



## **EARLY CARE & EDUCATION COMMITTEE MEETING**

Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120, Boardroom  
San Antonio, TX 78207

**January 12, 2024**

**10:00 AM**

### **AGENDA**

*Agenda items may not be considered in the order they appear.*

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of the meeting. Questions relating to these rules may be directed to Caroline Goddard at (210) 322-6296.

***The Chair of the Committee will be at the Host Location. The Host location is specified above. Meetings will be visible and audible to the public at the Host location, and there will be a visual or audio recording of the meeting. There will be two-way audio and video of the meeting between each Board member sufficient that Board members and public can hear and see them. WSA will comply with all Videoconferencing Guidelines.***

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**During the Public Comments portion of the meeting (Agenda Item 4), the Public may type their name into the chat box or unmute themselves and state their name. The meeting host will call each member of the public for comments, in the order their names were submitted.**

Workforce Solutions Alamo is an equal opportunity employer/program. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids, services, or special accommodations should contact Caroline Goddard at (210) 322-6296 so that appropriate arrangements can be made. Relay Texas: 1-800-735-2969 (TDD) or 711 (Voice).

- I. CALL TO ORDER  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- II. ROLL CALL AND QUORUM DETERMINATION  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- III. DECLARATIONS OF CONFLICT OF INTEREST  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- IV. PUBLIC COMMENT  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- V. DISCUSSION AND POSSIBLE ACTION ON MINUTES FROM NOVEMBER 6, 2023, EARLY CARE & EDUCATION COMMITTEE MEETING  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- VI. PARTNER UPDATE: MAYOR'S COMMISSION ON THE STATUS OF WOMEN  
Presenters: Dr. Jacqueline Pugh, Commissioner for City Council District 9, and Sara Gerrish, Commissioner for City Council District 5
- VII. INTRODUCTION OF NEW EARLY CARE & EDUCATION COMMITTEE MEMBERS  
Presenter: Jessica Villarreal, Director of Child Care
- VIII. CHILDCARE UPDATES (DISCUSSION AND POSSIBLE ACTION)  
Presenter: Jessica Villarreal, Director of Child Care
  - a. Childcare Performance Briefing
  - b. Texas Rising Star Assessment Update
  - c. TRS Contracted Slots Pilot Briefing
  - d. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
- IX. CEO REPORT  
Presenter: Adrian Lopez, CEO
  - a. Success Stories
- X. CHAIR REPORT  
Presenter: Ana DeHoyos O'Connor, Committee Chair
- XI. EXECUTIVE SESSION:  
Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may move into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:
  - a. Government Code §551.072 – Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations

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- with a Third Party;
- b. Government Code §551.071 – All Matters Where Workforce Solutions Alamo Seeks the Advice of its Attorney as Privileged Communications Under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas;
- c. Pending or Contemplated Litigation;
- d. Government Code §551.074 – Personnel Matters Involving Senior Executive Staff and Employees of Workforce Solutions Alamo; and
- e. Government Code §551.089 – Discussions Regarding Security Devices or Audits.

## XII. ADJOURNMENT

Presenter: Ana DeHoyos O'Connor, Committee Chair



## **EARLY CARE & EDUCATION COMMITTEE MEETING - MINUTES**

Workforce Solutions Alamo  
100 N. Santa Rosa St., Suite 120, Boardroom  
San Antonio, TX 78207

**November 6, 2023**

**10:00 AM**

**BOARD OF DIRECTORS:** Ana DeHoyos O'Connor (Chair), Betty Munoz, Yousef Kassim, Elizabeth Lutz, Dawn Dixon

**COMMITTEE MEMBERS:** Dr. Sarah Baray, Dr. Henrietta Munoz, Mark Larson, Liza Gomez

**STAFF:** Adrian Lopez, Teresa Chavez, Gabriela Navarro Garcia, Jessica Villarreal, Kimberly Villarreal, Caroline Goddard, Kristen Rodriguez, Vanessa McHaney, Helane Aghayere, Jessica Lockhart, Juan Palencia, Patricia Alejandro

**LEGAL COUNSEL:** None.

**GUEST:** None.

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**I. CALL TO ORDER**

Presenter: Ana DeHoyos O'Connor, Committee Chair

**At 10:00am, Chair Ana DeHoyos O'Connor called the meeting to order.**

**II. ROLL CALL AND QUORUM DETERMINATION**

Presenter: Ana DeHoyos O'Connor, Committee Chair

**The roll was called, and a quorum was declared present.**

**III. DECLARATIONS OF CONFLICT OF INTEREST**

Presenter: Ana DeHoyos O'Connor, Committee Chair

**None.**

**IV. PUBLIC COMMENT**

Presenter: Ana DeHoyos O'Connor, Committee Chair

**None.**

**V. DISCUSSION AND POSSIBLE ACTION ON MINUTES FROM SEPTEMBER 8, 2023, EARLY CARE & EDUCATION COMMITTEE MEETING**

Presenter: Ana DeHoyos O'Connor, Committee Chair

**Upon motion by Mark Larson and seconded by Liza Gomez, the Committee unanimously approved the minutes from September 8, 2023, Early Care & Education Committee meeting.**

**VI. CHILDCARE UPDATES (DISCUSSION AND POSSIBLE ACTION)**

Presenter: Jessica Villarreal, Director of Child Care

**a. Childcare Performance Briefing**

— WSA's unofficial YTD average for FY23 is 106.29% at 12,003 children. FY24's target has been set at 12,378 children.

— Monthly Average Enrollment: Total families in care are 7,104, total children in care are 12,039, total families on waitlist are 4,880, and total children on waitlist are 8,044. Total children on waitlist are 2,077 infants, 2,051 toddlers, 1,868 preschool age, and 2,003 school age.

