



# COMMONWEALTH of VIRGINIA

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August 14, 2020

The Honorable Ralph S. Northam  
Governor of Virginia  
Patrick Henry Building, Third Floor  
1111 East Broad Street  
Richmond, Virginia 23219

The Honorable Janet D. Howell  
Chair, Senate Finance and Appropriations  
Committee  
Pocahontas Building  
P.O. Box 396  
Richmond, Virginia 23218

The Honorable Luke Torian  
Chair, House Appropriations Committee  
Pocahontas Building  
900 E. Main Street  
Richmond, Virginia 23218

Dear Governor Northam, Delegate Torian, and Senator Howell:

We are pleased to submit the enclosed copy of the Child Care and Development Fund (CCDF) Transition Plan as required by [Item 137.K of the Appropriation Act](#).

The Plan details progress toward and plans for the transition of child care licensing, subsidy, and quality improvement functions from the Virginia Department of Social Services (VDSS) to the Virginia Department of Education (VDOE). Transition activities are outlined across three phases with detailed personnel, fiscal, and programmatic impacts for each phase. The Plan also describes the impacts of the Coronavirus pandemic on state activities related to child care quality, licensing, and subsidy.

Please direct questions to Rebecca Ullrich, Coordinator for Early Childhood Policy and Planning by email at [Rebecca.Ullrich@doe.virginia.gov](mailto:Rebecca.Ullrich@doe.virginia.gov).

Sincerely,  
  
Dr. James F. Lane  
Superintendent of Public Instruction

JFL/RU/lh

## EXECUTIVE SUMMARY

In order to increase access, strengthen quality and improve school readiness outcomes of its birth to five early childhood care and education system, Virginia must establish a single, durable point of accountability within the Virginia Board of Education and the Virginia Department of Education.

Governor Northam's 2020 Early Childhood Package included legislation (SB578/HB1012) and proposed funding to:

- Establish the Virginia Board of Education (BOE) and Virginia Department of Education (VDOE) as responsible for oversight and administration of early care and education out of the home to create a single point of accountability for school readiness, effective July 1, 2021.
- Transition the Child Care and Development Block Grant (CCDBG) and Head Start State Collaboration Office to the VDOE in phases with transition fully complete by July 1, 2021.
- Create an Early Childhood Education Advisory Committee to the BOE, which will serve as the state's Early Childhood Advisory Committee (ECAC) as required for federal grants and will vet policies and regulations and advise the Board of Education on related matters.

This document provides an update on Phase I of the transition; an overview of the proposed plan for Phases II and III; and estimated cost impacts per phase for the transition of child care licensing and oversight of the Child Care and Development Block Grant (CCDBG; also called the Child Care and Development Fund or CCDF). Note that this document reflects an intensive interagency effort in response to Governor Northam's Executive Directive 4 as well as extensive stakeholder feedback gathered in the prior year.

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**FREQUENTLY USED ACRONYMS**

The following list includes acronyms that are frequently used throughout the document:

- BOE means the Virginia Board of Education.
- CCDF means the Child Care and Development Fund, which is currently managed by VDSS.
- CCSP means the Child Care Subsidy Program.
- ECAC means Early Childhood Advisory Council.
- ED4 means Executive Directive 4, which was issued by Governor Ralph Northam in July 2019.
- FERPA means Family Education Rights and Privacy Act, a Federal law that governs access to educational information and records by public entities.
- FTE means Full Time Equivalent.
- GF means General Funds.
- HHS means the United States Department of Health and Human Services.
- HSSCO means the Head Start State Collaboration Office.
- LDSS means Local Departments of Social Services.
- MOA means Memorandum of Agreement.
- NGF means Non-General Funds.
- OAG means the Office of the Attorney General for Virginia.
- PDG means the Preschool Development Grant Birth through Five, which is managed by VDOE. This grant has been extended to run through 2023 and will include multiple cohorts of community participants.
- VDSS means Virginia Department of Social Services.
- VDOE means Virginia Department of Education.
- VPI means Virginia Preschool Initiative.

## SUMMARY OF TRANSITION TIMELINE AS OF 8/15/2020

<b>Month</b>	<b>Key Activities and Milestones</b>
<b>April 2020</b>	<ul style="list-style-type: none"> <li>• VDSS and VDOE develop MOA for transitioning Quality staff</li> <li>• VDOE begins hiring transition staff (as needed)</li> </ul>
<b>June 2020</b>	<ul style="list-style-type: none"> <li>• All Quality and Head Start Collaboration staff at VDOE by 7/1</li> </ul>
<b>July 2020</b>	<ul style="list-style-type: none"> <li>• Collaborative design of new licensing platform begins</li> </ul>
<b>August 2020</b>	<ul style="list-style-type: none"> <li>• Plan for CCDF transition due (8/15)</li> <li>• VDSS and VDOE finalize MOA for transitioning Quality staff</li> <li>• Review of CCDF Quality contracts begins to identify changes needed for Practice Year</li> </ul>
<b>October 2020</b>	<ul style="list-style-type: none"> <li>• VDSS and VDOE finalize MOA for transitioning Licensing (10/1)</li> <li>• Recruitment for Early Childhood Advisory Council (ECAC) begins</li> </ul>
<b>November 2020</b>	<ul style="list-style-type: none"> <li>• VDSS and VDOE finalize MOA for transitioning oversight of Child Care Subsidy Program to be administered by VDSS and CCDF Lead Agency responsibilities (11/1)</li> </ul>
<b>December 2020</b>	<ul style="list-style-type: none"> <li>• Update on transition due to General Assembly (12/1)</li> <li>• VDOE begins hiring for expected vacancies (i.e., VDSS staff that are NOT going to transition) for a start date of 6/29</li> </ul>
<b>April—May 2020</b>	<ul style="list-style-type: none"> <li>• Draft guidelines for unified measurement system practice year and review with ECAC</li> </ul>
<b>June 2021</b>	<ul style="list-style-type: none"> <li>• Quality contracts aligned for Practice Year</li> <li>• Licensing Home Office staff move to VDOE on 6/29-6/30 (as appropriate)</li> </ul>
<b>July 2021</b>	<ul style="list-style-type: none"> <li>• Transition of licensing and oversight of subsidy as of 7/1</li> <li>• VDOE becomes CCDF Lead Agency as of 7/1</li> </ul>
<b>December 2021</b>	<ul style="list-style-type: none"> <li>• Update on transition due to General Assembly (12/1)</li> </ul>

## PHASE I: TRANSITION QUALITY AND HEAD START OFFICES AND BEGIN BUILD OF UNIFORM MEASUREMENT AND IMPROVEMENT SYSTEM

### *Timeframe*

4/1/2020 – 12/31/2020

### *Objectives*

In Phase I, the state seeks to achieve the following:

- Complete the first year with community pilots (PDG Cohort 1);
- Expand to include more community pilots (PDG Cohort 2);
- Begin design of uniform measurement system; and
- Transition CCDF Quality staff, HSSCO Director, and related contracts from VDSS to VDOE.

As of July 1, 2020, the transition of CCDF Quality staff and the HSSCO Director is complete. The remaining objectives are on track to be completed by 12/31.

### *Personnel, Programmatic and Fiscal Impact*

#### *Personnel Summary on Phase I*

- Quality and Head Start staff moved to VDOE as of July 1, 2020.
  - 6 personnel joined the Division of School Readiness at the VDOE, reporting to the Director of Early Childhood (Erin Carroll).
  - VDOE will use 1 FTE vacancy transitioning from VDSS to hire a Quality grants manager with a target start date of October 1, 2020.
  - HSSCO Director joined the Division of School Readiness at the VDOE, reporting directly to the Chief School Readiness Officer who reports to the State Superintendent. All required materials were submitted to Head Start.
- Staff are working virtually until it is safe to return to the Monroe building in-person. In the meantime, the team has been and will remain productive in the virtual context. Discussions are underway with the Division of General Services (DGS) to identify space that will accommodate all early childhood personnel, including staff that will transition over on July 1, 2021.

Phase I of the transition was completed without any unexpected costs. Please see Appendix C for tables with cost impact for both VDOE and VDSS. Long-term cost efficiencies and/or savings are anticipated when quality contracts are renegotiated in FY22.

#### *Programmatic Detail on Phase I*

- As of July 1, 2020, VDOE is responsible for managing the implementation of Virginia's quality initiatives for VPI and CCDF as well as professional development initiatives for child care providers. Six FTE Quality staff transitioned to the VDOE, including a quality manager, 2 program consultants, and 3 training and education consultants. An additional vacant quality position will transition to VDOE on October 1, 2020. In FY21, key objectives will be to integrate quality measurement and improvement efforts across functions (e.g., pre-k, child care) as well as use data from the field to develop a strategy to align quality initiatives, which will likely include procurement activities for FY22. Note that most of these FTEs participated in ED4 activities in summer 2019 in which the interagency team comprehensively reviewed all current efforts

related to quality measurement and improvement in Virginia. Staff are part of the Division of School Readiness in the Office of Early Childhood and report to the Director of Early Childhood, who reports to the Chief School Readiness Officer. Transitioned staff are well-positioned to work closely with colleagues who support quality measurement and improvement in school-based preschool such as VPI or early childhood special education as well as the PDG core team.

