

FY 2024 PERFORMANCE PLAN

Child Care Services		CFSD	Erika Gibson x1680
Program Purpose	Ensure the health, safety and well-being of children in child care facilities licensed and inspected by Arlington County.		
Program Information	<ul style="list-style-type: none"> • Child Care Services (CCS) regulates and provides technical assistance to the following programs caring for children under 13 years of age for any portion of the day: <ul style="list-style-type: none"> ○ Family Child Care Homes: Private homes providing care for nine or fewer children ○ Child Care Centers: Commercial facilities providing care for 10 or more children – including Child Day Centers, Preschools, Cooperative Playgroups, and Parent’s Day Out programs ○ Private: Commercial facilities that provide specialized training for more than four children (e.g. dance, martial arts) • Certain facilities are exempt from Arlington child care licensing, such as State licensed summer camps and programs operated by religious institutions. • CCS operates under local ordinances, including: Chapter 52 - Child Care Center Regulations; Chapter 59 - Family Child Care Regulations; Chapter 16 - Private Schools Regulations. • CCS conducts three types of license-related reviews, which may require multiple inspection visits: <ul style="list-style-type: none"> ○ Validation - initial assessment for new/expanding providers ○ Renewal – annual review to renew license ○ Monitoring – at least once during license year • CCS completes complaint investigations based on complaint or Child Protective Services (CPS) investigation. • CCS provides and coordinates training and technical assistance (T/TA) to: <ul style="list-style-type: none"> ○ Promote understanding and implementation of licensing standards ○ Enhance health and safety practices ○ Improve program quality • CCS staff also recruit programs by conducting outreach activities (e.g., information sessions) and provide resource and referral information for parents seeking child care services in the County. • In addition to local ordinances, Child Care Centers and Family Child Care Homes serving 5 or more children are regulated by the Virginia Department of Education. 		
Service Delivery Model	<ul style="list-style-type: none"> • In FY 2024, each program received one in-person visit and one virtual visit. For Family Daycare Homes, all renewal visits were conducted in person. For Childcare Centers, all renewals visits and necessary monitoring visits were conducted in person. • In FY 2024, all complaint visits and initial visits were conducted in person. • In FY 2025, all inspections will be completed in person. 		
PM1: How much did we do?			
Staff	Total 7 FTEs: <ul style="list-style-type: none"> • 1 FTE Child Care Supervisor • 5 FTEs Child Care Licensing Specialists (including 2 bi-lingual specialists) • 1 FTE Management Specialist 		

FY 2024 PERFORMANCE PLAN

Customers and Service Data	Licensed Facilities / Capacity*	FY 2021	FY 2022	FY 2023	FY 2024
	Family Child Care Homes	129 / 815	128 / 796	130 / 829	112 / 750
	Child Care Centers, Cooperatives, Private Day Care, Parent’s Day Outs, and Preschools	77 / 5,294	74 / 5,103	76 / 5,164	72 / 5,414
	Total Number of Facilities / Capacity	206/6,109	202 / 5,899	206 / 5,993	184 / 6,164

License-Exempt Facilities / Capacity**	FY 2021	FY 2022	FY 2023	FY 2024
Public School Programs	28 / 885	28 / 1,079	29 / 1,151	25 / 982
Religious-Affiliated Programs	10 / 808	10 / 909	9 / 899	13 / 1,491
Total Number of Facilities / Capacity	38 / 1,693	38 / 1,988	38 / 2,050	38 / 2,473

Number of Reviews and Trainings	FY 2021	FY 2022	FY 2023	FY 2024
Validation Inspection	15	18	12	13
Renewal Inspection	126	181	125	173
Monitoring Inspection	202	160	203	146
Complaint Investigations	31	27	33	40
Training and Professional Development Opportunities – sessions / participants***	17 / 276	N/A	6 / 30	8 / 36
Classroom Observations and Feedback Sessions****	*	*	27	338

*Capacity represents the maximum number of children each provider is licensed to serve at the time the provider received an inspection. Some providers choose to serve a smaller number of children due to staff ratio requirements.