**b. Texas Rising Star Assessment Update**

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- As of October 19, 2023, 174 centers are certified as Texas Rising Star, which is 30% of CCS programs.
- Alamo CCS Provider Capacity: 590 total providers, 56,565 total capacity, 142 rural providers, and 13,232 Bexar County capacity.
- c. TRS Contracted Slots Pilot Briefing
  - December 31<sup>st</sup> is the end date for the contracted slots pilot briefing extension. WSA was the only board in the state to pilot this program.
  - 8 children are enrolled in Converse Christian School, 6 in La Mision Child Care, and 10 in DePaul Children's Center. Once this pilot is over, CCS will cover these children under low income.
- d. Entry Level Designation & Efforts Towards Increasing and Accessing Quality
  - WSA had to terminate and end agreements with 2 centers who were over the threshold. Those centers can reapply once they fall under the 75-point threshold.
  - ELD Board Status: Total number of CCS as of October 2022 is 550, 531 are the actual number of centers after some chose not to renew their agreements, and 567 is the new total of CCS after some chose to start an agreement as of August 2023. 357 centers are currently designated as entry level. 228 centers are currently eligible based on licensing and of those 139 centers have not yet elected to participate in a cohort, 63 have or are actively participating in a WSA cohort, and 26 are participating in an external cohort. 129 centers are currently not eligible due to childcare regulation deficiencies and of those 75 centers are not working with a cohort, 44 have or are participating in a WSA cohort, and 10 are participating in an external cohort. 232 centers are on the continuous quality improvement plans, there were 7 mentors as of June 2023, and 12 mentors as of October 2023.
  - CEO Adrian Lopez requested a standing item on a partner report addressing how they are responding to getting centers to quality. Liza Gomez responded that United Way has hired 5 new coaches that will each have a capacity of 20 centers to get them on the path to TRS. Dr. Sarah Baray added that the partners need to make sure they are not doubling up on their efforts and to be more intentional.
  - Child Care Quality Funding TWC Approved Categories: Training & Professional Development, Supporting Health & Safety, Tiered Quality Rating & Improvement System, Evaluating Quality, Infant & Toddler Quality Improvements, and Supporting National Accreditation.
  - Child Care Quality Funding: \$300,000 for Infant & Toddler Licensing and Cohort, \$250,000 for Professional Development, \$2.8M for TRS Quality Improvement, \$25,000 for Evaluation & Assessment, \$5,000 for Supporting National Accreditation, \$2.2M for Bonuses and Incentives.
  - WSA's Child Care Team has been invited by TWC to present 'Building the Tracks to Quality: Quality Cohort' at the upcoming 26<sup>th</sup> Annual Texas Workforce Commission Conference themed "Many Paths, One Mission" on November 29 to December 1, 2023.
- e. Teacher Appreciation Survey Results
  - As of May 1, 2023, 556 CCS providers with an active agreement in the Alamo area were given the opportunity to participate in the Teacher Appreciation

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Survey. A monetary incentive was provided upon the completion of the survey. This monetary incentive was to assist programs with staff salaries, bonuses, fringe benefits, training, and/or staff development.

- An overall budget of \$500,000 was set aside for this incentive. Providers received an opportunity to submit documentation for the Teacher Appreciation Grant. The requirement consisted of completing and submitting a Memorandum of Agreement (MOA), as per deadline on June 30, 2023. Providers who submitted documentation were given the opportunity to complete the Teacher Appreciation Survey to finalize the incentive.
- 427 providers chose to participate. There are 57,214 available CCS slots, 30,581 enrolled children, and 10,254 enrolled with CCS funding.
- The survey results show the top three childcare relief funding to be in payroll, supplies, and employee retention bonuses.
- The Alamo expenditure total is \$207,134,913 with the state expenditure totaling to \$2,659,451,694.
- The survey showed that the providers would like the area of quality funding to continue to be invested in higher wages, indoor-outdoor equipment, curriculum, and professional development.
- For participation in a cohort, the survey showed that 223 centers are participating, 116 are currently TRS, 8 are participating but not with WSA, 30 are not participating but are interested, and 44 are not participating.
- For TRS designation status, the survey showed that 10 are 2-star, 33 are 3-star, 112 are 4-star, 263 are ELD, and 9 were not sure. For those 9 that were not sure, WSA researched and saw that they are ELD.
- For potential childcare center closures, the survey showed that 9 are closing due to TRS requirements, 12 are closing due to funding, 4 are closing due to staffing, and 3 are closing due to something related to COVID. Mentors have reached out to these centers that are potentially closing to assist them with their concerns and issues. As a result of this, some centers have chosen to remain open.
- CEO Adrian Lopez asked Mark Larson how this data reconciles with what he has seen. Mark Larson stated that out of 123 providers in Bexar County that he has surveyed, 28% stated that they are likely or very likely to close. Dr. Sarah Baray added that they need to collectively solve the issue of having multiple coaches from different entities in the same center. Ana DeHoyos O'Connor stated that she will work with Mark Larson and Jessica Villarreal on this.

## VII. CEO REPORT

Presenter: Adrian Lopez, CEO

### a. Success Stories

- COO Teresa Chavez presented the success stories.

## VIII. CHAIR REPORT

Presenter: Ana DeHoyos O'Connor, Committee Chair

- Chair Ana DeHoyos O'Connor will be attending the Annual TWC Conference. She will be looking at what other boards are doing, how WSA ranks with other

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boards, and learn from them in how they are sharing their story.

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**None.**

X. ADJOURNMENT

Presenter: Ana DeHoyos O'Connor, Committee Chair

**Upon motion by Mark Larson, Chair Ana DeHoyos O'Connor adjourned the meeting at 11:18am.**





# MCSW

Mayor's Commission on  
the Status of Women

— SAN ANTONIO —

70-20-25

## A RESOLUTION

ESTABLISHING A MAYOR'S COMMISSION ON THE STATUS OF WOMEN TO SERVE IN AN ADVISORY CAPACITY AND APPOINTING MEMBERS TO SERVE FOR A ONE YEAR TERM.

\* \* \* \*

WHEREAS, the President of the United States has appointed a President's Council on the Status of Women, and,

WHEREAS, the Governor of Texas has appointed a Governor's Commission on the Status of Women, and,

WHEREAS, it has been requested that the Council authorize the appointment of a Mayor's Commission on the Status of Women; NOW, THEREFORE,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. There is hereby established a Mayor's Commission on the Status of Women to serve in an advisory capacity to the City Council of the City of San Antonio to advise on matters affecting the employment opportunities, education, social, civic, and political participation by women in the American way of life.

SECTION 2. The following women are hereby appointed to the Mayor's Commission on Status of Women to serve for a one year term ending May 6, 1971:

A Resolution establishing MCSW was passed by the City Council of the City of San Antonio on May 7, 1970

“to serve in an advisory capacity to the City Council of the City of San Antonio to advise on matters affecting the employment opportunities, education, social, civic, and political participation by women in the American way of life.”