- As part of the MOA, VDOE agreed to fulfill a subrecipient role in relation to CCDF child care quality and professional development activities and act, as requested, as a collaborator by: providing deliverables and meeting obligations under federal CCDF law and relevant components of the current state plan; completing monitoring requirements such as the annual quality progress report; providing access to files or records as needed to meet federal reporting requirements; actively participating in the development of the state child care plan; and actively participating in monthly calls with Office of Child Care (OCC) Region III staff.
- VDSS will submit an amendment to the CCDF state plan by 8/30/2020 to reflect VDOE's role in quality improvement activities under the block grant.
- The transition of all quality-related IT systems and websites are in process and included in the Virginia Interactive contracts. The Child Care Scholarship program site is still being transitioned to Virginia Interactive, but via the MOA VDSS has agreed to continue use on their server until it is approved by VITA.
- There will be no significant programmatic changes to quality contracts in FY21. As noted above, staff will focus on analyzing Virginia data from FY20 to determine how to strengthen and better align quality improvement activities in future years. This work will help determine long term cost efficiencies and/or savings.
- As of July 1, 2020, VDOE is responsible for managing the HSSCO and for planning and collaboration initiatives with Head Start providers in Virginia. One existing FTE, the HSSCO Director, transitioned to the VDOE from VDSS. The Director reports directly to the Chief School Readiness Officer, who reports to the State Superintendent. The Director is well-positioned to collaborate closely with team members who support state pre-K, early childhood special education, and ultimately child care, as well as to establish linkages with K-12 education at the VDOE.
- The first year of the PDG has been completed. Ten pilot communities from cohort 1 completed an initial year of coordinated work across publicly-funded programs--including private providers, school-based programs, and Head Start--within their region. These communities coordinated enrollment, measured classroom quality, and supported professional recognition across a diverse field of early childhood providers. In summer 2020, 8 additional communities joined as part of cohort 2, now providing the opportunity for PDG participation to over 60% of the Commonwealth's publicly-funded programs. The work of these pilot communities will lay the foundation for the forthcoming unified measurement and improvement system. VDOE has hired an Associate Director of Quality Measurement and Improvement to support the development of the unified measurement system through PDG B-5 activity funds.

*Fiscal Detail on Phase I*

- The transition of CCDF Quality functions and the HSSCO was completed without any unexpected costs. Long-term cost savings are anticipated when quality contracts are renegotiated in FY22.
- VDSS and VDOE established a MOA to address quality initiatives, including staff and contracts/grant awards (see Appendix B for the final MOA, including the FY21 budget). VDSS will remain CCDF Lead Agency and contract with VDOE to manage quality initiatives through FY21. VDOE is being added to quality contracts via a joinder agreement, allowing VDOE to make payments to grant recipients and vendors starting October 1 and invoice VDSS for these costs. Note that while all 19 quality-related vehicles are “contracts” at VDSS, VDOE categorizes 14 of them as grant awards and 5 as vendor contracts.
- There will be no significant changes to the \$10.8 million in 19 quality-related contracts and grant awards funded with NGF that support Virginia Quality, Impact Registry, Infant and Toddler Specialist Network, Resource and Referral, and other statewide efforts as well as the necessary information technology systems. Quality staff will continue to directly administer the Child Care Scholarship Program, which dedicates \$600,000 to support professional training for child care and family day homes.
- Transition of the HSSCO impacts \$175,000 in NGF, including approximately \$70,000 in contracts. These contracts also cover the necessary information technology systems (e.g., Head Start Association website).
- VDSS will be disseminating a letter and a copy of the joinder agreement to all vendors and subgrantees before October 1, 2020.

*Key lessons learned from Phase I transition and implications for Phase II:*

- **Regular communication is essential.** Weekly meetings helped keep everyone on track, agree on next steps, and have a running set of notes to refer back to. Will maintain this structure for licensing and CCDF/child care subsidy program transitions.
- **Prepare for external delays.** Must prepare for delays and competing priorities to ensure transition moves forward as scheduled. Anticipate capacity restraints associated with ongoing pandemic response and the start of the FY21 legislative session, as well as typical delays associated with working with outside stakeholders such as federal government partners, vendors, etc.
- **Start working through the technical details early.** A strength of the quality transition was getting into the weeds on fiscal and technology implications from the beginning. Strong, detailed standard operating procedures made writing the MOA easier. For licensing and CCDF/subsidy, anticipate taking a similar approach.
- **Engage key staff early on in relevant phases of the process.** Ensuring that the right people are engaged at the right moment helps to avoid unnecessary delays while maximizing staff time. Plan to divide work on licensing and subsidy MOAs across workgroups with key staff and engage others for expertise as needed.
- **Communicate early and often with internal and external stakeholders.** Giving quality contractors advance warning about the transition and offering opportunities for them to ask

questions eased challenges when the timeline was inevitably delayed due to COVID. For licensing and CCDF/subsidy, early and ongoing conversations with agency leadership; impacted staff; and external partners will be essential.

- **Context of transferring licensing and CCDF/subsidy will be different from quality.** Collectively, CCDF/subsidy and licensing are larger program areas with more staff and federal grant dollars-- and therefore different implications for finance/budget; physical office space; human resources; technology; etc. The quality transition was a good test run for licensing and CCDF/subsidy, but it will be especially important to apply the lessons learned during the Quality transition when transitioning these larger programs.



## **PHASE II: PREPARE FOR TRANSITION OF LICENSING, SUBSIDY OVERSIGHT, AND CCDF LEAD AGENCY RESPONSIBILITY**

### *Timeframe*

7/1/2020 to 6/30/2021

### *Objectives*

In Phase II, the state seeks to achieve the following:

- Prepare for the transition of Child Care Licensing from VDSS to VDOE;
- Develop new licensing system;
- Prepare the transition of CCDF Lead Agency responsibilities and Child Care Subsidy Program oversight and policy responsibility from VDSS to VDOE;
- Scale Pilots (PDG Cohort 3);
- Launch Early Childhood Advisory Council (ECAC); and
- Establish guidance and align supports for statewide “practice year” of uniform measurement and improvement system.

### *Personnel, Programmatic and Fiscal Impact of Phase II*

#### *Personnel Summary on Phase II*

- 4.5 new FTEs will be required at VDOE to support a seamless transition

An estimated \$400,000 in transition costs at VDOE are anticipated to cover expenses related to preparing for facilities-related needs and moving staff from VDSS to VDOE on July 1, 2021. FY21 GF appropriation was provided in the current Chapter 1289 budget.

Please see Appendix D for tables with estimated cost impact for both VDOE and VDSS.

At this time, an estimate of any potential savings during the transition period cannot be determined with any rate of accuracy. However, actions accomplished during this phase will enable a smooth transition in the last week of June/first week of July of 2021.

#### *Programmatic Detail for Phase II*

- VDSS and VDOE will execute at least two separate MOAs during this period to lay out all details and contractual arrangements for the transition of child care licensing, CCDF Lead Agency responsibilities, and oversight of the Child Care Subsidy program. See Appendix F for more detail on what will be included in the MOAs. VDSS and VDOE plan to complete the first MOA by October 1, 2020 and the second by November 1, 2020 to allow for adequate time to report to the General Assembly and address any unexpected costs for FY22 that may be realized in time for the Governor’s Budget.
- VDOE will hire 4.5 FTE including a manager to support the transition, a project manager to support design/build of the licensing platform, and HR and fiscal staff. These new hires would likely start after January 1, 2021 to be in place to support transition activities leading up to July 1, 2021.

- The OAG also requested one FTE to support MOA efforts in FY21 and to support CCDF-related activities at VDOE after July 1, 2021. Additional analysis is needed to evaluate whether these activities require a new staff position or a reallocation of workflow among existing OAG staff. Presently, VDSS is billed for legal services provided to its agency in a 12 month period. Billing is not broken down at the program or division level. Conversely, all legal services provided to the VDOE are covered solely by the OAG's budget. VDOE does not support any OAG positions with its operating budget at this time. If an AG position is needed to staff the transition and CCDF activities looking forward, that position will need to be covered by CCDF funds.
- VDOE will also launch the Early Childhood Advisory Council (ECAC) to vet policies and regulations and advise the Board of Education on related matters. Existing staff will be responsible for managing this entity; producing new uniform measurement and improvement system guidelines and regulations; and preparing for the transition of licensing and subsidy regulations. VDOE has recently hired a Coordinator of Early Childhood Planning and Policy who will produce a crosswalk of how CCDF regulations align with other early childhood regulations, policies, and guidelines and begin advising the Board of Education in preparation for the transition.
- Existing VDSS Division of Licensing Programs staff will support the planning work related to the transition of the licensing function. Many of these same staff will transition to VDOE in FY2022. VDSS is in the process of identifying staff that will transfer to VDOE and is working on a change management plan to notify staff. Additionally, VDOE and VDSS staff will implement regular monthly meetings with licensing staff starting in August 2020 through June 2021 to ensure they are up-to-date on the transition process and have opportunities to raise questions and concerns.
- VDSS and VDOE staff will work collaboratively on the design and build of the new licensing platform that can be used with both adult and child centers starting in FY22. The goal is to build two discrete applications on a shared state platform that enables both functions to adapt the technology to meet user needs over time. This will likely require new devices in the field which will be funded with NGF and GF based on current cost allocation arrangement. Devices would then transition with staff to VDOE after July 1, 2021. This project will be funded with NGF and GF included in the FY21 budget. VDSS has existing staff to support this endeavor while VDOE will both use existing staff and hire a project manager/system administrator early in FY21. These staff will also develop a "Plan B" on how to use the Dolphin application if needed after July 1, 2021 across the agencies (i.e., creating a copy) and existing devices would transition with staff.

