: Find the CCPP profiles at <http://nccic.org/ccpartnerships/profiles.htm>.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

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### lead by example

State officials can model collaborative behavior by inviting others to join forces, keeping all stakeholders informed and sharing responsibility and decision-making.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **LEARN HOW TO COMMUNICATE EFFECTIVELY WITH**

**PARTNERS IN OTHER SECTORS.** In Indiana, the **Child Care Symposium Project** brings together experts from national and state organizations, state government, philanthropies, and the business community to provide technical assistance to county-level partnerships. By modeling cooperative behavior, these teams are helping local groups cultivate relationships between public and private sector partners.

For more info: Find **The Indiana Symposium Initiative** profile at *<http://nccic.org/ccpartnerships/profiles/indiana.htm>*.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **INVOLVE FAMILIES IN POLICY DEVELOPMENT.**

Encourage other partners-colleagues, funders, and grantees to respect the voices of families.

Parents, just like other partners, will get involved in partnerships when they believe that their participation is essential and that they can make a difference in children's lives.

The CCPP **Guide to Engaging Parents in Public-Private Child Care Partnerships** provides principles to encourage parent involvement.

For more info: View this guide at

*<http://nccic.org/ccpartnerships/resource.htm>.*

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **CONSULT WITH CHILD CARE PARTNERSHIP**

### **LEADERS ON A REGULAR BASIS TO GET NEW**

### **IDEAS FOR HOW TO SUPPORT PUBLIC-PRIVATE**

**PARTNERSHIPS.** Follow up on contacts made at meetings and forums and plan to attend the Annual State Child Care Administrator Meeting, sponsored by the federal government's Child Care Bureau or one of the many local, state or regional conferences that involves leaders in the early childhood field.

For more info: Visit the web site for the

**National Child Care Information Center** at

*<http://nccic.org>* for a calendar of events.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

**TRAIN YOUR STAFF TO UNDERSTAND CHILD CARE PARTNERSHIP PRINCIPLES AND PRACTICE COLLABORATIVE PROBLEM-SOLVING.** The CCPP **Guide to Successful Public-Private Partnerships for Child Care** outlines partnership principles and strategies that can be adapted to the needs and circumstances of your partnership.

For more info: View this guide at

*<http://nccic.org/ccpartnerships/guide/index.html>.*

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **CONVENE EVENTS THAT BRING PARTNERS**

**TOGETHER** to create shared visions, goals, and strategies for improving and expanding child care. In Hawaii, state legislators and other potential partners are invited to tour a representative sample of child care centers. Participants receive a checklist of quality child care elements to look for on the tours. For examples, see **Hawaii's Good Beginnings Initiative** case study.

For more info: Find this case study at

*<http://nccic.org/ccpartnerships/cases/hawaii.htm>*.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **FACILITATE ONGOING COMMUNICATION WITH**

**PARTNERS.** Keep current and prospective partners informed about child care in general, block grant activities, and opportunities for collaborative work. In the Rio Grande Valley of Texas, The **Coalition for Valley Families** facilitates collaboration among private- and public-sector human service providers across the valley seeking collaborative solutions to child care problems.

For more info: Find this profile at

*[http://nccic.org/ccpartnerships/profiles/  
valleyfam.htm](http://nccic.org/ccpartnerships/profiles/valleyfam.htm)*

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

**PROVIDE MATERIALS TO ASSIST PARTNERSHIPS TO DEVELOP AND IMPROVE COLLABORATIVE EFFORTS.** The CCPP **Partnership Self-Assessment Tool** is designed to help partnerships create and sustain successful collaborations. The **CCPP Guide to Engaging Parents in Public-Private Child Care Partnerships** is another resource to support the active participation of parents as collaborative partners.

For more info: Find these resources at <http://nccic.org/ccpartnerships/resource.htm>.

# TIP 3

## ENCOURAGE AND FACILITATE COLLABORATION

### **MAKE PARTNERS FEEL THAT THEIR OPINIONS ARE VALUED IN THE CREATION OF STATE POLICY.**

For example, seek their comments on new plans, legislation, or rules for state and federal programs that influence child care. This could include the biannual Child Care and Development Fund plans that each state submits, or how the state will use its Temporary Assistance for Needy Families (TANF) block grant. For example, **Rhode Island Kids Count** annually convenes a broad group of elected officials, doctors, ministers, business leaders, families, policymakers, and others to thank them for assisting in the implementation of welfare reform and child care legislation.