**Due to state law, public school and religious-affiliated programs do not require licensure. While these programs are not licensed by the Arlington Child Care Office, capacity is included in this PMP for informational purposes. Arlington Public Schools capacity is calculated based on actual enrollment. In FY 2021, several religious-affiliated programs sought and obtained licensure.

***Effective FY 2022 direct training delivery is no longer a component of the child care licensing program.

****In FY 2024, all classroom observations were conducted by contractors.

PM2: How well did we do it?

2.1	Programs received the required number of inspections
2.2	Licenses renewed on time
2.3	Program satisfaction

FY 2024 PERFORMANCE PLAN

PM3: Is anyone better off?

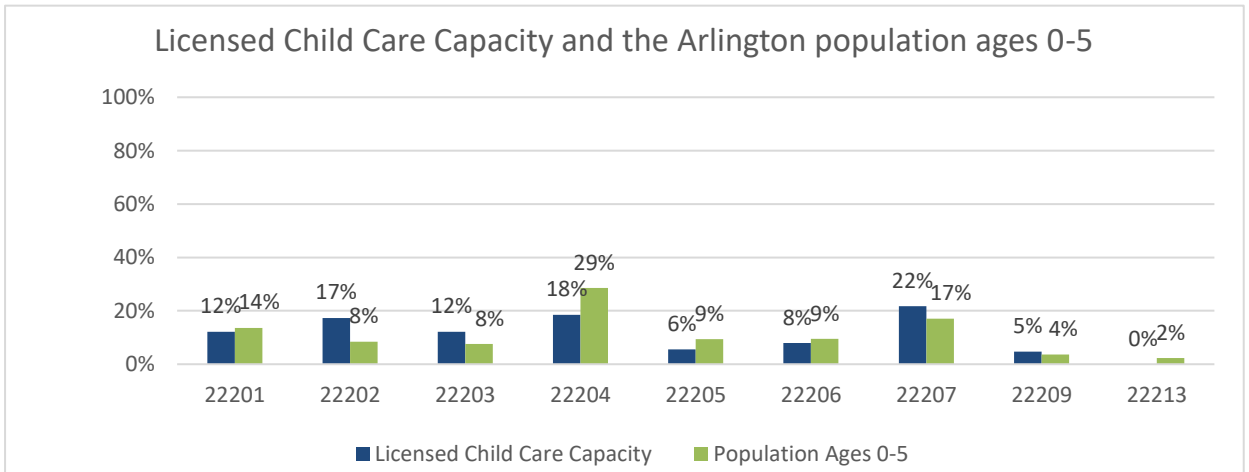
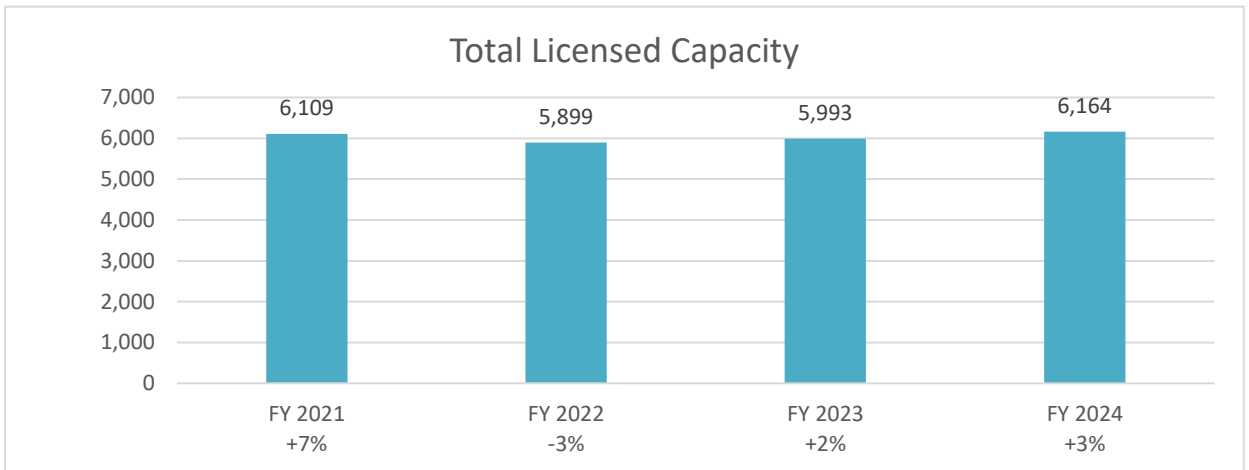
3.1	Health and safety compliance
3.2	Complaints regarding child care programs