#### *Fiscal Detail for Phase II*

- As part of the MOA process, VDOE and VDSS will address any transition costs beyond the \$400,000 in GF in the proposed budget. It is expected that personnel costs related to the transition may be covered with NGF.
- While price negotiations are ongoing with VITA, VDSS currently estimates that costs to develop the new licensing software will total around \$5.4 million. These expenses will be funded with NGF and GF included in the FY21 budget. Once the system is built, VDSS anticipates annual costs of \$500k in GF for the software license and system maintenance. Note that the DOLPHIN platform will be retired and the new system will result in greater efficiencies (e.g. no, online applications) for staff and providers.

### PHASE III: COMPLETE TRANSITION OF LICENSING, SUBSIDY OVERSIGHT, AND CCDF LEAD AGENCY RESPONSIBILITY

#### *Timeframe*

7/1/2021 to 6/30/2022

#### *Objectives*

In Phase III, the state seeks to achieve the following:

- Complete transition of child care licensing oversight, policy development, and operations;
- Transfer the responsibility and funds of CCDF from VDSS to VDOE whereby VDOE is the official “Lead Agency” as recognized by the federal Department of Health and Human Services and contracts back with VDSS for the operations of the child care subsidy program;
- Establish new measurement and improvement system regulations; and
- Complete statewide “practice year” for the new Quality system in which all publicly-funded programs (VPI, child care subsidy, and Head Start) must participate; results are for learning purposes with no consequences or financial incentives.

#### *Personnel, Programmatic and Fiscal Impact of Phase III*

##### *Personnel Summary on Phase III*

- At least 120 FTEs at VDOE (113 of whom were transferred from VDSS)
  - In addition to the 4.5 new FTEs from Phase II, VDOE will need at least 6 new central office FTE positions to support child care licensing, subsidy, and CCDF administrative activities. Additionally, VDOE will need to name a CCDF Administrator.<sup>1</sup>
  - Based on current staffing levels, child care licensing would require 113 FTEs at the VDOE with 85 inspectors and 28 administrators, directors, and central office staff such as consultants, IT administrators, fiscal and policy staff.
- 148 FTEs at VDSS
  - To sustain the CCDF subsidy operations at VDSS, approximately 26 FTEs will remain at VDSS including personnel in administration (2 FTE and 1 Wage), business systems (3 FTE), operations (7 FTE and 3 Wage), subsidy-general (2 FTE), regional subsidy (5 FTE), local staff training (2 FTE and 1 Wage) and Child Care Subsidy vendor relations (5 FTE and 2 Wage).
  - An estimated 83 FTEs will be needed to sustain licensing for adult living facilities as well as the Child Welfare Unit, which includes 155 child placing agencies, 25 children’s residential facilities, 4 child caring institutions, and 1 independent foster home. This includes 38 inspectors and 45 administrators, directors and central office staff such as consultants, IT administrators, fiscal and policy staff. The additional GF needed to support these staff is discussed in the fiscal detail below.
  - To sustain criminal background check operations at VDSS, approximately 39 FTES will remain at VDSS.
  - Cost allocation for certain administrative personnel at VDSS will be adjusted to account for the transfer of CCDF Lead Agency responsibility and oversight of the grant; this will

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<sup>1</sup> At present, all existing child care subsidy staff at VDSS are expected to remain. If, over the course of developing the MOA, it is decided that some subsidy staff will transition to VDOE, all will be covered by NGF.

not significantly affect these staff. The additional GF needed to support these staff is discussed in the fiscal detail below.

*Programmatic Detail on Phase III:*

- As of July 1, 2021, VDOE will be the official lead state agency for CCDF which pays for subsidizing the cost of child care for low-income households and improving the quality of child care. The CCDF funds will come to VDOE from the federal Department of Health and Human Services and the Governor's introduced budget reflects this shift in FY22.
- As Lead Agency, existing Quality contracts and subgrants that are still in effect will transfer to VDOE under the joinder agreements previously executed with the same pricing and other terms and conditions until termination. However, transferring contracts will need to have fully approved purchase orders by VDOE in eVA. Transferring subgrants will need to be set up for reimbursement in VDOE's grants management system, OMEGA. For subsequent procurements or subgrant award processes occurring on or after July 1, 2021, VDOE will conduct those processes and be the sole agency as a party on the contract or the Lead Agency grantee issuing the subgrant awards. Commonwealth and VDOE agency-specific requirements will be followed in awarding contacts and subgrants.
- As of July 1, 2021, VDOE will be responsible for the development and promulgation of policy and regulations related to the child care subsidy program, the quality standards and quality programming for early childhood education, and the implementation of health and safety licensing standards for child care facilities.
- Child care licensing regulations and child care subsidy regulations will move over in their current form from the State Board of Social Services to the Board of Education, effective July 1, 2021.
- As noted in Phase II, VDOE will enter into a MOA with VDSS for the administration of the child care subsidy program. This responsibility includes: 1) the allocation of funds to and training and oversight of local departments of social services to continue to perform eligibility determination, counseling, and case management to low-income families; 2) managing child care providers by approving their participation in the program, reimbursing for services delivered, and providing call center services for their interaction with the state; and 3) coordinating with the Department of Health to promote participation of child care subsidy providers in the Child and Adult Care Food Program to increase healthy meals provided to low-income children to reduce food insecurity. This will minimize disruption for both families and providers. This also enables Virginia to maintain the ~\$12 million of local funds contributed by local governments for staff and operations at local departments of social services which is used as matching funds for CCDBG. The MOA will also cover all information technology needs including the case management software, website, and technology needed to do eligibility and make payments to providers. VDSS and VDOE will work collaboratively to produce all necessary reports, ensure quality assurance, address potential fraud and prepare for any audits or external reviews.
- The responsibility for regulating child care providers will move from the State Board of Social Services to the State Board of Education. VDOE will be responsible for implementation of the licensing regulations and managing the licensing inspectors that inspect the 6,082 licensed child care providers, training of child care providers, and taking the appropriate action when a child care provider fails to meet licensing laws and regulations. VDOE will also be responsible for

health and safety inspections of the approximately 600 unlicensed child care providers who receive child care subsidy. Note that all of these programs that take public funding would also be part of the state's new uniform measurement and improvement system under VDOE.

- Based on current staffing levels, child care licensing would require at least 113 FTEs at the VDOE with 85 inspectors and 28 administrators, directors, and central office staff such as consultants, IT administrators, fiscal and policy staff. These existing positions will be transferred from VDSS. Licensing inspectors housed throughout the Commonwealth in various buildings with different lease arrangements will maintain their current office space and the current shared cost allocation of those leases until each respective lease comes due. With the new licensing system, it is anticipated that most licensing inspectors in the field will telework to increase efficiency and reduce costs.
- The key functions for licensing personnel will remain the same in FY22 as the regulations will transfer over as-is. However, it is anticipated that responsibilities and expectations will evolve over time as VDOE implements the uniform measurement and improvement system for all publicly-funded programs, uses all health, safety and quality data to inform and align improvement supports, and seeks to achieve efficiencies across the Division of School Readiness. VDOE expects to provide training, coaching, and other professional development supports to staff in out-years to drive this change management.
- As part of the Licensing MOA, VDOE will contract with VDSS for the administration of the criminal background checks for child care providers as of 7/1/ 2021 in order to comply with recent changes to federal law to require a specific set of background checks for child care employees.
- VDSS will continue to license child placing agencies, children's residential facilities, child-caring institutions, independent foster homes, and adult living facilities. For detail, see Appendix G.
- VDOE will need to inform HHS, establish a new cost-allocation agreement, and amend the state child care plan to account for the transition. As of July 1, 2021, VDOE will be solely responsible for the state child care plan and all reporting required by HHS as well as reports required by the General Assembly.

#### *Fiscal Detail on Phase III*

- As of July 1, 2021, CCDF funds will come to VDOE from the HHS. VDOE expects to transfer between \$167.5 million and \$190.5 million to VDSS to run the child care subsidy program, including payments to child care providers, NGF for VDSS staff and systems, as well as local staffing.<sup>2</sup>
- VDOE will use an estimated \$18,415,956 in CCDF (NGF) to support the licensing of child care facilities and inspection of subsidy providers.

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<sup>2</sup> This amount reflects potential increased enrollment in the Child Care Subsidy program associated with eliminating the wait list in FY21. While increasing numbers of parents will need child care as they return to work, COVID conditions, school reopening patterns, and child care provider closures make it challenging to estimate cost.