For more info: Find this case study at

*<http://nccic.org/ccpartnerships/cases/rhodeisland.htm>.*

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC-PRIVATE PARTNERSHIPS

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### money talks

By providing resources to support or staff collaborative efforts, state officials can jump start and/or keep a partnership moving forward. Often, a small incentive can make the difference between success and failure.

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **PROVIDE OR FUND STAFF TO PROMOTE CHILD CARE PARTNERSHIPS.**

Building partnerships requires time dedicated to cultivating relationships, arranging meetings, facilitating communication, and sustaining momentum. Staff resources are required to do this well.

See the **Employers' Child Care Alliance** profile for an example of how the business community in a small city supports its partnership.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/ecca.htm>.*

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **FUND DEVELOPMENT AND DISSEMINATION OF TECHNICAL ASSISTANCE TOOLS, MATERIALS, AND OTHER RESOURCES TO PARTNERSHIPS.**

Support efforts to adapt existing and develop new technical assistance tools and materials that speak to the child care issues and needs in your community. Disseminate these materials to current and prospective partnership leaders.

For more info: Use the **National Child Care Information Center** web site at <http://nccic.org> to link to resources from an array of national organizations.

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **FUND OR PROVIDE TRAINING AND INFORMATION ON BEST PRACTICES AND REPLICABLE MODELS TO EXISTING AND PROSPECTIVE PARTNERSHIP**

**GROUPS.** All of the Early Education Quality Improvement Project (EQUIP) sites are collecting and sharing information on promising strategies for facilitating partnerships to benefit children and families. See the **Early Education Quality Improvement Project (EQUIP)** profile for details.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/equip.htm>.*

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **LEVERAGE NEW FUNDS BY MAKING CHALLENGE**

### **GRANTS THAT REQUIRE NEW PRIVATE OR PUBLIC**

**DOLLARS.** Consider the quality investment funds from the Child Care and Development Fund as one source of public dollars to leverage private dollars. In Mississippi, the **Child Care Partnership Grant Program** leverages local dollars with a state challenge grant.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/mississippi.htm>.*

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **BE ENTREPRENEURIAL AND CREATIVE AND TAKE ADVANTAGE OF UNEXPECTED FUNDING STREAMS**

such as TANF surpluses and the tobacco settlement funds. To see examples of how other states and localities are taking advantage of these funding sources, see relevant resources on The Finance Project web site.

For more info: Visit the web site at

*[www.financeproject.org/resource.htm](http://www.financeproject.org/resource.htm).*

# TIP 4

## SUPPORT AND FUND CHILD CARE PUBLIC- PRIVATE PARTNERSHIPS

### **MAKE FUNDS AVAILABLE TO LOCAL COMMUNITIES**

### **TO CONVENE STAKEHOLDERS TO ASSESS AND**

**ADDRESS CHILD CARE NEEDS.** Many state-level partnerships are supporting efforts to bring together resources at the community level.

See the **North Carolina Partnership for Children (Smart Start)** and **Indiana Child Care Symposium Initiative** case studies for examples of this.

For more info: Find these case studies at

*<http://nccic.org/ccpartnerships/cases/ncsmart.htm> and*

*<http://nccic.org/ccpartnerships/cases/indiana.htm>.*

# TIP 5

## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

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## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

### seeing is believing

State officials and other partners know that concrete evidence of progress is needed to sustain support for all initiatives. And when partners are focused on results, success is hard to question.

# TIP 5

## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

**REQUIRE THAT GRANTEES MEASURE THEIR PROGRESS AND RESULTS.** This will help build internal capacity and external support for partnerships. Use the CCPP publication **Using Results to Improve the Lives of Children and Families: A Guide for Public-Private Child Care Partnerships** as a training resource.

For more info: Find this guide at

*<http://nccic.org/ccpartnerships/resource.htm>.*

# TIP 5

## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

**PROVIDE TECHNICAL ASSISTANCE TOOLS AND MATERIALS.** Providing technical assistance tools and materials to grantees enables them to design effective visions, goals, strategies, and indicators of progress. The **South Dakota Out-of-School Time Grants** program provides extensive technical assistance to grantees that includes developing and tracking outcomes.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/sd.htm>.*

# TIP 5

## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

### **HOST TRAININGS ON HOW TO EFFECTIVELY MEASURE PROGRESS AND RESULTS FOR**

**NATIONAL, STATE, AND LOCAL EXPERTS.** Seek out and develop opportunities for training on evaluation strategies that can be employed by your partnership. For example, **The United Way Success by 6 Initiative** has developed a comprehensive outcomes-based training for all of their grantees.