FY 2024 PERFORMANCE PLAN

Child Care Licensing

Measure 1 Licensed Facilities' Capacity

Data



Data Summary

- In FY 2024, the licensing capacity increased by 3% from FY 2023.
- Licensed capacity in Arlington has the ability to serve 40% of the population of children ages 0-5.
- Licensed capacity is calculated from a spreadsheet maintained by the Child Care Licensing supervisor. Arlington population ages 0-5 is reported from the American Community Survey table [B09001](#), 2021 5-year estimates.

What is the story behind the data?

- In FY 2024, 1 center closed and 4 new centers opened. The total capacity for the 4 new centers is 418.
- FY 2024, 13 family day homes closed and 10 new family day homes opened. The total capacity for the 10 homes is 49.
- In FY 2024, two of the new centers that opened were in zip code 22207, which increased the capacity.
- In FY 2024 some of the reasons that family day homes closed included relocation and other factors. One of the family day homes that closed is applying to reopen. The capacity of the 13 closed family day homes was 56.

FY 2024 PERFORMANCE PLAN

- In FY 2024, the one Childcare Center that closed was due to low enrollment and program consolidation. The capacity of that center was 27.
- The proportion of licensed capacity in each zip code was calculated, along with the proportion of children ages 0-5. The proportion of slots exceeds the proportion of children in the metro corridor (22201 and 22203), Crystal City (22202), and 22207.
- The proportion of children exceeds the proportion of slots in 22204 and 22205. In FY 2024, two new centers with a total capacity of 255 were opened, expanding access.
- In 22204, a large proportion (31%) of capacity is at family day homes rather than child care centers. 50% of Arlington’s family day homes are located in 22204, which typically have significantly lower capacity levels than child care centers. This can create access challenges for families in 22204.
- 22204 has the lowest median household income in Arlington (\$105,674), 23% lower than Arlington’s overall median income (\$137,387).
- In 22204, 58% of the population identify as people of color.
- The median income for 22205 (\$206,369) is 50% higher than Arlington’s overall median income.
- In 22205, 25% of the population identify as Black, Indigenous, and People of Color (BIPOC).

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to work with potential providers to establish new centers/homes. • Update website to include pertinent information for providers. 	<ul style="list-style-type: none"> • Ongoing • FY 2025, Monthly

Forecast
<ul style="list-style-type: none"> • For FY 2025, it is projected that total capacity will increase by 2%.