- The VDOE contract with VDSS for the administration of the criminal background checks for child care providers as of July 1, 2021 will require an estimated \$4 million in NGF (CCDF).
- VDOE expects to use NGF funding to cover new back-office costs directly related to CCDF and to enter into a new cost-allocation agreement with the Feds to cover indirect and administrative expenses.
- To sustain adult licensing activities, an additional \$2,130,394 in General Fund and 8 positions will be provided to VDSS. These funds were initially appropriated in Chapter 1289 of the 2020 Acts of Assembly, then unallotted by Governor Northam's Amendment 93. Ensuring that VDSS has the funds it needs to sustain adult licensing is a priority for the 2021 legislative session.
- VDSS will also require an additional \$3,055,524 in GF to cover administrative expenses incurred to support core functions at the agency, previously covered through the CCDF cost allocation agreement. These funds were not included in the FY21 conference report. They were supplanted with CCDF discretionary funds.

## **APPENDIX A: IMPLICATION OF THE CORONAVIRUS PANDEMIC FOR CHILD CARE QUALITY, LICENSING, AND SUBSIDY**

On March 12, Governor Northam issued a state of emergency across the Commonwealth in response to the continued spread of the novel coronavirus, or COVID-19. In the days and weeks that followed, VDSS and VDOE mobilized to support early care and education providers and the families that rely on them. As the pandemic persists, the early care and education market--which is largely comprised of private, fee-based programs--is struggling to remain afloat under the higher costs of cleaning, sanitation, and personal protective equipment and lower revenues due to decreased enrollment.

Key staff within VDSS and VDOE have worked closely with the administration, including the Virginia Department of Health, the Virginia Department of Emergency Management, and the COVID-19 taskforce--along with local partners and stakeholders--to develop and implement emergency procedures for child care providers that remain open during the pandemic. These procedures and corresponding guidance have evolved over time as Virginia moved from Phase I to Phase III of "reopening" while maintaining the dual goals of 1) protecting the health and safety of children and child care providers; and 2) continuing to facilitate access to high-quality child care. In summary:

- In Phase I, child care programs were required to implement social distancing strategies; conduct increased cleaning and sanitation; and limit capacity to 10 people per room, including staff.
- In Phase II, group size limitations were increased to 12 (including staff) for children under 4 years old and 22 (including staff) for children ages 4-13, provided age-based adult:child ratios were followed. Additional guidance was issued around the use of swimming pools, water activities, and playgrounds.
- In Phase III, the above group size limitations remained. Additional guidance was issued around participation in field trips, inter-group activities, and extracurricular activities.

VDSS and VDOE will continue to evaluate and update the guidance as additional information and data becomes available regarding transmission rates among young children; best practices for minimizing transmission via cloth face masks and cleaning and sanitation protocols; and the financial impacts of group size limitations on child care programs.

Virginia also received \$70.8 million in CARES Act funding for child care through CCDBG. Roughly 65 percent of these funds are being administered to providers via an emergency grant program in an effort to offset some of the financial losses that programs are experiencing due to reduced enrollment. Eligible facilities include existing licensed family day homes, voluntarily registered family day homes, licensed child day centers, religiously exempt child day centers, licensed family day systems, certified preschools, unlicensed child day programs that are approved subsidy vendors, and local ordinance approved family day homes. Providers were required to certify that they are providing or are willing to provide care for children during the grant period (April, May, and June for round one; July, August, and September for round two). Monthly grant awards are based on capacity.

A total of 2,573 providers received the first round of grants. Providers do not have to have received round one funding to apply for round two, but can proceed through an expedited application process if they have already received round one funding. As of August 13, 641 programs have been approved for the second round of grants.

The following sections outline the specific implications of COVID-19 on quality, licensing, and subsidy--both in terms of service provision in the field as well as internal operations and transition activities

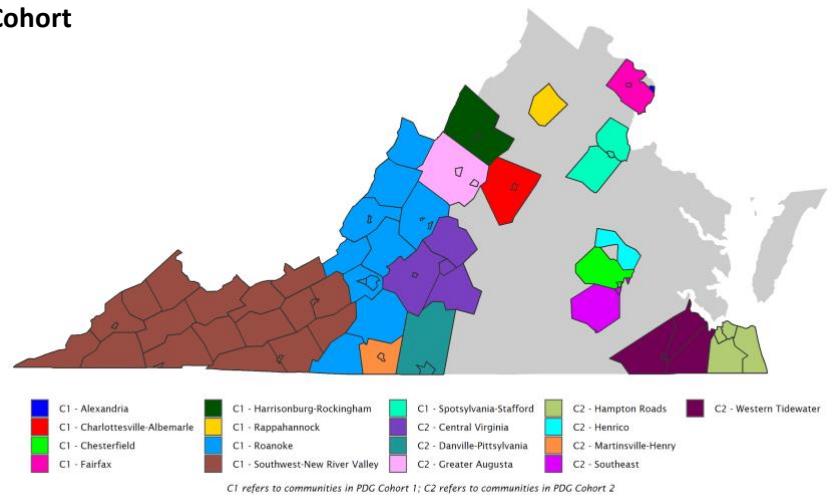
within VDOE and VDSS. We anticipate that the challenges described below will persist and new challenges will emerge as schools continue to announce plans for virtual or hybrid instruction in the fall. VDOE and VDSS will continue to work collaboratively across our agencies and with our partners to respond to the needs of the field and of children and families.

**Implications for Quality**

At the time of the declared State of Emergency, planning and preparation for the Child Care Quality Transition was already underway. While the working group experienced some delays, progress was recovered with the transition described in Phase I taking place according to plan. All contracts and work streams related to child care quality have been renewed for FY2021. However, there are some implications for the work related to supporting quality child care. For example:

- Some quality contracts that rely on in-person site visits or services will likely be modified for FY2021. These modifications will be to add more remote options for quality improvement (such as remote coaching or training), or possible redirection of planned funding to other contracts or services, which may be more critical during a health crisis. These decisions will be made throughout the year as the impact of COVID 19 continues to be assessed.
- There were small amounts of quality contract dollars recovered from the FY2020 year as a result of change in services.
- Work related to the PDG B5 Grant has continued on schedule throughout the health crisis. Some revisions to planned activities (such as classroom observations or in-person meetings) will continue to be revisited throughout the year to assess feasibility and safety. Despite the timeline implications of COVID-19, a second cohort of PDG Pilots was selected in June 2020 (see Figure 1), nearly doubling the number of community networks participating in the unified effort.<sup>3</sup>
- The shift towards virtual instruction will result in a reduced amount of classroom data for the 2020-2021 academic year, which may require an extended time period to finalize a unified rating and improvement system.

**Figure 1: PDG B-5 Communities by Cohort**



**Implications for Licensing and Monitoring Functions and Licensed/Regulated Capacity in Virginia**

VDSS authorized temporary regulatory and operational flexibility for licensed programs through the duration of the state of emergency. Effective April 15, the Division of Licensing Programs adopted waivers and modifications for licensing requirements that are burdensome or difficult to comply with

<sup>3</sup> Cohort 1 communities include Alexandria, Charlottesville/Albemarle, Chesterfield, Fairfax, Harrisonburg/Rockingham, Rappahannock, Roanoke, Southwest/New River Valley, and Spotsylvania/Stafford. Cohort 2 communities include Central Virginia, Danville/Pittsylvania, Greater Augusta, Hampton Roads, Henrico, Martinsville/Henry, Southeast, and Western Tidewater.



during the pandemic. For example, VDSS waived requirements for references, TB screenings, and orientation/training requirements for child care center staff hired to accommodate increased capacity; requirements for meals to comply with USDA standards; and waived fees for licensed programs.

The Division of Licensing Programs also implemented revised processes to conduct most facility inspections as desk reviews in order to minimize face-to-face contact. Licensing inspectors worked with providers to obtain necessary documents and information and conducted phone interviews rather than going to facilities and conducting in-person inspections.

While the Commonwealth never mandated closures for licensed or regulated child care programs, many providers chose to close temporarily as stay-at-home orders were issued effective March 30. The largest number of closures took place between April 10 and April 16, 2020, with a total of 2,697 providers closed. As of August 13, 2,184 of 6,062 child care providers remained temporarily closed, representing 36% of providers and 43% of total child capacity across the state. One-third (716) of closed providers reported future reopening dates as of August 13.

Additionally, between March 23 and August 13, a total of 84 licensed, registered, or regulated child care programs became inactive in the licensing system, including 20 licensed child day centers and 19 voluntarily registered family day homes. This decline may be due to enforcement actions (i.e., revocation of licenses due to noncompliance) or may reflect permanent closures of these facilities. The total loss equals just 1% of licensed or regulated facilities. A significant decline in licensed or regulated capacity is not anticipated in the future; as such the licensing budget and staffing projections for FY22 and beyond will be maintained. VDOE and VDSS will continue to assess what steps can be taken beyond CARES grants to minimize reductions in licensed capacity.

Notably, additional child care capacity will be essential as local school districts continue to announce plans for virtual instruction in the fall. VDSS and VDOE will work with district leaders and local partners to support creative solutions for the child care challenges faced by low-income working parents, families of children with disabilities or English language learners, and other vulnerable families to ensure that children have safe settings to participate in virtual instruction. For example, the Departments just issued joint guidance to support school districts interested in partnering with child care providers, community-based organizations, and local government agencies to identify and meet the needs for out-of-home care while students participate in virtual learning.