# International Women's Day Meeting

Goal: To discuss and recommend short- and long-term policies for COSA in the Mayor's 3 priority areas:

Entrepreneurship/Workforce Development

Women's Health

Domestic and Intimate Partner Violence

When: March 8, 2024, afternoon

Where: TBD

Organization	Individuals
Alamo Workforce Solutions	Adrian Lopez Jessica Villarreal
Respite Care San Antonio	Rebecca Helterbrand
Early Matters	Mark Larson
United Way of San Antonio and Bexar County	Liza Gomez Virginia Mudge Stephanie Smith
PreK4SA	Sarah Baray
Texas A&M San Antonio	Melissa Jozwiak
Childcare Services Division of the COSA, Department of Human Services	Abigail Garcia Jessica Dovalina
COSA District 9 City Councilman	John Courage
COSA DEI&A	Jennifer Mata Claudia Guerra
Greater San Antonio Chamber of Commerce	Katie Ferrier
Child Aware	Francisco Jamison
Children at Risk	Kim Kofron
Voices for Children	Kathy Fletcher
HEB	Erika Prosper

## Entrepreneurship/Workforce Development Topic: Childcare as a Barrier for Workforce Development

Information gathering to inform workforce development session via interviews (November 15, 2023 to present) and reading

# Childcare as a Barrier for Workforce Development: Structure & Content of Session

**Structure:** 30 minutes-3 panelist presentations, 20 minutes-discussion and consensus building with audience (invited and general public) re: policy priorities

**Topics currently proposed** (still seeking your input):

- Quality and accessibility gap between what is needed and what is available (Possible speaker Kathy Fletcher)
- First report of survey of local childcare facilities commissioned by COSA (Dr. Melissa Jozwiak)
- Economic impact and policy solutions of childcare crisis (Possible speaker Katie Ferrier)

# Seeking your input

- Your feedback on the proposed session content
- Who else needs to be in the room to push policies forward: city council, county commissioners, local legislators, childcare providers, parents...
- What policy recommendations should we make sure to highlight?
- Who else do we need to speak to before the meeting? We already know that we have not spoken to enough childcare providers—who would you suggest?

## MEMORANDUM

**To:** Early Care & Education Committee

**From:** Adrian Lopez, CEO

**Presented by** Jessica Villarreal, Director of Child Care

**Date:** January 12, 2024

**Subject:** Childcare Performance Briefing

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### Summary:

This is a briefing to the Early Care & Education Committee on childcare performance for FY 2024. WSA works with our childcare contractor as they monitor and process enrollments. WSA maintains ongoing communication with the childcare contractor on TWC's performance goal range of meeting performance: 95 – 105% and to remain within the allocated budget.

For FY 2024, TWC has set Alamo's target units of care at 12,378. Last FY (2023) our target was set at 11,427.

As you may recall, WSA had placed a temporary pause on enrollments, apart from mandatory enrollments, towards the end of last fiscal year due to our year-to-date average units being higher than 106% from June through September. Alamo began the FY in October reflecting 11,227 and with the new budget and target allocations, WSA received an increase of 951 units of care. As a result, childcare staff resumed ramping up enrollments, and in November showed an increase in enrollments to 11,237 monthly average units.

### Analysis:

- WSA's unofficial YTD average for November shows average enrollments of 11,232 or 90.74%, which reflects that we are currently in the below performance range, and our Child Care Services team is actively enrolling to remain within performance range and childcare budget.
- WSA has successfully placed 12,472 children in care, servicing 7,280 families.
- Alamo has 6,241 children on the waitlist, reflecting 3,798 families awaiting scholarship.
- Child Care Services team is actively enrolling.
- The breakdown according to age group on waitlist is as follows: 1,696 Infants, 1,548 Toddlers, 1,417 Preschool, and 1,548 School Age.

Information collected: 01/02/2024



	Oct	Nov
	Average	Average
Monthly Average Units	11,227	11,237
YTD Average Units	11,227	11,232

	Oct	Nov
	Average	Average
Monthly Average %	90.70%	90.78%
YTD Average Units %	90.70%	90.74%

	Oct	Nov
	Average	Average
Choices	208	237
Low Income	10,312	10,269
Former DFPS	568	591
Homeless	140	140
Monthly Average Units	11,227	11,237
Monthly % Average	90.70%	90.78%
YTD Average Units	11,227	11,232
YTD % Average	90.70%	90.74%
TWC Target	12,378	12,378



As of 12/28/2023

County	Families in Care	Children in Care	Families on Waitlist	Children on Waitlist
Atascosa	210	366	106	198
Bandera	29	51	31	45
Bexar	5777	10075	3116	5132
Comal	299	442	140	211
Frio	75	130	29	45
Gillespie	46	56	0	0
Guadalupe	372	606	190	324
Karnes	17	24	2	2
Kendall	59	91	22	32
Kerr	151	225	74	103
McMullen	0	0	0	0
Medina	160	266	61	101
Wilson	85	140	27	48
Totals	7280	12472	3798	6241

Age Group	Total on the Waitlist
Infant	1696
Toddler	1548
Preschool	1417
School Age	1548

#### FY 2024 Fiscal Impact:

- Each fiscal year beginning in October, TWC distributes funding and places an annual performance target for each board.
- TWC provides boards with a performance status methodology that is based on the annual target and budget, outlining percentage ranges for 3 performance measures:
  - Meets Performance (MP), Exceeds Performance (+P), and Below Performance (-P)

#### *CCDF Performance Status Methodology*

Year-to-Date numbers to calculate performance

MP = 95%-105%

+P = 105% or above

-P = <94.99

- Boards who exceed the budgeted amount for enrollments may cause negative impact on future funding.
- As a result, WSA closely monitors and carefully balances both the enrollment target as well as the budget allocated to placing children in care, to provide childcare to as many families as possible while remaining in good standing with TWC.

**Recommendation:** N/A

**Next Steps:** *Continue to enroll and demonstrate progress being made towards Performance, with the goal of achieving minimum performance of 95%, by March 2024.*

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## MEMORANDUM

**To:** Early Care & Education Committee

**From:** Adrian Lopez, CEO

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** January 12, 2024

**Subject:** Texas Rising Star Assessment Update

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**Summary:**

The Texas Workforce Commission's (TWC) three-member Commission (Commission) approved final rules for revisions to the Texas Rising Star program on January 5, 2021. Along with the rule changes, the Commission approved statewide protocols for implementation of the revised Texas Rising Star standards. The Commission-approved implementation protocols include a deferment of assessments and in-person visits during the time that Texas Rising Star staff members are learning about and transitioning to the revised standards.

On August 3, 2021, the Commission approved modifications to the implementation protocols, which include establishing an implementation date of September 1, 2021.

**Analysis:**

Alamo no longer holds the contract to oversee the Texas Rising Star Assessors for the board area.

TWC has awarded CLI the contract for the Centralization of Texas Rising Star Assessors. Alamo has 13 mentors and 2 mentor managers actively working with our centers.

As of January 2, 2024, Alamo board reflected a total of 181 Early Learning Programs certified as Texas Rising Star. Alamo has 130 Early Learning Programs certified as 4 Star, 45 certified as 3 Star, and 6 certified as 2 Star. The percentage of TRS Programs to *total* CCS programs is 31%, (34% is percentage for Bexar, and 19% percentage for Rural). TRS mentors and boards continue to participate in meetings with the Centralizing Assessment Entity to understand the new processes and responsibilities assigned to TRS mentors/assessors, boards, and the Centralizing Assessment Entity.