FY 2024 PERFORMANCE PLAN

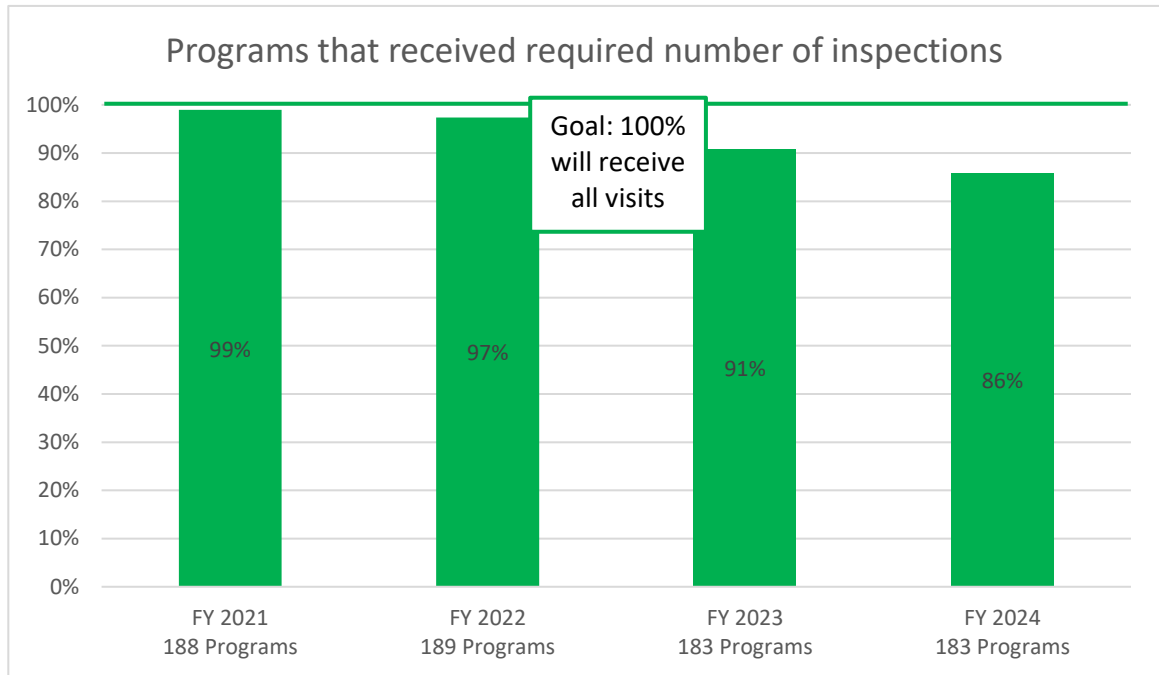
Child Care Licensing

Measure

2.1

Programs received the required number of inspections

Data



Data Summary

- While one visit a year is mandated, the licensing office has set a standard of two inspections a year. Commonly, these inspections are a renewal inspection before the annual license is granted, and a monitoring inspection four to six months after the renewal to ensure adherence to licensure standards.
- If a program started in the last six months of the fiscal year, their initial validation visit is considered the only required visit for this measure.
- This data only includes providers that were open at the end of the fiscal year.
- One provider is excluded from this measure as jurisdictional requirements are still being determined.
- Data is collected and maintained in SharePoint and Excel.
- In FY 2024, 157 of 183 facilities (86%) that were open at the end of FY 2024 had all inspection visits completed.
- 86% of the Family Daycare Homes (96/112) received all inspection visits in FY 2024, which is a decrease from FY 2023 (97%).
- 86% of the Child Day Centers, Cooperatives, Parent’s Day Outs, Private Schools, and Preschools (61/71) received all inspection visits in FY 2024, which is an increase from FY 2023 (78%).

What is the story behind the data?

- In FY 2024, there were vacancies in 40% of staff positions during the second half of the fiscal year, including a bilingual worker. Additionally, a new staff was onboarding during the first half of the fiscal year and took time to learn the position.
- There was a high rate of complaints in FY 2024. Complaint visits take priority to ensure child health and wellness.
- In FY 2024, all licensed facilities received at least one on-site inspection, to include monitoring, renewal, and/or validation visits.

FY 2024 PERFORMANCE PLAN

- In FY 2024, 5 programs (all family day homes) only received 1 visit because they opened after January 1, 2024.
- All visits are tracked by the Supervisor throughout the fiscal year to ensure that visits are occurring on time.
- In FY 2022, a project manager was hired that provides oversight of the childcare management system project, to improve consistency and accuracy of data tracking.
- In FY 2024, a vendor was approved, and implementation of the childcare management system project will begin in FY 2025.