Transition activities related to licensing generally remain on-track for July 1, 2021. However, the transition team anticipates that finalizing the development of the new licensing platform may extend beyond the transition date of July 1. The team will prepare for a "Plan B" for using the DOLPHIN application across agencies until the new platform is ready.

### **Implications for the Child Care Subsidy Program**

Approximately 28 percent of subsidy-participating child care providers remain temporarily closed due to the pandemic as of August 13, a majority of which are center-based programs.

Using both regular CCDF and CARES Act dollars, VDSS implemented a number of modifications to Child Care Subsidy Program policies in order to assist families and providers during the pandemic. For example:

- School-age children designated for part-day care became eligible for full-day care when schools closed in the spring.

- The number of paid absence days increased from 36 to 76 days for licensed providers. Unlicensed providers (who typically do not receive payment for absences) were eligible for 76 paid absence days.
- Providers were authorized to claim absence days for temporary periods of closure.
- The requirement for a face-to-face interview for initial eligibility was temporarily suspended.
- Eligibility redeterminations for subsidy cases that were due in April, May, or June were deferred for 6 months.
- Family copayments were waived for April, May, and June.
- Maximum reimbursable rates for unlicensed child care providers in the Subsidy program were raised through FY22 to encourage these typically small providers to remain in business and serve parents desiring smaller group settings for their children (and thereby lower exposure) during COVID-19.

Many of these policy modifications expired on July 1. VDSS and VDOE are continuing to monitor pandemic conditions, needs of providers, and family demand for care and will make additional policy adjustments as needed to eliminate the wait list and maximize access to subsidized care through the duration of the pandemic and beyond. A shared priority is accomplishing and maintaining zero waitlist for the entirety of FY21.

All transition activities related to the child care subsidy program remain on-track for July 1, 2021.

**APPENDIX B: EXECUTED MEMORANDUM OF AGREEMENT (MOA) BETWEEN VDSS AND VDOE FOR THE TRANSFER OF THE CHILD CARE QUALITY FUNCTIONS OF THE CHILD CARE AND DEVELOPMENT BLOCK GRANT (CCDBG)**

Starts on next page.

## **Memorandum of Agreement between the Virginia Department of Education (VDOE) and the Virginia Department of Social Services (VDSS) for the transfer of the Child Care Quality Functions of the Child Care and Development Block Grant (CCDBG)**

This Memorandum of Agreement (hereinafter referred to as MOA) is made between the Virginia Department of Social Services, hereinafter referred to as VDSS, and the Virginia Department of Education, hereinafter referred to as VDOE. It addresses the management and execution of the child care quality functions of the Child Care and Development Block Grant, hereinafter referred to as CCDBG.

House Bill 1012 and Senate Bill 578 direct the Board of Education to establish a statewide unified public-private system for early childhood care and education in the Commonwealth to ensure that every child has the opportunity to enter kindergarten healthy and ready to learn.

The VDSS and VDOE have determined to begin the transfer with a 12-month agreement to transfer management and execution of the child care quality and professional development functions of CCDBG to the VDOE in advance of the complete transfer of functions on July 1, 2021.

In consideration of their respective undertakings, the VDSS and VDOE agree to the following terms:

PERIOD OF AGREEMENT: July 1, 2020 through June 30, 2021, noting that beginning July 1, 2021 the VDOE will have full oversight of the CCDBG, including the child care quality functions.

### **I. Purpose**

State management and execution of the child care quality and professional development functions will be transferred from VDSS to VDOE. This would allow for a streamlined alignment of state-managed quality supports and services for all early learning programs within the Commonwealth of Virginia. Further, this transfer would support the goals and timeline outlined in Chapters 860 and 861 of the 2020 Acts of Assembly, which determines that the following must take place by July 1, 2021:

□ **22.1-289.03.** *Early childhood care and education system; establishment.*

*A. The Board shall establish a statewide unified public-private system for early childhood care and education in the Commonwealth to ensure that every child has the opportunity to enter kindergarten healthy and ready to learn. Such system shall be administered by the Board, the Superintendent, and the Department and shall be formed, implemented, and sustained through a structure that engages and leverages both state-level authority and regional-level public-private partnership assets.*

*B. It is the intent of the General Assembly that the system established pursuant to subsection A shall (i) provide families with coordinated access for referral to early childhood education programs, (ii) provide families with easy-to-understand information about the quality of publicly funded early childhood care and education programs, (iii) establish expectations for the continuous improvement of early childhood care and education programs, and (iv)*

*establish shared expectations for early childhood care and education programs among the Department of Education, the Department of Social Services, local school divisions, and state and regional stakeholders.*

*C. The system established pursuant to subsection A shall consist of a combination of programs offered through (i) the Virginia Preschool Initiative, pursuant to § 22.1-289.09, or any other school-based early childhood care and education program; (ii) licensed programs, pursuant to Article 3 (§ 22.1-289.010 et seq.); and (iii) unlicensed programs, pursuant to Article 4 (§ 22.1-289.030 et seq.).*

On July 1, 2020, the Head Start State Collaboration Office will also transfer from VDSS to VDOE with 1 staff member, a separate Head Start grant, and two contracts. For the purpose of this MOA, however, child care quality and professional development functions primarily refer to programs and activities carried out by the CCDBG-funded staff members which have historically worked in the Child Care Quality and Professional Development Unit at VDSS to fulfill the quality and professional development requirements of 45 CFR Part 98 - Child Care and Development Fund; the state child care plan; requests and directives from the federal Office of Child Care (OCC), the Virginia General Assembly, the VDSS Commissioner, VDSS Deputy Commissioner, and CCDF Administrator, and the State Board of Social Services; as well as any contracts, grant awards, or other work streams described in existing staff's employee work profiles.

## **II. Background**

The Child Care Quality and Professional Development Unit (hereinafter referred to as the CCQPD Unit) is a part of the Division of Child Care and Early Childhood Development within VDSS. The unit includes 6 filled CCDBG-supported positions. The CCQPD Unit works to enhance the quality of child care available to Virginia's families. The responsibilities of the Unit include but are not limited to implementing a quality rating and improvement system for center-based and home-based child care programs; providing a professional development system and training for the child care workforce; educating parents about the characteristics of high quality child care; and collaborating with early care and education partners for a better coordinated early childhood network in Virginia.

The CCQPD Unit fulfills several key functions outlined in the CCDBG and the state child care plan and ensures compliance with federal and state regulations through performance-based contracting and performance monitoring.

## **III. Scope of the MOA**

Regarding the transfer of the child care quality and professional development functions from VDSS to VDOE, VDSS shall:

- Transfer CCQPD unit staff and related work activities as of July 1, 2020 (see Appendix A and Appendix B for details)
- Transfer outstanding invoices or deliverables resulting from related contractual agreements, outlined in Appendix B

- Continue serving as Child Care and Development Fund Lead Agency, administering the CCDBG, through June 30, 2021, including the submission of all necessary reports and communications to the U.S. Department of Health and Human Services (HHS)
- As the Child Care and Development Fund Lead Agency, submit an amended state plan to the Administration for Children and Families no later than September 1, 2020 to reflect the subrecipient relationship between VDSS and VDOE and the child care quality and professional development functions VDOE will perform on behalf of VDSS
- Provide transferred staff with access to VDSS records and files necessary to continue executing their tasks and responsibilities
- Facilitate ongoing communication between any impacted contractors or grant award recipients with contract managers once transitioned to VDOE
- Continue any ongoing Institutional Review Board Monitoring for ongoing projects that have been reviewed as of July 1, 2020 (details in Appendix E)
- Maintain ongoing communication with the VDOE regarding ongoing activity within the CCQPD Unit on a no-less than monthly basis
- Designate an individual to serve as the primary VDSS point of contact for matters related to this MOA including but not limited to communications, reports, invoices, data, funding, technology and software, and monitoring of VDOE performance under the MOA
- Monitor VDOE activities and compliance under this MOA through reports, meetings, and expenditure tracking. VDSS will hold weekly status calls or meetings with VDOE and require a written monthly compliance report in a format determined by VDSS. The calls and reports will address: overall status of MOA implementation; key performance measurement indicators for Virginia Quality, Infant & Toddler Specialist Network, IMPACT Registry, training provided through Penn State and Child Care Aware, Community College Workforce Alliance, Child Care Provider Scholarship Program, Low Interest Loan Program, and other areas; significant accomplishments; problem areas including performance or expenditure issues with contractors and corrective action; anticipated contract modifications; and fiscal status of contracts; and other elements as determined by VDSS. A draft template for the written monthly report which addresses tasks to be performed, schedule for completing tasks, indicators to assess performance, and budget information is contained in Appendix G. Report content will be finalized by VDSS prior to VDOE submission of the first monthly report in August for the month of July.