The total number of providers who have agreements to provide scholarships continues to fluctuate. As of January 3rd, we have 589 Centers with an active agreement to provide scholarships for children. This total includes Licensed Centers, Licensed Child Care Homes,

Military, Registered Child Care Homes, and Relative Care Listed Homes. **\*\* Relative Care is not included for TRS percentages/numbers\*\*.** These 589 centers have an overall capacity of serving 56,370 children, based on Child Care Regulations. For those centers in the Rural area, the total capacity available is 134, and total for Bexar centers is 12,629.

**Data as of 01/02/2024**

Total Number of Centers Awaiting Assessment	57
Centers Awaiting NEW Certification	21
Number of 4* to date	132
Number of 3* to date	43
Number of 2* to date	7
# Of Accredited Centers	59
# Of Non-Accredited Centers	124
# Of Military Centers: included in accredited total	8
# Of Initial Centers (as of Sept 2022)	61
# Of Centers Closed/withdrew/CCR deficiencies	9
# Of centers who have increased star level since Sept. 2022	40
2 STAR → 3 STAR	4
2 STAR → 4 STAR	10
3 STAR → 4 STAR	26

**Data below as of 01/03/2024**

Location	Programs	CCS Programs	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	779	455	155	34%
Rural Early Learning Programs	259	134	26	19%
Total	1038	589	181	31%

Provider Type	Total Providers	Total Capacity	Rural Providers*	Rural Capacity*
Licensed Center	490	55430	112	12425
Licensed Child Care Home	37	444	13	156
Military	8	N/A	0	N/A
Registered Child Care Home	42	496	4	48
Relative Care Listed Home	12	N/A	5	N/A
Totals	589	56,370	134	12,629

## BCY 2024

Month	Number of New Providers	Sum of New Provider Capacity	Number of Providers Ending Agreement	Sum of Providers Ending Capacity	Net Capacity Change
October	8	264	7	560	-296
November	13	960	15	1135	-175
December					0

### Alternatives:

N/A

### Fiscal Impact:

N/A

### Recommendation:

N/A

### Next Steps:

WSA will continue monitoring the assessment preparation and program's application submissions. Assessments and scheduling of assessments are completed by the Centralizing Assessment Entity following TWC guidance and processes.

### Attachment:

None.

## MEMORANDUM

**To:** Early Care & Education Committee

**From:** Adrian Lopez, CEO

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** January 12, 2024

**Subject:** TRS Contracted Slots Pilot Briefing

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### Summary:

On June 10, 2022, WSA received board approval to proceed with awarding three centers contracted slots. WSA has received signed contracts from the selected centers and is actively working to provide the resources necessary to begin implementation of contracted slots pilot. Prior to rollout, WSA must adhere to TWC's guidelines on policy implementation for Contracted Slots.

Texas Workforce Commission (TWC) Rules, Section 809.13, requires boards to develop policies for the design and management of the delivery of childcare services in a public process. Rules require boards to have a policy related to contracted slots agreements as described in 809.96 if the board opts to enter into such agreements.

As WSA board is one of only two workforce boards who have elected to enter the TRS Contracted Slots pilot, WSA must develop and adopt policy for implementation.

### Analysis:

Contracted Slots officially began with the first child enrolled on October 3, 2022. The TRS Contracted Pilot has ended, and the results of the 3 centers who participated are below.

- Converse Christian, awarded 15 slots, enrolled 11 children: 3 infants and 8 toddlers. 4 contracted seats were unfilled.
- De Paul, awarded 20 contracted slots, enrolled 12 children: 5 infants and 7 toddlers. 8 contracted seats were unfilled.
- La Mision, awarded 15 slots, has 5 enrolled children: 1 infant(s) and 4 toddlers. 10 contracted seats were unfilled.

Provider Name	STAR	Current CCR Capacity	Current Number of CCS Families Served	Total Amount Awarded	Amount of Infant/Toddler Slots Filled	Number of Infant/Toddler Slots Awarded to Program
Converse Christian School	4	94	46	\$184,080.50	Infant - 3 Toddler - 8 Total - 11	15
La Mision Child Care	4	90	24	\$137,641.70	Infant - 1 Toddler - 4 Total - 5	15
DePaul Children's Center	4	200	35	\$167,051.20	Infant - 5 Toddler - 7 Total - 12	20
Grand Total for All Providers		384	105	\$488,773.40	Infant - 9 Toddler - 19 Total - 28	50

**Alternatives:**

N/A

**Fiscal Impact:**

TWC awarded WSA \$746,230.00 for the implementation and management of the TRS Contracted Slots pilot.

**Recommendation:**

N/A

**Next Steps:**

WSA will provide results of TRS Contracted Slots pilot to TWC and will make ready any information that is requested by TWC or other boards on the implementation, challenges, and documentation acquired through the experience.

**Attachments:**

N/A



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## MEMORANDUM

**To:** Early Care & Education Committee

**From:** Adrian Lopez, CEO

**Presented by:** Jessica Villarreal, Director of Child Care

**Date:** January 12, 2024

**Subject:** Entry Level Designation & Efforts Towards Increasing and Accessing Quality

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**Summary:**

House Bill (HB) 2607, 87th Texas Legislature, Regular Session (2021), amended Texas Government Code §2308.3155 to require that all regulated providers of TWC-funded CCS participate in the Texas Rising Star program. HB 2607 also required the creation of a new Entry Level Designation and a maximum length of time that a childcare program may participate at the Entry Level Designation.

Additionally, HB 2607 required TWC to develop a process that allows a childcare program to request a waiver to extend the length of time, which may not exceed 36 months, that the childcare program may participate at the Entry Level Designation.

Prior to the enactment of HB 2607, the TWC's three-member Commission (Commission) approved the amendment of TWC Chapter 809 Child Care Services rules in January 2021 to adopt a Pre-Star Designation and a requirement that all regulated CCS childcare providers achieve that designation. This provision has been superseded by the new Entry Level Designation.

On September 13, 2022, the Commission approved amendments to Chapter 809 to implement the §2308.3155 requirement, removing the Pre-Star Designation and replacing it with the legislatively mandated Entry Level Designation. The amended rules regarding the Entry Level Designation became effective October 3, 2022.

With this new requirement, WSA continues to be in attendance during community meetings, participate in discussions, and provide opportunities to learn about the needs of the early childcare community. WSA continues to invite Early Learning Programs to the WSA Quality Cohorts that provide guidance and assistance to programs interested in obtaining TRS certification and additionally provide opportunities for programs to learn about other agencies and organizations that are available to assist in enhancing and elevating their program. WSA continues to oversee



and manage the quality budget to ensure that Early Learning Programs have the tools and resources needed to build and maintain quality. WSA continues to reach out to rural communities to better understand childcare needs and to provide services and link communities with resources available. WSA has been working closely with United Way of San Antonio and ESC Region 20 to create a more efficient and seamless process for mentoring and coaching centers towards quality and continues to collaborate and share information on centers designated as Entry Level to aid mentors and coaches in our Board areas and be able to view the landscape on the number of centers that exist that are eligible and in need of outreach to begin the path towards quality.