For more info: Find this profile at

*[http://nccic.org/ccpartnerships/profiles/  
unitedway.htm](http://nccic.org/ccpartnerships/profiles/unitedway.htm)*

# TIP 5

## HELP PARTNERSHIPS MEASURE PROGRESS AND RESULTS

### **INVOLVE FAMILIES AND OTHER STAKEHOLDERS**

### **IN EVALUATING CHILD CARE PARTNERSHIPS AND**

### **THE PROGRAMS AND SERVICES THEY DESIGN**

### **AND DELIVER.** Remember, different stakeholders

see opportunities and challenges in different

ways. In addition, involving partners can

strengthen buy-in from stakeholders when

they see first-hand the progress the partner-

ship is making.

For more info: Find **Using Results to Improve**

**the Lives of Children and Families: A Guide for**

**Public-Private Child Care Partnerships** at

*<http://nccic.org/ccpartnerships/resource.htm>* for

evaluation strategies.

# TIP 6

## HELP BUILD PUBLIC WILL

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# TIP 6

## HELP BUILD PUBLIC WILL

### make child care everyone's business

Public support for partnership efforts is like money set aside for a rainy day. When budgets are tight and programs are threatened, state leaders who have cultivated public support will have the resources needed to sustain efforts through lean periods.

# TIP 6

## HELP BUILD PUBLIC WILL

**LEAD, FUND, AND/OR PARTICIPATE IN  
CAMPAIGNS TO BUILD PUBLIC SUPPORT  
FOR QUALITY CHILD CARE.** The **Washington Child  
Care 2000 Campaign** leveraged in-kind print  
and television media to promote quality  
child care and after-school programs.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/cc2000c.htm>.*

# TIP 6

## HELP BUILD PUBLIC WILL

### **COLLECT AND SHARE VISUAL IMAGES OF QUALITY**

### **CHILD CARE WITH DIVERSE AUDIENCES AND**

### **SECTORS.** Leaders of the **Oregon's Child:**

**Everyone's Business** initiative developed a photo exhibit to educate the public about child development and the early childhood brain research. They display the exhibit around the state to build public awareness of how critical the first years of life are to healthy child development.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/oregon2.htm>.*

# TIP 6

## HELP BUILD PUBLIC WILL

**SHARE INFORMATION** about what is possible and what other states and communities are doing to build public will for improved and expanded child care with a wide variety of audiences. Visit the web site of the Communications Consortium Media Center that is documenting the progress and lessons learned from four states working to develop effective messages to increase the supply and quality of child care.

For more info: Find this web site at

*[www.earlycare.org](http://www.earlycare.org)*

# TIP 7

EDUCATE THE PUBLIC  
ABOUT CHILD CARE  
ISSUES AND RESOURCES  
IN YOUR STATE

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ISSUES AND RESOURCES IN YOUR STATE

TIP 7

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# TIP 7

## EDUCATE THE PUBLIC ABOUT CHILD CARE ISSUES AND RESOURCES IN YOUR STATE

progress comes  
one step at a time

**PROVIDING INFORMATION** about child care in your state to other public officials, community leaders, and advocates is a critical step in building public will. **Rhode Island Kids Count** releases their Factbook on the status of children every year at a high-profile gathering of diverse stakeholders. Likewise, the **Maryland Committee For Children** prepares a similar report for Maryland's children that is used by policy makers and advocates alike.

For more info: Find these case studies at

*<http://nccic.org/ccpartnerships/cases/maryland.htm>*

and *<http://nccic.org/ccpartnerships/cases/>*

*[rhodeisland.htm](http://nccic.org/ccpartnerships/cases/rhodeisland.htm)*.

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# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

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# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

### work within the rules to change the rules

Partnerships require give and take from all members. In order to foster effective partnerships and demonstrate their commitment to shared efforts, state officials should look for creative ways to streamline bureaucratic processes whenever possible.

# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

### **CONSULT WITH CHILD CARE PARTNERSHIP LEADERS**

**TO IDENTIFY BARRIERS TO COLLABORATION.** See the **Atlanta's Inn for Children** profile for a good example of how the private sector worked with the Internal Revenue Service to pave the way for the creation of a new non-profit organization to support partnership efforts.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/atlanta.htm>.*

# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

**REVIEW STATE AND LOCAL PUBLIC RULES** to identify barriers to collaboration and design strategies to remove them. Several states have adopted a “barrier buster” motto. Anyone can propose a better way of conducting business, and as long as it is cost neutral and does not break federal or state laws, the state dedicates staff to remove the barrier.