Regarding the transfer of the child care quality and professional development functions from VDSS to VDOE, VDOE shall:

- Accept transfer of CCQPD unit staff and related work activities as of July 1, 2020
- Accept CCDBG federal funds on a reimbursement basis as a subrecipient, as outlined in Appendix C
- Direct the work of the CCQPD staff to ensure compliance with child care quality, professional development and training provisions and activities related to 45 CFR Part 98

- Child Care and Development Fund; the state child care plan; requests and directives from the federal Office of Child Care, the Virginia General Assembly (including participating with VDSS in the development of legislative assessment statements and budget impacts as needed), the VDSS Commissioner, VDSS Deputy Commissioner, and CCDF Administrator, and the State Board of Social Services; as well as any contracts, grant awards, or other work streams described in existing staff's employee work profiles
- Carry out all contract management, administration, review, and renewal activities including maintaining regular contact with contractors, providing technical assistance as needed, monitoring and measuring contractor performance to ensure satisfactory delivery of services and products, monitoring contractor expenditures to ensure accuracy and appropriateness, implementing corrective actions as needed, completing a subrecipient monitoring plan per VDSS requirements and required reviews in a timely manner, and preparing contract modification, deobligation, and renewal documents as may be needed. VDSS and VDOE shall coordinate procurement for any subrecipient agreements or contracts expiring prior to July 1, 2021, subject to applicable laws and regulations, including the requirements of Virginia Code § 2.2-4304 and the Department of General Services policies for Joint and Cooperative Procurement
  - Provide data as requested by VDSS for federal and other reporting needs including but not limited to VDSS key indicator reports, ACF 800 and 801 reports, and the annual Quality Progress Report (ACF 218) required by OCC. VDOE shall plan, collect all required data, and complete the Quality Progress Report in a timely manner to be approved by VDSS and submitted by VDSS to the OCC
  - Review the [www.childcareva.com](http://www.childcareva.com) website to identify quality, professional development, and consumer education information to be added to, amended, or removed from the site and identify links that are not functioning. Reviews should be conducted proactively and at least monthly. VDOE should provide the VDSS point of contact the site updates and modifications in writing and in the form of grammatically correct, complete, and ready-to-publish text and links, instructions for where to post, and timeframe for posting.
  - Participate fully and as requested by VDSS in any federal CCDBG reporting, communication, or monitoring activity, including but not limited to participating in the development of Virginia's state child care plan and participation in OCC technical assistance projects
  - Notify VDSS of needed quality, professional development, and consumer education updates to the state CCDF plan in a timely manner and in the format and style required by VDSS
  - Maintain complete records and documentation to fully support work activities and contracts, and provide timely access to these records as requested by VDSS or federal or state auditors
  - Provide subject matter expertise on behalf of VDSS as needed on federal and state committees or work groups

- Lead ongoing communication with VDSS regarding ongoing activity within the CCQPD Unit
- Participate in weekly status calls or meetings with VDSS and provide written monthly compliance reports in a format determined by VDSS

#### **IV. Federal Funding Transfer**

Drawdowns of the CCDBG will be managed by VDSS during state fiscal year (SFY) 2021. VDOE will have a subrecipient relationship with VDSS during state SFY 2021, pursuant to this MOA. VDOE will be added to the contracts and subrecipient agreements in Appendix B through the execution of joinder agreements and process payments to those vendors on behalf of VDSS. The parties expect this to be completed no later than October 1, 2020. As the Lead Agency, VDSS shall address disputes related to those agreements. VDSS and VDOE shall coordinate procurement for agreements expiring prior to July 1, 2021 through procedures for joint procurement. This excludes any contracts and grant awards from the Head Start State Collaboration grant.

Process and procedure for cash management, supporting documentation, indirect cost, and reconciliation agreements can be found in Appendix C (Standard Operating Procedures for Transfer of Quality Unit).

#### **V. Technology**

Regarding the transfer of the CCQPD Unit from VDSS to VDOE, VDSS shall:

- Provide technical assistance to VDOE regarding the integration of technology-based functions
- Permit the use of VDSS issued personal computers for a period of up to 90 days following the transition, or when VDOE personal computers become available, whichever takes place first
- Refer to Appendix D for additional details of the Technology Transfer Plan

#### **VI. Compliance with CCDBG Requirements**

VDSS will maintain responsibility and oversight of the CCDBG during the period of this MOA. VDSS will continue to act as the lead point of contact with OCC.

VDOE will fulfill a subrecipient role in relation to the CCDBG, and will act, as requested, as a collaborator in the following ways:

- Providing deliverables and meeting obligations outlined in 45 CFR Part 98 - Child Care and Development Fund and the current state child care plan as related to the CCQPD unit which may be found at [https://www.dss.virginia.gov/files/division/cc/state\\_plans/State\\_Child\\_Care\\_Plan.pdf](https://www.dss.virginia.gov/files/division/cc/state_plans/State_Child_Care_Plan.pdf)
- Completing monitoring requirements, including but not limited to the annual Quality Progress Report which reflects many of the activities within the CCQPD unit



- Providing access to any files or records as needed in order to meet requirements related to 45 CFR 98.90(c)
- Actively participate in the development of the state child care plan, and any relevant public engagement
- Actively participate in monthly calls with OCC Region III staff

**VII. Integration and Modification**

This MOA constitutes the entire understanding of the Parties as to the matters contained herein. No alteration, amendment or modification of this MOA shall be effective unless in writing and signed by the duly authorized officials of VDSS and VDOE.

**VIII. Invalidity of Particular Portions**

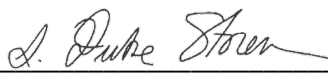
If any term or provision of this MOA shall, to any extent, be held invalid or unenforceable, the remainder of this MOA shall not be affected thereby, and each term and provision of this MOA shall be valid and enforceable to the fullest extent permitted by law.

**IX. Assignment, Subcontracting and Transfer**

Neither party shall assign, subcontract, or transfer this MOA, or any right, obligation, or liability under this MOA, without the prior written consent of the duly authorized officials of VDSS and VDOE.

In Witness Whereof, VDOE and VDSS have respectively caused this MOA to be executed by their duly authorized representatives.

**Virginia Department of Social Services**

By:   
(Signature)

S. Duke Storen  
(Type or Print Name)

Title: Commissioner

Date: August 14, 2020

**Virginia Department of Education**

By:   
(Signature)

James F. Lane, Ed.D.  
(Type or Print Name)

Title: Superintendent of Public Instruction

Date: August 12, 2020

**Appendix A: Personnel Coordination**

The following CCDBG-supported staff positions will transfer from VDSS to VDOE as part of the CCQPD Unit on July 1, 2020:

<b>Position #</b>	<b>Position Role Name</b>	<b>Working Title</b>
W0140	Prog Admin Specialist II	Program Development Consultant
W5141	Prog Admin Specialist II	Program Development Consultant
W1089	Prog Admin Specialist II	Training & Education Consultant
W4114	Prog Admin Specialist II	Training & Education Consultant
W0049	Prog Admin Specialist II	Training & Education Consultant
W4108	Prog Admin Manager III	Program Manager

A seventh vacant CCDBG-supported quality position will transfer from VDSS to VDOE on October 1, 2020.

Regarding the transfer of the CCQPD Unit from VDSS, VDOE shall:

- Accept transfer of staff to support CCQPD Unit on July 1, 2020
- Identify specific office space, equipment and support needs for staff by July 1, 2020. Office space will be located for the staff as close as possible to existing staff for the Office of Early Childhood within the VDOE.
- Provide HR orientation and necessary program training to transferring staff
- Provide team facilitation to foster team cohesiveness for transferring and existing VDOE Office of Early Childhood team members, to include facilitated strategic planning in August 2020

VDSS shall transfer to VDOE the complete personnel files of any and all appropriate staff.

**Appendix B: Existing Quality Contracts and Grant Awards**

The following contracts and subrecipient agreements will be included in the CCQPD Unit Transfer:

Contract Number	Subrecipient or Procurement Type (per VDSS)	Commodity/ Service Type	Contractor	Current Contract Start Date	Current Contract End Date	Contract Amount For FY 20-21
OECD-19-014	Contractor - MOA	Virginia Health and Safety Child Care Preservice Training	Pennsylvania State University/Better Kids Care Program	7/1/2020	6/30/2021	\$ 187,114
OECD-18-033	Contractor - No cost MOA	Quality Rating and Improvement System	Virginia Early Childhood Foundation	11/1/2020	10/31/2021	No cost
OECD-16-099	Subrecipient	Online Child Care Development	Community College Workforce Alliance (CCWA)	7/1/2020	6/30/2021	\$25,000.00
OECD-19-092	Subrecipient - DGS approved Sole Source	Resource & Referral Services, Training Services	Child Care Aware of VA	7/1/2020	6/30/2021	\$1,175,000
CCECD-18-012	Subrecipient	Child Care Financing Program	Virginia Department of Small Business and Supplier Diversity, Virginia Small Business Financing Authority	7/1/2017	6/30/2022	\$3,730,750.00 Revolving Fund, No Annual Payment Amount
CCECD-19-119	Subrecipient	Partnership for People with Disabilities	Virginia Commonwealth University	11/5/2020	6/30/2021	\$ 50,000.00
OECD-17-052	Subrecipient	Virginia Infant and Toddler Specialist Network	Child Development Resources	7/1/2020	6/30/2021	\$5,347,379.36
OCED-18-113	Subrecipient -DGS approved Sole Source	Virginia Early Childhood Foundation-Quality Rating and Improvement System	Virginia Early Childhood Foundation	8/1/2020	7/31/2021	\$309,748.20
OECD-19-047-01	Subrecipient	Virginia Quality Rating and Improvement System	ChildSavers - Memorial Child Guidance Clinic	7/1/2020	6/30/2021	\$472,976.81
OECD-19-047-02	Subrecipient	Virginia Quality Rating and Improvement System	Fairfax County NCS/ Office for Children	7/1/2020	6/30/2021	\$768,196.09
OECD-19-047-03	Subrecipient	Virginia Quality Rating and Improvement System	Sentara RMH Medical Center/ Family Connection	7/1/2020	6/30/2021	\$305,420.05
OECD-19-	Subrecipient	Virginia Quality Rating	Smart Beginnings	7/1/2020	6/30/2021	\$389,089.41