### Analysis:

- Entry Level Eligibility and Timelines
  - Boards must be aware that TWC Chapter 809 Child Care Services rule §809.131(d) establishes a maximum time of 24 months that a CCS provider may remain at the Entry Level Designation. The CCS provider must achieve Texas Rising Star certification of at least the two-star level within the 24-month period.

Entry Level Designation Timeline—New CCS Providers	
Deadline	Action
CCS Agreement Start Date	The provider meets Entry Level designation.
12 Months	Boards must screen providers for initial Texas Rising Star certification.
18 Months	If the provider is not meeting Texas Rising Star certification, no new family referrals may be made.
23 Months	If the provider has not met Texas Rising Star certification requirements, notify enrolled families of potential loss of the provider's CCS eligibility.
24 Months	The provider must achieve Texas Rising Star certification to continue to serve as a CCS provider.

Data provided in chart (01/01/2024)

Board	Total CCS # (as of 10.2022)	Subset of Column B Reduced CCS	Total CCS # (as of 1.2024)	Subset of Column D # ELD as of 1/2024	Subset of Column E #ELD Eligible	Subset of Column F #ELD Not in Cohort or External Organization	Subset of Column F #ELD WSA Cohort
Alamo	550	531	553	324	205	115	81
Data reflects CCS Providers as of 10/1/2022; these providers have until 9/30/24 to be Texas Rising Star certified.							
Data does not include new CCS providers added after 10/1/2022							
					CCS	553	
					ELD	390 (324 with 9.30.2024)	
					TRS	181	

Subset of Column F #ELD in WSA Cohort or working with External Organization	Subset of Column E #ELD Ineligible	Subset of Column J #ELD Not in Cohort or External Organization	Subset of Column J #ELD in WSA Cohort or working with External Organization	Subset of Column D # certified as of 1/2024	% of Total CCS Certified as of 1/2024
24	119	59	60	181	32.00%

- 324 on ELD Plan
  - 91 Rural
  - 233 Bexar
- Rural
  - 13 Homes
  - 78 Centers
- Bexar
  - 34 Homes
  - 199 Centers
- 205 Eligible for certification
  - 24 working with an external organization
    - 15 with external and WSA Cohort.
  - 81 have/are participating in WSA Cohort.
  - 115 not working with an external organization nor participating in WSA Cohort.
    - TRS Mentor assigned to each.
- 119 Not currently eligible to submit application due to deficiencies.
  - 59 not working with an organization.
  - 43 have/are participating in WSA Cohort.
  - 13 have been dually enrolled in a cohort.
  - 4 enrolled in an external organization cohort.

WSA continues to collaborate with community partners to create an efficient and robust pathway for centers and homes to attain TRS certification and begin the pathway towards quality.

The cohort, in addition to providing guidance and overviews of the requirements of TRS, has been designed to connect these participants to resources and programs that are available to aid centers on their quest to expand and elevate quality. Examples of the organizations and programs who have been invited to share information with the cohort are: TWC who has presented on their Pre-K Partnerships program, Texas Association for the Education of Young Children (TXAEYC) who has presented on the Teach program, Child Care Regulations (CCR) who has presented on common licensing deficiencies noted by representatives during observations of centers, Children's Learning Institute (CLI), Texas Early Childhood Professional Development System (TECPDS), Civitas/Curant/Avance on business coaching opportunities, and Texas School Ready (TSR).

WSA understands that by inviting presenters that offer resources that can assist in elevating the quality of care a child receives, we are helping to create more opportunities for Early Learning Centers who are already on the pathway to TRS certification, see beyond the stars, and recognize that there are many opportunities available to continue to enhance and build quality.

Since August 2022, WSA has partnered with United Way of San Antonio to host a joint Provider Council. Providers who serve on the council were selected to represent the community based on a variety of characteristics, such as location of center, National Accreditation/TRS certification status, previous membership, and center type. Currently 13 Directors/Owners serve on the Provider Council. Members meet quarterly to address system level challenges within the early childcare community and members discuss and tackle issues, pose questions, share thoughts, and provide feedback on a variety of childcare topics.

WSA has aligned the mentoring/coaching process towards quality working with United Way of San Antonio and ESC 20. Partners work together to create a more cohesive approach to mentoring and have been coordinating warm handoffs for coaches/mentors between organizations, to support the provider with a seamless experience towards TRS certification. This Alamo Quality Pathway process continues to receive positive feedback from the providers in the community who have expressed feeling a more cohesive and less confusing process as they work towards quality. TRS mentors work with Early Learning Programs to create Quality Improvement Plans (QIPs) that are designed to allow centers to create goals/expectations that they will work towards in order to achieve and maintain TRS certification. TRS mentors and WSA staff also participate in the Building Quality Meetings hosted by United Way of San Antonio that includes United Way coaches.

WSA continues to collaborate and share information on Entry Level Designation centers to United Way, ESC 20, and Pre-K 4-SA to assist each organization with a list of centers who have and have not been outreached to or placed on the quality pathway so that each is better equipped to manage the landscape of centers still in need of support towards quality. Currently there are 324 Entry Level Designated Centers and 205 who are eligible for TRS certification. 119 Centers are

Entry Level Designated Centers who are ineligible to submit application for certification, due to Child Care Regulation deficiencies.

Our TRS Business Coach continues to reach out and work with our Early Learning programs, with the focus on helping them connect and find resources and examine their business model to help centers with challenges they face due to the COVID impact as well as the staffing shortages. In addition, our business coach partners with our TRS mentors for centers who are uncertain about the TRS certification journey. Through this approach, a few programs who were considering opting out of CCS and TRS have made the decision to continue providing scholarships and working towards certification.

Currently, 39 Early Learning programs have signed an agreement to work partner with our business coach. 18 Rural and 21 Bexar.

WSA's TRS business coach has connected with New Braunfels:

- Chamber of Commerce
- Food Bank
- SPARK Business Planning
- Family Life Center
- Economic Development Center for City of San Antonio

In addition, WSA's business coach is serving as a liaison with business partners in the New Braunfels community to connect them with Early Learning Centers in their local area.

WSA's business coach:

- Hosted two training courses for Business Planning
- Is collaborating with Alamo Colleges District Skills for Small Business
  - 18 Early Learning Directors and Assistant Directors received scholarships this past Fall semester for a total of \$13,200, who participated and attended courses on Overview of Change Management, Teamwork and Team Building, Employee Motivation, and Crucial Conversations to enhance their Early Learning Programs.