Recommendations

Target Dates

- | | |
|--|---|
| <ul style="list-style-type: none">• Continue to track monthly inspections to ensure that they are being completed on time.• Train new staff on caseload management to ensure all required visits are occurring on time. | <ul style="list-style-type: none">• Ongoing• FY 2025, Q1 |
|--|---|

Forecast

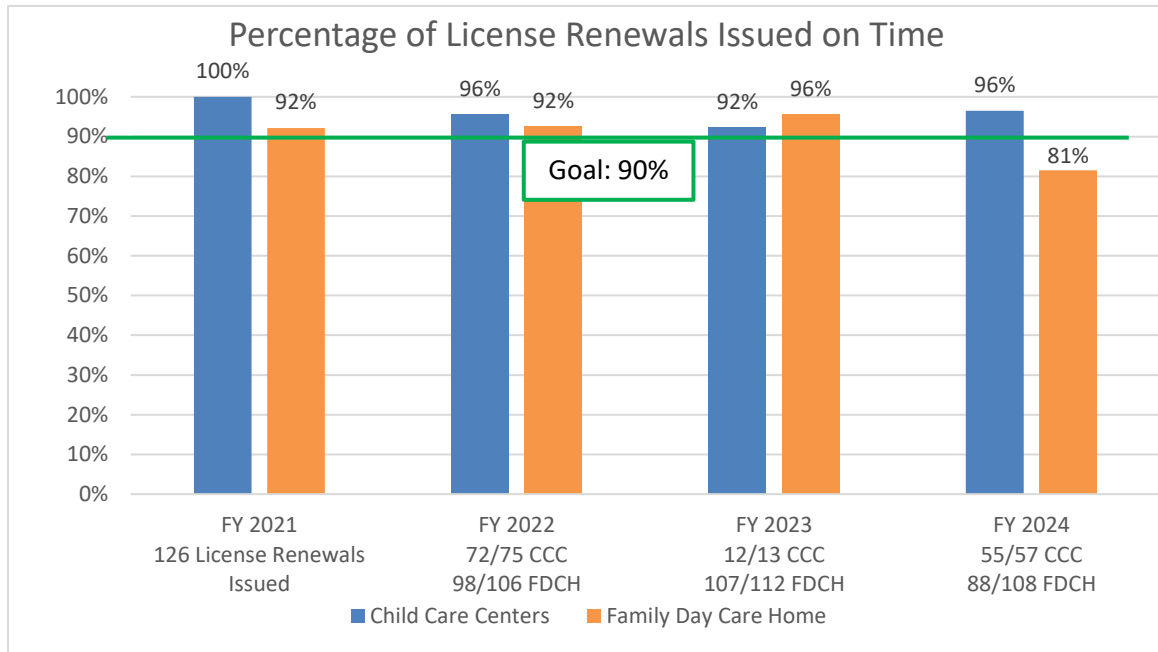
- In FY 2025, it is anticipated that 95% of required visits will occur.

FY 2024 PERFORMANCE PLAN

Child Care Licensing

Measure 2.2 Licenses renewed on time

Data



Data Summary

- In FY 2024, license renewals were issued on time for 96% (55/57) of childcare centers and 81% (88/108) of family day care homes. Licenses are issued on time if they are renewed prior to the expiration date of the current license.
- Data is derived from a SharePoint data system, in conjunction with a supplemental spreadsheet maintained by the supervisor.

What is the story behind the data?

- In FY 2024, a new state law passed that required programs that operate under a different name than their business to file a fictitious name with the State Corporation Commission (SCC). Some Family Day Care Homes state the provider’s name is the business name on the license, but call their child care service by a different name in their marketing. These providers had to file their form with both names. This caused a delay in issuance for several programs, as a fictitious name document was not obtained prior to the renewal expiration date.
- In FY 2024, 8 of the 57 child care centers renewed this fiscal year were private schools which continue to be renewed annually.
- Licenses are not issued prior to receiving background check information or the application.
- In FY 2023, the supervisor spreadsheet was updated to begin documenting reasons for late licensure renewal.