Contract Number	Subrecipient or Procurement Type (per VDSS)	Commodity/ Service Type	Contractor	Current Contract Start Date	Current Contract End Date	Contract Amount For FY 20-21
047-04		and Improvement System	Rappahannock Area			
OECD-19-047-05	Subrecipient	Virginia Quality Rating and Improvement System	Smart Beginnings Virginia Peninsula	7/1/2020	6/30/2021	\$383,49.11
OECD-19-047-06	Subrecipient	Virginia Quality Rating and Improvement System	Tidewater Community College	7/1/2020	6/30/2021	\$490,830.48
OECD-19-047-07	Subrecipient	Virginia Quality Rating and Improvement System	United Way of Roanoke Valley	7/1/2020	6/30/2021	\$458,066.09
OECD-19-047-08	Subrecipient	Virginia Quality Rating and Improvement System	United Way of Southwest Virginia	7/1/2020	6/30/2021	\$432,351.83
OECD-16-074	Contractor	Virginia Quality	Virginia Interactive	4/18/2020	4/17/2021	\$14,400
OECD-17-025	Contractor	IMPACT Registry	Virginia Interactive	4/18/2020	4/17/2021	\$12,000
VA-190906-VIPN	Contractor	Scholarship Application Hosting and Enhancements	Virginia Interactive	7/17/2020	7/16/2020	\$39,465.50*
<b>Note: Two contracts for the Head Start Collaboration Office are included below. These are funded through the Head Start State Collaboration Grant, NOT the Child Care and Development Block Grant.</b>						
OECD-17-037	Contractor - MOA	Head Start Collaboration Office Implementation Support	Virginia Commonwealth University	10/1/2019	9/30/2020	\$ 24,737.80
OECD-17-044	Subrecipient - DGS approved Sole Source	Virginia Head Start Association Collaboration with Head Start Collaboration Office	Virginia Head Start Association	10/2/2019	9/30/2020	\$ 46,300

\*Contract amount in FY 20-21 includes a one-time enhancement cost of \$19,596. Beginning in FY 21-223, contract amount will be \$16,911.50.

**Appendix C: Standard Operating Procedures for Transfer of Quality Unit**

**Virginia Department of Social Services and Virginia Department of Education Payment Processing and Cash Transfers from Federal Child Care and Development Block Grant (CCDBG) Fund Procedures**

<b>Purpose of Topic:</b>
Effective June 25, 2020, the Child Care Quality and Professional Development (CCQPD) Unit, which includes six CCDBG-funded staff, will transfer from the Virginia Department of Social Services (VDSS) to the Virginia Department of Education (VDOE). This appendix documents the procedures for payment processing by VDSS and the transfer of funding from VDSS to VDOE from CCDBG funding as a result of the transfer of the CCQPD Unit.  The Quality Unit also includes one (1) staff person funded by the Head Start State Collaboration Grant. It is anticipated that lead agency status for the Head Start State Collaboration Grant will transition to VDOE by July 1, 2020. These procedures do not apply to any costs associated with the Head Start State Collaboration Grant as they will be handled solely by VDOE in FY 2021.
<b>Governing Regulations (Federal, State, including CAPP, Agency):</b>
XXXX 2 CFR 200; Title 45, Parts 74 and 92 XXXX
<b>Last Updated (05/06/2020):</b>
<b>Last Review (mm/dd/yyyy):</b>

**1. Cash Management**

Drawdowns of the federal CCDBG funds from the U.S. Department of Health and Human Services (HHS) will be managed by the Virginia Department of Social Services (VDSS) for the first year of the block grant transition to the Virginia Department of Education (VDOE), during state fiscal year 2021. VDOE will have a subrecipient relationship with VDSS for receipt of CCDBG funds during fiscal year 2021, pursuant to this Memorandum of Agreement (MOA). Drawdowns of the grant funds must:

- Be limited to the minimum amounts needed to cover allowable costs as defined in the MOA between VDOE and VDSS.[1]
- Be timed in accordance with the actual immediate cash requirements of carrying out the approved expenditures.

- Not be made to cover future expenditures.

There will be three primary categories where expenditures will occur during the transition of the CCDF grant from VDSS to VDOE. Those primary cost categories will include:

- Payroll expenditures
- AP vendor payments for related contracts and other non-personal expenditures[2]
- Routine non-personal expenditures of staff paid with CCDF funds (i.e., travel, office supplies, VITA charges, etc.).

VDOE will provide VDSS with supporting documentation for any expenditures requiring a drawdown from the block grant. VDOE will be able to forecast and predict payroll expenditures for each pay cycle and communicate to VDSS the amount to draw down in support of personal services expenditures. A calendar will be developed that aligns with the payroll service bureau calendar to ensure that funding is available within VDOE on the payroll processing date. This will allow drawdowns to occur by VDSS from the grant and maintain compliance with the federal Cash Management Improvement Act (CMIA) and maintenance of federal cash within VDOE that also complies with CMIA. VDOE should not receive funds in advance of 3 business days of the release of payroll funds to employees. For purposes of monitoring and reconciling payroll, VDOE will perform a quarterly reconciliation of all personal services/payroll expenditures to ensure the amounts communicated during the payroll periods within the quarter accurately reflect actual payroll transactions and provide a copy of the reconciliation to VDSS.

## **2. Supporting Documentation for Cash Management**

For purposes of processing payments in each of the major expenditure categories, the following are examples of adequate supporting documentation that shall be provided by VDOE to VDSS for audit purposes and in support of a grant drawdown.

### **Personal Services Expenditures (Payroll)**

Effective June 25, 2020, VDSS CCDBG-funded CCQPD staff will transition to VDOE. The July 1, 2020 payroll for these staff will be posted to the financial records of VDSS because it covers the pay period June 10-June 24. The July 16, 2020 payroll will be the first payroll for these staff to be posted to VDOE's financial records as it covers the pay period June 25-July 9.

A transfer will be requested to the Department of Budget and Planning (DPB) to move 7 Maximum Employment Level (MEL) from VDSS to VDOE for the transition of the Quality and Head Start Collaboration teams.

Specifically, to facilitate the transfer of staff, VDSS shall initiate a budget execution adjustment in DPB's Performance Budgeting (PB) System to transfer six full time classified positions for Quality and one additional full time classified position for the Head Start State Collaboration Office to VDOE for a total of seven (7) positions. VDOE shall initiate a budget execution adjustment in the PB system to receive the

transfer of these 7 classified positions from VDSS. Budget execution adjustments shall be entered into the PB system within five days of the MOA being signed by both agencies.

VDSS shall advance the cash for the total payroll costs for the six CCDBG-funded employees that were transferred for the July 16<sup>th</sup> payroll based on the amount paid on the July 1<sup>st</sup> payroll. A copy of the MOA between the two agencies shall be attached for documentation. It is understood that there may be some differences between the two payroll amounts, but that difference will be true-up on a calendar quarter basis via an Agency to Agency Transfer (ATA).

After each payroll run is processed, VDOE shall forward a copy of report U033, from the Reportline system, to verify the amount of payroll costs actually processed for the six transferred Full Time Equivalents (FTEs). That amount will be the amount of the next advance provided by VDSS to VDOE. This process will be repeated each payroll period through FY 2021. The last Reportline report needed will be the report for the July 1, 2021 payroll, which will be used to true up the payroll amounts for the final time.

Payroll will be reconciled quarterly to ensure that the drawdowns align with actual payroll activity. Payments on these transactions will not be made by VDOE until funds are received from VDSS.

In summary, for each pay period, VDOE will provide VDSS the following supporting documentation for processing of a drawdown and for audit purposes:

- Payroll Service Bureau approved certification for the pay period
- Copy of approved timesheet/time reporting from the Time and Attendance reporting system, TAL, for the pay period
- U033 report from Reportline to verify payroll costs processed

#### **Accounts Payable – Contracts and Non-Routine Non-Personnel Costs**

In recognition of the applicable Federal regulations and the parties' mutual desire to transition the management and execution of the quality function to the VDOE to the greatest extent allowed by law, contracts will be processed in the following manner effective July 1, 2020 through September 30, 2020, pending the execution of joinder agreements. Upon execution of the joinder agreements, VDOE will complete the necessary procedures to process payments to those vendors on behalf of VDSS through the Commonwealth's vendor payment system.