**Alternatives:**

N/A

**Fiscal Impact:**

- An Entry Level childcare program is not eligible for enhanced reimbursement rates that are available to two-, three-, and four-star certified childcare programs.
- For current CCS providers that do comply with Entry Level requirements, deadline for certification is September 2024.
- For new CCS providers (those who signed the agreement after October 3, 2022), the end date is 24 months from the start date (when the CCS Provider Agreement was signed).

The following are the investments that are planned to be made into programs designated as ELD who enrolled in a cohort and/or who have received TRS certification.

**Workforce Solutions Alamo Quality Investments (Planned for FY 2024)**

- **Infant & Toddler (Including PD): \$300,000**
- **Professional Development: \$250,000**
- **Texas Rising Star/Quality Improvement (Except PD; including TRS personnel): \$2,800,000.**
- **Evaluation & Assessment (tools to measure effective practice or child development/program): \$25,000.**
- **Supporting National Accreditation: \$5,000.**
- **Other (Bonuses/Wages/Incentives): \$2,200,000.**

**Recommendation:**

WSA continues to follow TWC guidance and is providing TRS mentoring and cohort opportunities to Early Learning Programs designated as Entry Level. In addition, WSA continues to explore opportunities to reach this community goal and are collaborating with other partners/organizations to expand our efforts.

**Next Steps:**

- WSA continues to monitor that all CCS providers located within the board's local workforce development area (workforce area) meet the minimum qualifications and basic requirements for Entry Level Designation described in §809.131(b), specifically, that the provider:
  - is not on a corrective or adverse action plan with Child Care Regulation (CCR); and
  - does not exceed the minimum points threshold for high- and medium-high weighted CCR deficiencies, per the Texas Rising Star Guidelines.
- WSA continues to ensure that all CCS providers located within the board's workforce area designated as Entry Level are screened for initial Texas Rising Star certification.
- CCR compliance, per the Texas Rising Star Guidelines, by the end of the first 12 months in order to determine eligibility to begin the initial Texas Rising Star certification assessment process.
- WSA will ensure that any CCS provider designated as Entry Level that did not meet the initial certification screening requirements for Texas Rising Star, per the Texas Rising Star Guidelines, by the 18th month of the 24-month designation time frame does **not** continue to receive new CCS family referrals during this period, unless the provider is located in a childcare desert or serves an underserved population and is approved by TWC to accept new family referrals.
- WSA will note: Referrals may be made for siblings of children who are currently enrolled in the program during this period.



- WSA is providing all Entry Level Designated CCS providers located within the board's workforce area with mentoring services, per the Texas Rising Star Guidelines.
- WSA continues to ensure TWC compliance with the following deadlines and timeline for new CCS providers designated as Entry Level.
- WSA has been aware that CCS providers, who held an active agreement as of October 3, 2022, were administratively designated as Entry Level, effective October 3, 2022, and were eligible to continue to serve as a CCS provider.

WSA will continue to partner and collaborate with agencies and organizations to provide support and resources to Early Learning Programs and families throughout the Alamo board and continue to explore additional ways, that through partnerships, we can support Early Learning Programs on the path towards quality and reduce duplication of services.

WSA continues to work on aligning the quality budget with both the quality cohort and certification process to ensure that centers receive the necessary support, resources, and materials that will help to elevate and maintain the quality of their centers.



# Early Care & Education Committee

January 12, 2024





# New Committee Members

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# Goals FY 2024

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- In collaboration with partners, host 1<sup>st</sup> Annual Alamo Quality Pathway Conference.
- Expand partnerships to include in the Alamo Quality Pathway.
- Explore ways to provide Parent Education and Training on topics such as: Child growth & development, social and emotional skills, play, special needs, inclusion, trauma/grief, inclusion assistance.
- Provide support to centers with navigating through National Accreditation processes.
- Research/Procure training available to assist Early Learning Centers to becoming Trauma Informed.

## Workforce Solutions Alamo Quality Investments (Planned for FY 2024)

Infant & Toddler (Including PD): \$300,000

Professional Development: \$250,000

Texas Rising Star/Quality Improvement (Except PD; including TRS personnel): \$2,800,000.

Evaluation & Assessment (tools to measure effective practice or child development/program): \$25,000.

Supporting National Accreditation: \$5,000.

Other (Bonuses/Wages/Incentives): \$2,200,000.

# Childcare Performance Briefing

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# Childcare Performance Briefing FY 2024

*\*information pulled 01/02/2024*



	Oct	Nov
	Average	Average
Monthly Average %	90.70%	90.78%
YTD Average Units %	90.70%	90.74%

WSA’s unofficial YTD avg for FY 2024 is 90.74%

*CCDF Performance Status Methodology*

Year-to-Date numbers to calculate performance

MP = 95%-105%

+P = 105% or above

-P = <94.99

*SIR Performance Methodology*

Actual enrollments



# Childcare Performance Briefing FY 2024

*\*information pulled 01/02/2024*

	Oct	Nov
	Average	Average
Choices	208	237
Low Income	10,312	10,269
Former DFPS	568	591
Homeless	140	140
Monthly Average Units	11,227	11,237
Monthly % Average	90.70%	90.78%
YTD Average Units	11,227	11,232
YTD % Average	90.70%	90.74%
TWC Target	12,378	12,378



# Child Care Services: In Care / Waitlist

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County	Families in Care	Children in Care	Families on Waitlist	Children on Waitlist
Atascosa	210	366	106	198
Bandera	29	51	31	45
Bexar	5777	10075	3116	5132
Comal	299	442	140	211
Frio	75	130	29	45
Gillespie	46	56	0	0
Guadalupe	372	606	190	324
Karnes	17	24	2	2
Kendall	59	91	22	32
Kerr	151	225	74	103
McMullen	0	0	0	0
Medina	160	266	61	101
Wilson	85	140	27	48
Totals	7280	12472	3798	6241

Age Group	Total on the Waitlist
Infant	1696
Toddler	1548
Preschool	1417
School Age	1548

\* Report(s) pulled: 12/28/2023



# Texas Rising Star Assessment Update

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# Alamo Quality Centers

Total # of Currently Certified Centers	181
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2 Star	6
3 Star	45
4 Star	130

## Percentage of TRS/CCS

Location	Programs	CCS Programs*	TRS Programs	Percentage TRS of CCS Programs
Bexar Early Learning Programs	779	455	155	34%
Rural Early Learning Programs	259	134	26	19%
Total	1038	589	181	31%