For more info: Search the CCPP profiles at <http://nccic.org/ccpartnerships/profiles.htm>.

# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

### **MAKE FUNDING DECISIONS BASED ON OUTCOMES**

and encourage other funders to do the same. See the **Missouri Caring Communities** profile for a good example of how a state has adopted an outcomes-based approach to budgeting and decision-making that is helping to drive positive changes for children.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/missouri.htm>.*

# TIP 8

## ALIGN PUBLIC- AND PRIVATE-SECTOR PRACTICES

**COLLECT, CREATE, AND DISSEMINATE ARTICLES,** issue briefs, and other information about best practice in aligning public- and private-sector practices. The **Texas Employer Coalition** provides a forum for employers to share promising approaches for helping employees balance work and family responsibilities. More experienced coalitions mentor newer ventures to share knowledge across the state.

For more info: Find this profile at

*<http://nccic.org/ccpartnerships/profiles/tex.htm>.*

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

HELP PARTNERSHIPS  
MAINTAIN MOMENTUM

TIP 9

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# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

### change takes time

State officials can encourage partnerships to celebrate successes, both large and small, as they move toward longer-term goals.

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

**CULTIVATE MEDIA RELATIONSHIPS.** Regularly inform the media about public and private child care partners and their contributions. Let the media (state and local) know about effective public-private child care partnerships in your state. Write and place a series of brief media stories/alerts about partnerships and the key roles of various partners. For example, **Rhode Island Kids Count** notifies news reporters far in advance of public events so they will be more likely to provide positive coverage.

For more info: Find this case study at  
*<http://nccic.org/ccpartnerships/cases/rhodeisland.htm>.*

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

**WELCOME NEW PARTNERS AND HIGHLIGHT THE  
EFFORTS OF LONG-TERM CHAMPIONS.**

Many partnerships welcome new members by asking long-term partners to act as mentors for new recruits. This strategy helps get new members up to speed on the vision, mission, goals and activities of the partnership while providing committed members the status and honor of teacher.

For more info: Search the profiles at

*<http://nccic.org/ccpartnerships/profiles.htm>.*

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

**CELEBRATE SUCCESSES.** Create awards programs and other recognition strategies to publicly celebrate champions, celebrate partnership accomplishments, and attract new partners. Create a public “honor roll” of partnerships and partnership leaders. Help partnerships celebrate small successes by publishing updates in partnership communications and public media outlets.

For more info: Search the profiles for examples at <http://nccic.org/ccpartnerships/profiles.htm>.

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

### **DEVELOP A COMMUNICATIONS STRATEGY.**

Publish and disseminate information to opinion leaders, community groups, policymakers, funders, resource and referral agencies, employers, and others about successful partnerships. Fund and/or provide training and technical assistance to help public-private child care partnerships effectively tell their stories to the public. Keep state leaders and policymakers informed about successful public-private partnerships in your state. Support the creation and dissemination of a series of news briefs on child care partnership topics and issues that can be used in state and community organization newsletters. The

(Continued on next page)

# TIP 9

## HELP PARTNERSHIPS MAINTAIN MOMENTUM

### **Maryland Child Care Resource and Referral**

**Network** provides a good example of how to combine child care data with training and communication.

For more info: See this case study at

*<http://nccic.org/ccpartnerships/cases/maryland.htm>.*

# CHILD CARE PARTNERSHIP PROJECT RESOURCES

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# CHILD CARE PARTNERSHIP PROJECT RESOURCES

The following tools and materials have been created by the Child Care Partnership Project to support the development and longevity of public-private partnerships. These tools and materials have been referenced throughout the text. All of these tools and materials are available in both written and electronic forms and can be downloaded from the project web site at <http://nccic.org/ccpartnerships>, or ordered at no cost from the National Child Care Information Center at 1-800-616-2242.

# CHILD CARE PARTNERSHIP PROJECT RESOURCES

## **PROFILES OF EXISTING PUBLIC-PRIVATE PARTNERSHIPS**

The partnership profiles include information on a wide variety of public-private partnerships. This information includes a description of the partnership, its partners, history, activities, resources, results, lessons learned, and contact information.