Recommendations

- Continue prioritizing licensure renewal visits to ensure timeliness.
- Continue to follow up with programs when license applications and required documentation are not received on time.

Target Dates

- Ongoing
- Ongoing

FY 2024 PERFORMANCE PLAN

<ul style="list-style-type: none">Document the fictitious names Family Day Care Centers operate under for monitoring.	<ul style="list-style-type: none">FY 2025, Q1
Forecast	
<ul style="list-style-type: none">In FY 2025, it is expected that 92% of childcare centers and family day care homes have licenses issued on time.	

FY 2024 PERFORMANCE PLAN

Child Care Licensing														
Measure	2.3	Program satisfaction												
Data	<div style="border: 1px solid #ccc; padding: 10px;"> <p align="center">Respondents stating that the licensing office provides clear and consistent communication</p> <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> <th>Responses</th> </tr> </thead> <tbody> <tr> <td>FY 2023</td> <td>89%</td> <td>34/38 responses</td> </tr> <tr> <td>FY 2024</td> <td>94%</td> <td>66/70 responses</td> </tr> <tr> <td>Goal</td> <td>90%</td> <td></td> </tr> </tbody> </table> </div>		Fiscal Year	Percentage	Responses	FY 2023	89%	34/38 responses	FY 2024	94%	66/70 responses	Goal	90%	
Fiscal Year	Percentage	Responses												
FY 2023	89%	34/38 responses												
FY 2024	94%	66/70 responses												
Goal	90%													
Data Summary	<ul style="list-style-type: none"> • In FY 2024, 66/70 (94%) of respondents selected agreed or strongly agreed that the child care office provides clear and consistent communication. • In FY 2024, the response rate was 22% (70/319). Programs received this survey at the conclusion of each of their monitoring/renewal visits. • Survey consists of 3 Yes/No questions, 5 scale questions, and 3 open ended questions. Items evaluated include satisfaction, whether a respondent feels they were treated with respect, and whether their Child Care Specialist was able to provide technical assistance and expertise. • This measure was implemented for the first time in FY 2023. 													
What is the story behind the data?														
<ul style="list-style-type: none"> • In FY 2023, the survey was modified to assess satisfaction with the program as a whole. The survey focused on questions related to technical assistance, communication, and overall satisfaction. The survey provided the respondents the opportunity to provide open ended feedback which the department will use to assess for the need for programmatic improvements. • Some comments include, "The Childcare Services Team is giving us training classes that support our knowledge to have a better quality of care," "The Childcare Services Team is doing well at communication, and I hope that continues," and "I would like to have accessibility to get all the enrollment paperwork for a new child because I had a bad experience finding all the paperwork." • Distribution of the survey will coincide with the timing of the programs monitoring and renewal visits. 														
Recommendations	Target Dates													