# Alamo CCS Provider Type & Capacity

*\* Information pulled 01/02/2024*

Provider Type	Total Providers	Total Capacity	Rural Providers*	Rural Capacity*
Licensed Center	490	55430	112	12425
Licensed Child Care Home	37	444	13	156
Military	8	N/A	0	N/A
Registered Child Care Home	42	496	4	48
Relative Care Listed Home	12	N/A	5	N/A
Totals	589	56,370	134	12,629

Month	Number of New Providers	Sum of New Provider Capacity	Number of Providers Ending Agreement	Sum of Providers Ending Capacity	Net Capacity Change
October	8	264	7	560	-296
November	13	960	15	1135	-175
December					0
January					0
February					0
March					0
April					0
May					0
June					0
July					0
August					0
September					0



# Texas Rising Star Contracted Slots: \* info updated: 01/02/2024



- 50 Slots awarded for Infant and/or Toddler expansion
- 1-year contract

Provider Name	STAR	Current CCR Capacity	Current Number of CCS Families Served	Total Amount Awarded	Amount of Infant/Toddler Slots Filled	Number of Infant/Toddler Slots Awarded to Program
Converse Christian School	4	94	46	\$184,080.50	Infant - 3 Toddler - 8 Total - 11	15
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DePaul Children's Center	4	200	35	\$167,051.20	Infant - 5 Toddler - 7 Total - 12	20
Grand Total for All Providers		384	105	\$488,773.40	Infant - 9 Toddler - 19 Total - 28	50

# Entry Level Designation & Efforts Towards Increasing and Accessing Quality

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**Texas**   
**Rising Star**

# Texas Rising Star Entry Level Designation



[Texas Government Code, §2308.3155](#) requires all CCS child care and early learning programs be included in the Texas Rising Star program at an Entry Level designation and requires TWC to establish a maximum length of time (24-months) that a child care and early learning program can participate at Entry Level designation.

To qualify for Entry Level designation, a child care and early learning program must meet the minimum quality standards outlined below and will receive technical assistance and support under the Texas Rising Star program.

- licensed or registered with CCR (may have an initial permit) or regulated by the United States Military;
- not on Corrective or Adverse Action with CCR; and
- meets the points threshold of 75 for high- and medium-high-weighted CCR deficiencies (based on a review of CCR licensing history within the most recent 12 months)



## Entry Level Designation Timeline for Child Care Programs

Child care programs that provide Child Care Services (CCS) will be required to participate in the Texas Workforce Commission Texas Rising Star certification program via an Entry Level Designation. This timeline is for providers that have a current CCS agreement with their Workforce Solutions Board (Board) as of 10.03.22. Timeframes for new CCS providers are the same but deadlines will shift accordingly. CCS programs can be screened as needed or warranted for Texas Rising Star initial certification eligibility at any time between 10.03.22 – 09.30.24.

### By October 3, 2022 Determine Entry Level Designation Eligibility

- Your Board will evaluate your program to determine eligibility for Entry Level Designation and assign a mentor to support your program.
- Eligible > Begin working toward your Texas Rising Star certification. Certification Deadline: 09.30.24.
- Not eligible > You will receive an allowance to provide CCS for an interim timeframe. Re-evaluation Deadline: 03.31.23.

### By March 31, 2023 Re-Evaluate Entry Level Designation Eligibility (as applicable)

- Your Board will re-evaluate your program for Entry Level Designation eligibility.
- Eligible > Begin working toward your Texas Rising Star certification. Certification Deadline: 09.30.24.
- Not Eligible > Your CCS provider agreement will be terminated. Children in care will be transferred to an eligible provider.

### By September 30, 2023 Evaluate Texas Rising Star Certification Eligibility

- Your Board will evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will acknowledge certification eligibility and schedule an assessment prior to 09.30.24.
- Not Eligible > Your program will have six months to meet eligibility. Re-evaluation Deadline: 03.31.24.

### By March 31, 2024 Re-Evaluate Texas Rising Star Certification Eligibility

- Your Board will re-evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will conduct a Texas Rising Star assessment to award certification prior to 09.30.24.
- Not Eligible > Your program will have six months to meet eligibility. You may NOT receive new family referrals during this time. Re-evaluation Deadline: 09.30.24.

### By September 30, 2024 Establish Texas Rising Star Certification

- Your Board will re-evaluate your program for Texas Rising Star certification eligibility.
- Eligible > The Board will conduct a Texas Rising Star assessment to award certification. Certification Deadline: within three months, by 12.30.24.
- Not Eligible > Your CCS provider agreement will be terminated. Children in care will be transferred to an eligible provider.



# Entry Level Designated Board Status

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Board	Total CCS # (as of 10/2022)	Subset of Column B Reduced CCS	Total CCS # (as of 1/2024)	Subset of Column D # ELD as of 1/2024	Subset of Column E #ELD Eligible	Subset of Column F #ELD Not in Cohort or External Organization	Subset of Column F #ELD WSA Cohort	Subset of Column F #ELD in WSA Cohort or working with External Organization	Subset of Column E #ELD Ineligible	Subset of Column J #ELD Not in Cohort or External Organization	Subset of Column J #ELD in WSA Cohort or working with External Organization	Subset of Column D # certified as of 1/2024	% of Total CCS Certified as of 1/2024	CCPS-Created ELDs	# of Members (as of 6/2023)	# of Members (as of 10/2023)
Alamo	550	531	553	324	305	115	81	24	119	59	60	181	32.00%	232	7	12
Data reflects CCS Providers as of 10/1/2022, these providers have until 9/30/24 to be Texas Rising Star certified. Data does not include new CCS providers added after 10/1/2022																
					CCS	553										
					ELD	390 (324 with 9/30/2024)										
					TRS	181										

## Projections for Centers *Prepared* for TRS Certification

	N/A: alt. plan	Corrective Action	Over Threshold	Jul-23	Aug-23	CLI becomes Assessment Entity	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	TOTAL
Projected Number of Centers prepared for Certification	4	1	2	3	3		25	42	21	43	44	31	33	47	18	39	15	2	373
Actual Number of Centers Assessed				5	8		Temp. Pause in Assessments	1	6	0									
# of Applications Submitted				4	4		10	8 (12)	23	30									