## **IN-DEPTH CASE STUDIES ON SUCCESSFUL PARTNERSHIP APPROACHES**

These case studies provide more detailed information on innovative public-private partnerships. They highlight partnerships that have adapted particular models or approaches. They also provide insight into some of the issues that partnerships are grappling with, including funding, sustainability, replication, and technical assistance needs and resources.

## **FACT SHEETS ON INNOVATIVE APPROACHES**

This series of one-page fact sheets describes what public-private partnerships are and highlights examples of partnerships that support specific types of child care or address specific child care issues, such as engaging business partners.

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# CHILD CARE PARTNERSHIP PROJECT RESOURCES

## **EMPLOYER TOOLKIT TEMPLATE FOR ENGAGING BUSINESS PARTNERS**

The employer toolkit template was written to assist partners in engaging the business community in finding child care solutions. The toolkit provides practical tools to effectively engage businesses in addressing both the child care needs of their own employees, as well as larger quality and supply issues faced by their states and communities. An electronic version of the toolkit is available for partnerships to adapt and disseminate.

## **A GUIDE TO SUCCESSFUL PUBLIC-PRIVATE PARTNERSHIPS FOR CHILD CARE**

This guide is designed to provide practical information on creating and maintaining public-private child care partnerships to increase and improve child care in states and communities throughout the country. It draws from the experiences and wisdom of successful partnership leaders at the national, state, and local levels to provide resources for existing and future partnerships. The guide begins with a definition of public-private partnerships, followed by a summary of

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why they are created and what public-private partnerships can do. The guide then presents a set of principles and strategies for establishing and maintaining successful partnerships based on lessons from successful national, state, and local models.

## **A GUIDE TO ENGAGING PARENTS IN PUBLIC-PRIVATE CHILD CARE PARTNERSHIPS**

This consumer-friendly parent involvement booklet provides public-private partnerships with successful strategies and tools on how to encourage and assist families in playing active roles in partnerships. The guide explores various approaches to nurturing parent involvement and developing parent leadership and provides concrete examples of strategies that partnerships can use to engage parents.

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## **USING RESULTS TO IMPROVE THE LIVES OF CHILDREN AND FAMILIES: A GUIDE FOR PUBLIC-PRIVATE PARTNERSHIPS**

This guide provides a user-friendly context and framework for thinking about, measuring, and reporting the results of public-private partnerships. The tool provides information to enable partnerships to plan and collect data to guide decision-making and showing their effects and effectiveness. It includes specific examples of indicators that address both the processes of building and sustaining partnerships and the results of partnership efforts.

## **HOW ARE WE DOING? A PARTNERSHIP SELF-ASSESSMENT TOOL**

This checklist allows partnerships to improve the effectiveness of their collaboration by assessing their strengths, weaknesses, and organizational capacity across a variety of elements related to success.

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It builds on the principles detailed in the **Guide to Successful Public-Private Partnerships for Child Care** and links partners with a variety of resources to improve and strengthen efforts.

## **VIDEO ON ENGAGING THE BUSINESS COMMUNITY**

This five- to seven-minute video was created for use by current and prospective public-private partnership leaders. It is designed for use as a meeting or discussion starter that enables viewers to understand the relationship between early childhood brain development, the need for high-quality care, and the role the private sector can play in meeting this need.

# CHILD CARE PARTNERSHIP PROJECT RESOURCES

## **POWERPOINT PRESENTATION AND SPEAKER NOTES FOR THE GUIDE TO SUCCESSFUL PUBLIC- PRIVATE PARTNERSHIPS FOR CHILD CARE**

This presentation is designed to introduce groups to the concept of partnership, what partnerships can accomplish, and how they can be successful. It contains speaker notes and information on specific partnerships to highlight the principles and strategies discussed in the **Guide to Successful Public-Private Partnerships for Child Care**.

# CHILD CARE PARTNERSHIP PROJECT RESOURCES

## **POWERPOINT PRESENTATION AND SPEAKER NOTES FOR BUSINESS INVOLVEMENT IN CHILD CARE PARTNERSHIPS**

This presentation is designed to make the business case for investing in child care as a companion piece to the Employer Toolkit and the video. It includes talking points as well as slides, so it can easily be used by a variety of presenters. Contents of the presentation focus on why it is good business to invest in child care, the options that employers have to support child care, and opportunities that exist for employers to collaborate with the public sector to expand and improve child care.