FY 2024 PERFORMANCE PLAN

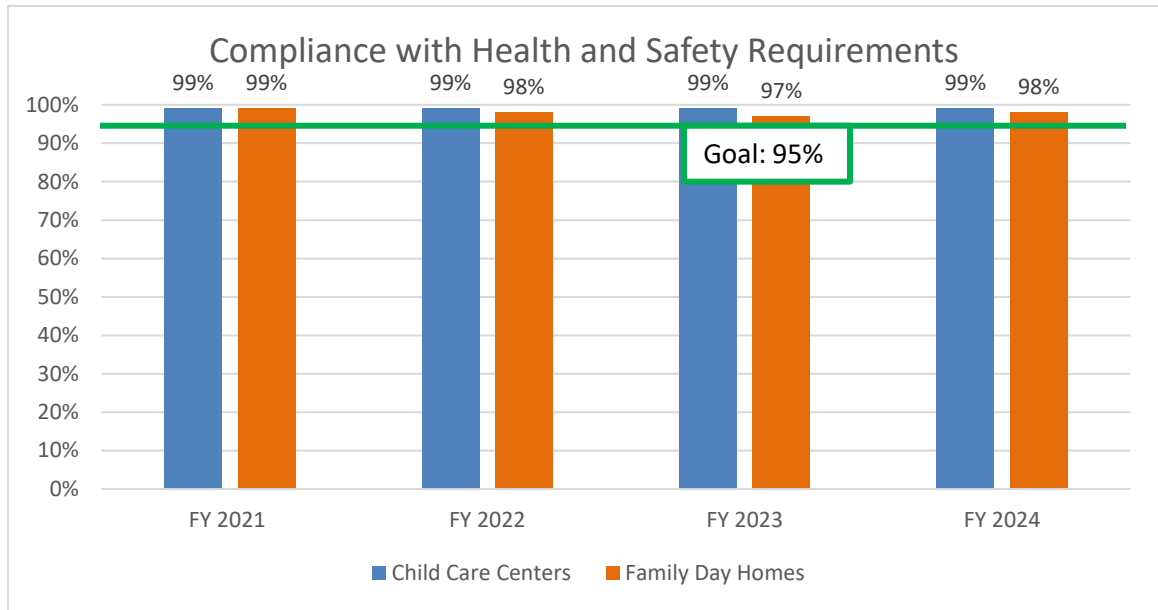
<ul style="list-style-type: none">• Continue reviewing survey responses and comments quarterly to assess for areas of improvement.• Explore development of a newsletter to providers that expands on feedback to the program satisfaction survey as well as pertinent child care licensing information.	<ul style="list-style-type: none">• Ongoing• FY 2025, Q4
Forecast	
<ul style="list-style-type: none">• In FY 2025, it is projected that 95% of training respondents will demonstrate overall satisfaction with child care licensing services.	

FY 2024 PERFORMANCE PLAN

Child Care Licensing

Measure 3.1 Health and safety compliance

Data



Data Summary

- For FY 2024, health and safety compliance was assessed for both child care centers and family day homes, using ratio and discipline/care of children measures.
- In FY 2024, Child Care Centers achieved 99% compliance with health and safety requirements and Family Day Homes achieved 98% compliance.
- The chart above reflects the average rates of compliance on health and safety requirements across all programs.
- This data is collected and maintained in SharePoint and calculated in a spreadsheet.

What is the story behind the data?

- In FY 2024 childcare centers were in 99% compliance and family day homes were 98% in compliance with the health and safety requirements measured.
- In FY 2024 the most common health and safety citations continued to be related to the record documentation and supervision.
- In addition to the health and safety requirements reported in this measure, inspections also include assessment of children’s health, welfare, and supervision.
- In FY 2024, all programs received at least one on-site inspection visit, to include monitoring, renewal, and/or validation visits. All documentation continues to be submitted electronically.

Recommendations

- Continue monitoring for ongoing health and safety compliance.
- Provide training and resources on health and safety to child care programs.