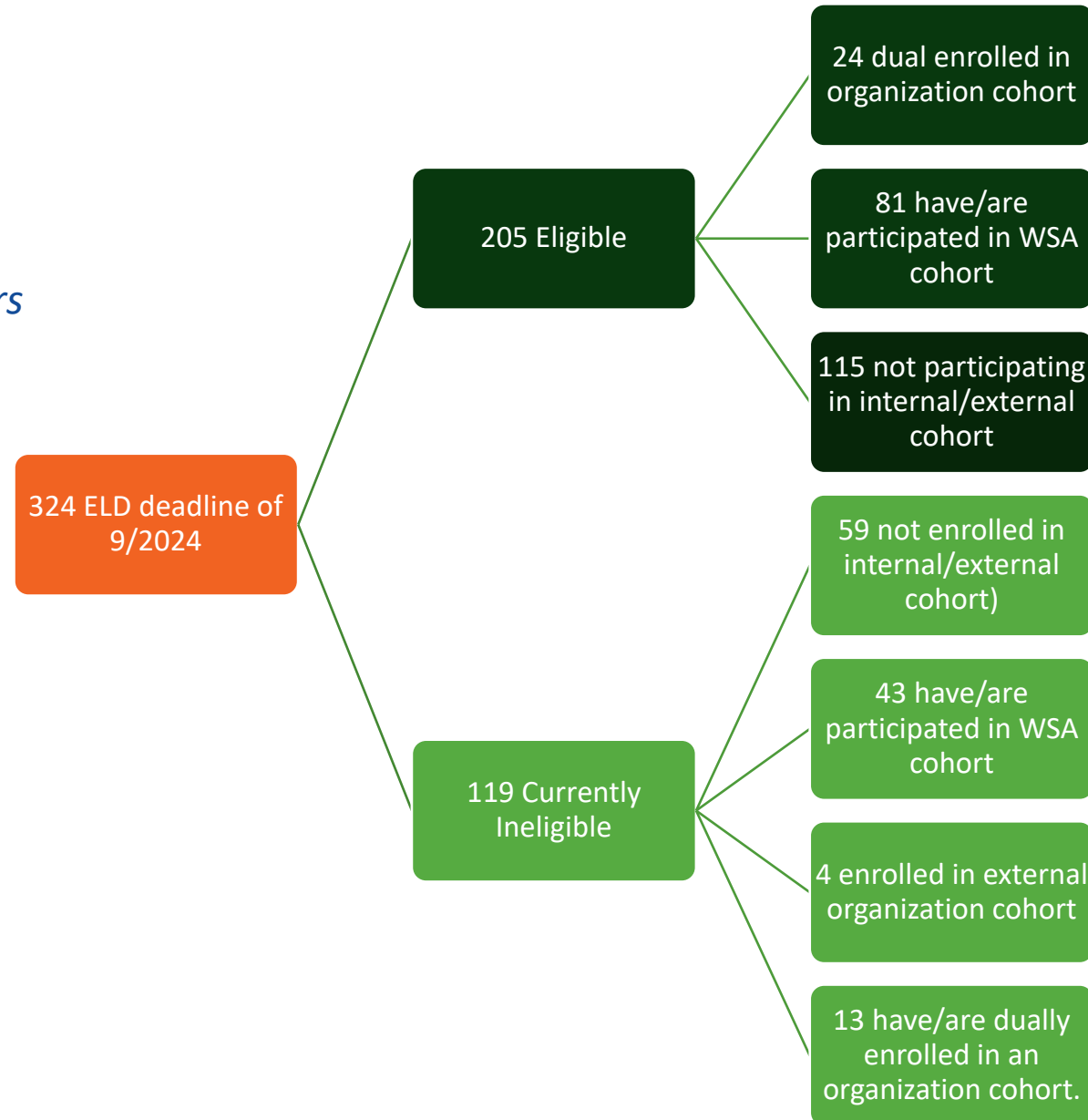
# Entry Level Designation & Cohort Participation



233 Bexar & 91 Rural

- 277 Centers (199 Bexar/78 Rural)
- 47 Homes (34 Bexar/13 Rural)

*\* All programs have assigned mentors*



# TRS & ELD Business Coaching: December



<b>Number of Partnership Agreements:</b>	39 18 Rural and 21 Bexar County
<b>Number of Contacts:</b>	101 Contacting 52% Rural and 48% Bexar County

## Additional Resources:

- Connected with New Braunfels Chamber of Commerce to work with Business partners in the community to connect them with providers in the community.
- New Braunfels Food Bank
- SPARK Business Planning
- Family Life Center New Braunfels
- Economic Development Center COSA

## Trainings:

- Provided Business Planning on Nov. 9<sup>th</sup> and Nov. 14<sup>th</sup>.
- Skills for Small Business Training Scholarship offering – Alamo Colleges District
- Small Business Development Center – Monthly Business training through UTSA

## Highlights:

- Potential Expansion Grant Amount **\$2,553,424.00** This grant ended prior to the Thanksgiving Holiday (Expansion Grant ended Nov. 22, 2023)
- Connected Respite Agency with ECI to assist with enrollment and connected them with ECE director at SAC to mentor with NAEYC accreditation.
- Business Venture Grant - Pleasanton Express potential amount **\$10,000.00**



# Questions



# Thank you!





# Early Care and Education

## Success Stories

## Success Works – Janice G.

*“Child Care Services has helped me by providing me with affordable child care. Since my son was a few weeks old I was getting the help needed so I can work. Living in a shelter, going to school, taking care of my 3 kids, and working full-time was so hard (and it still is). But CCS took a lot of weight off my shoulders with this child care assistance. I don’t know what I would've done without it.”*

**– Janice G.**



# Success Works – Julie G.



*“Child Care Services has helped our family very much. During the pandemic, having quality childcare allowed my children to excel in their learning in preparation for starting school. Wynter (now age 7) is enrolled in Great Hearts Monte Vista. She started there in kindergarten and was ready for school. I strongly believe it was because of her time at a Texas Rising Star facility. Having a nationally accredited curriculum, the teachers at House of Neighborly Service (KidStop) helped my daughter learn the fundamentals necessary to begin reading and math. She loved her time there and still always wants to visit. Now, my youngest child Ama Julia (age 1) will be attending a learning center that is seeking accreditation. I am excited to see her learn and grow.*

*Having child care relieved me of the stress of always worrying, "who will take care of my kids", and "will they be safe". As a community health worker, this is often the first questions parents mention when they are faced with barriers to employment like needing child care. I always feel confident referring them to the CCS child care application and walking them through how to find a quality provider. Thanks for all you do.”*

**– Julie G.**

## Success Works – Amber B.

*“Child Care Services has helped me tremendously . As a first time mom and single parent, I’m able to work full time and afford daycare Monday through Friday. With only a 1 income household, CCS has truly been a blessing to me.*

*My son attends a wonderful daycare, this allows him to learn and grow with friends. Thank you CCS, truly.”*

**– Amber B.**





## Success Works – Denise G.



*“This program has helped me and family tremendously. Because of this program I am able to keep my current job and even received a promotion this year.*

*This program allows me send my children to a wonderful daycare while I work full time.”*

**– Denise G.**

## Success Works – Paula M.

*“Child Care Services has helped me so much. While I’m able to go to work everyday, I know that my child is being taken care of by people that treat him like their own.”*

**– Paula M.**