Target Dates

- Ongoing
- FY 2025, Q1

Forecast

FY 2024 PERFORMANCE PLAN

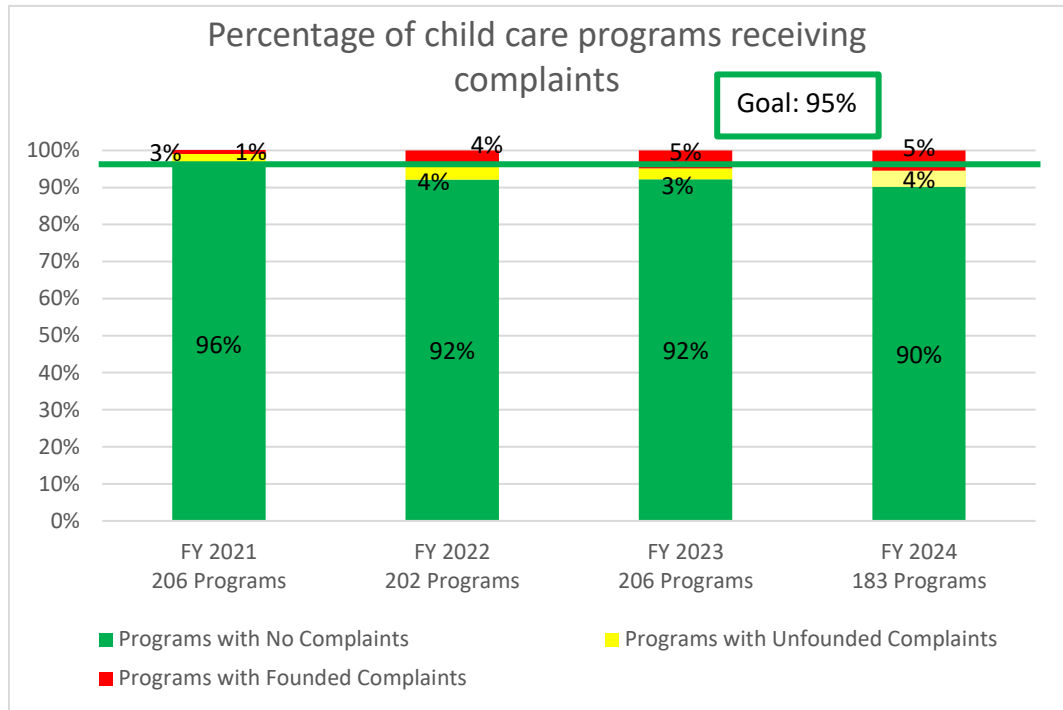
- In FY 2025, it is expected that child care programs will have 99% compliance with health and safety requirements.

FY 2024 PERFORMANCE PLAN

Child Care Licensing

Measure 3.2 Complaints regarding child care programs

Data



	FY 2021	FY 2022	FY 2023	FY 2024
Total Number of Complaints	12	18	24	36
Founded Complaints	4	9	15	18
Programs receiving 1 complaint	8	14	11	12
Programs receiving 2 complaints	0	2	3	2
Programs receiving 3+ complaints	1	0	2	4

Data Summary

- In FY 2024, 90% of childcare programs received no complaints. A total of 18 out of 183 programs (10%) received complaints.
- 32 of the 36 (89%) total complaints were for Child Care Centers. The remaining 4 (11%) were for Family Day Care Homes.
- One provider is excluded from this measure as jurisdictional requirements are still being determined.
- This data is collected and maintained in Excel.
- Complaints are deemed unfounded when childcare staff are not able to definitively determine that the violation occurred.

What is the story behind the data?

FY 2024 PERFORMANCE PLAN

- Of the 18 programs that received complaints in FY 2024, a total of 12 programs received one complaint. Two programs received 2 complaints, one received 3 complaints, two received 4 complaints, and one received 9 complaints.
- In FY 2024, there were 4 complaint investigations that involved Child Protective Services (CPS). Two occurred in Child Care Centers. One was founded and one was unfounded. The remaining two occurred in Family Day Care Homes and were both unfounded.
- In FY 2024, the majority of the complaints for child care centers were due to behavior management, supervision, ratio noncompliance, environmental concerns, and staff qualifications.
- Enforcement components have been added into the new childcare codes for accountability. Risk Assessment matrix and manual has been developed and is used when determining enforcement actions. In FY 2024, there were two enforcement actions placed on two childcare centers based on complaints.
- Child care programs are aware that information that could lead to a complaint investigation must be reported immediately to the Child Care office. There is an online complaint form, a phone number, and e-mail address that can be used by the public to report complaints.
- In FY 2024, 16 complaints were received by phone call, 4 were via the online form, and 16 were emailed.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to provide ongoing training and technical assistance. • Continue to provide child care and quality related resources electronically to programs • Continue to enhance child care website with resources for programs and families. • Obtaining usage statistics on child care website. • Update the child care website to include new information. • Translate the online complaint form to Spanish and enhance access to complaint resources for those without an internet connection. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • FY 2025, Q3 • FY 2025, Q3 • FY 2025, Q2

Forecast

- In FY 2025, it is anticipated that 95% of programs will not receive any complaints.