- VDOE Quality staff will review and approve invoices received for payment in accordance with the related Quality contract;
- VDOE Quality staff will forward within five business days of receipt the approved invoice electronically to the VDSS Child Care unit (Attention: Lakeisha Harris, Accountant);

- VDSS Child Care will approve and process within five business days of receipt and forward the invoice and supporting documentation to VDSS Division of Finance electronically for payment;
- VDSS Division of Finance will process the payment within 15 business days in compliance with Prompt Payment requirements in the Virginia Code, when applicable.

Upon execution of the joinder agreements and the transition of payment processing to VDOE, contracts will be processed in the following manner effective October 1, 2020:

Payables will be processed to ensure compliance with prompt pay requirements and federal cash drawdown compliance requirements. Payments on these transactions will not be made by VDOE until funds are received from VDSS.

For existing contracts transferring to VDOE: in time for the established vendor pay date complying with Prompt Pay, VDOE shall invoice VDSS for each vendor invoice for the upcoming pay date. Multiple vendor invoices would be batched if due dates are close together. Quality staff, housed at VDOE, will review and manage the contracts and validate invoices for VDOE and VDSS. VDOE shall submit invoices, POs/receiving, payment vouchers, etc. and a summary spreadsheet as supporting documentation. VDSS shall draw the CCDBG funds and transfer them to VDOE in time for the pay date in compliance with CMIA by both VDSS and VDOE.

Specifically, for any invoice needing to be paid using CCDBG funds, VDOE must submit a copy of the invoice showing the name of the individual approving the invoice and the date, and a purchase order (if one is available). Ideally, such invoices should be batched and submitted to VDSS no more often than weekly, and preferably on the first day of the workweek. Contract and non-routine non-personnel expenditures shall be processed to ensure compliance with prompt pay requirements.

In summary, for Accounts Payable invoices and contractual payments, VDOE will provide VDSS the following supporting documentation for processing of a drawdown and for audit purposes:

- Copy of eVA purchase order, vendor invoice, receiving record and AP Vouchers
- Copy of contract, if applicable
- Copy of SPCC transaction, if applicable
- Summary Spreadsheet

### **Routine Non-personnel Costs**

Routine non-personnel costs for the Quality staff, which include charges like office supplies, routine travel, VITA charges, etc., shall be paid by VDOE beginning on June 25, 2020. Due to the relatively small/sporadic nature of these costs, payments for these transactions will be made through VDOE and a reimbursement will be requested from VDSS with CCDF federal funds via VDOE Invoice. For any invoice needing to be reimbursed using CCDF funds, VDOE must submit a copy of the invoice and a purchase



order (if one is available). VDOE shall provide VDSS the following supporting documentation for processing of a drawdown and for audit purposes:

- Copy of Invoice, eVA PO, and receiving record, as applicable
- Copy of SPCC transaction, if applicable
- Payment Vouchers
- Copy of Pre-approved travel documentation and finalized travel expense voucher
- Summary Spreadsheet

### **3. Indirect Cost**

**VDOE will calculate indirect cost on a quarterly basis and submit a request to VDSS for processing. The indirect cost will be based on the restricted rate defined in the Indirect Cost Agreement issued by VDOE's cognizant agency (i.e., U.S. Department of Education) [3] approved for each state fiscal year.**

VDSS shall reimburse VDOE indirect costs at the approved VDOE Restricted rate for FY21 to the extent that additional funds are appropriated to VDOE for this purpose. Modified Total Direct Costs include direct costs excluding equipment, capital expenditures, participant support cost, pass-through funds, and the portion of each subaward over \$25,000[4]. Indirect costs will be added to the reimbursement of payroll expenses for the six (6) quality staff transferred to VDOE, the reimbursement of subaward invoices up to \$25,000, and any true-up expenses reported during the quarterly reconciliation.

VDOE is audited annually by the Auditor of Public Accounts (APA) for Comprehensive Annual Financial Reporting (CAFR) and Single Audit Act requirements. The CAFR is a set of U.S. government financial statements comprising the financial report of the Commonwealth of Virginia that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB). The Single Audit is published by the APA and reported in accordance with 2 CFR 200, Subpart F for all Commonwealth of Virginia entities.

APA audit reports for current and prior years are available on APA's published website as follows:  
[http://www.apa.virginia.gov/APA\\_Reports/Reports.aspx](http://www.apa.virginia.gov/APA_Reports/Reports.aspx).

### **4. Reconciliation Requirements**

**A monthly reconciliation that will detail the expenses submitted by VDOE to VDSS and the payments transferred from VDSS to VDOE shall be completed by each agency. VDSS and VDOE shall work together to resolve any reconciling items and to meet all obligations related to the CCDBG.**

Any adjusting ATAs needed to true up the payroll amounts paid will be done on a calendar quarterly basis. If the amount of the difference is less than \$10.00, the difference will be carried over to the next calendar quarter. A final true-up entry will need to be posted prior to closing the FY 2021 financial statements.

## **5. Appropriation Transfer**

To facilitate the transfer of Quality operations to VDOE, VDSS shall transfer in the PB system federal appropriation of CCDBG and Head Start Collaboration funds in accordance with the agreed upon budget for those amounts already included in the VDSS budget.

## Appendix D - Technology Transfer Plan

To facilitate a transfer of the CCQPD Unit, there will be three key sections of the technology transfer plan.

1. Transfer of technology based applications
2. Provision of Hardware and Software Required for Unit Functions
3. Storage of data and files

### 1. Transfer of Technology Based Applications.

There are four web-based SaaS applications that are currently managed by the CCQPD Unit.

<b>Application</b>	<b>Description and Considerations</b>	<b>Plans for Transfer</b>
<p><b>Access Virginia Quality (VQ)</b></p> <p>Currently accessed at <a href="https://www.virginiaquality.com/">https://www.virginiaquality.com/</a></p>	<p>Virginia Quality is supported by the Access Virginia Quality (VQ) automated system. C# .Net/SQL Server application is hosted in the Virginia Interactive (VI) data center, through a contract with VI. VI supports development activities and infrastructure as well as general maintenance such as content management.</p> <p>VQ interfaces with the VaCMS to export facility rating data as needed for monthly ACF 801 federal reporting as well as to support the planned tiered reimbursement of subsidy vendors. VQ also interfaces with the VDSS public website to include VQ ratings.</p> <p>Virginia Quality Hosting OECD-16-074 current renewal period April 18, 2020- April 17, 2021. Three renewals remain as needed.</p>	<p>System is operational with no reported issues. The contract with VI will be moved to VDOE with the Quality transition.</p> <p>Required staff members will work with VDSS licensing staff to access any required reports to verify status of participating child care centers.</p>
<p><b>IMPACT Registry</b></p> <p>Currently accessed at <a href="https://www.vaimpactregistry.org/">https://www.vaimpactregistry.org/</a></p>	<p>Application which provides a means for child care practitioners/trainers to document their professional development activities. C# .Net/SQL Server application is hosted in the Virginia Interactive (VI) data center. VI supports development activities and infrastructure as well as general maintenance such as content management.</p> <p>Interfaces with email server for outgoing emails. Uses a VDSS email distribution list for support.</p> <p>Impact Registry Hosting OECD-17-025 current renewal period 4/18/2020 - 4/17/2021. Four renewals remain as needed.</p>	<p>System is operational with no reported issues. The contract with VI will be moved to VDOE with the Quality transition.</p> <p>Small scale enhancement has been estimated on the previous contract, and will be carried over with current assigned staff.</p> <p>Interfaced VDSS email will be revised to a VDOE email in July.</p>
<p><b>Scholarship Program</b></p>	<p>Application which allows child care</p>	<p>Contract with VI will transition to</p>

<b>Application</b>	<b>Description and Considerations</b>	<b>Plans for Transfer</b>
<p>Currently accessed at:  <a href="https://dss-scholarships.dss.virginia.gov/">https://dss-scholarships.dss.virginia.gov/</a></p>	<p>practitioners/students to apply for scholarships to take classes which contribute to the professional development and credentials. C# .Net/SQL Server application is hosted on the DCSE application/database servers.</p> <p>Contract established in July 2020 to move the application to the VI data center and for some small enhancements that improve usability and resolve defects. A new domain name has been procured to support this transition.</p> <p>Interfaces with email server for outgoing emails. Uses a VDSS email distribution list for support. A phone line has been assigned to this contract for support.</p> <p>Scholarship runs based on a cycle of applications. There is an open application period from June 15-August 1, covering the time of transition.</p>	<p>VDOE with the Quality transition. Due to the open application period (June 15-August 1), the CCQPD Unit will continue to access the Scholarship application through the VDSS server until August 31, 2020. At this time, the scholarship application will fully transition to being hosted through the VI contract.</p> <p>Interfaced VDSS email will be replaced with a VDOE email no later than August 31, 2020. A VDOE phone line will replace the VDSS phone line no later than August 31, 2020.</p>
<p><b>TIPS (Training Information for Provider Success) Calendar</b></p> <p>Currently accessed at:  <a href="http://www.dss.virginia.gov/family/cc_providertrain/tips.cgi">www.dss.virginia.gov/family/cc_providertrain/tips.cgi</a></p>	<p>Website that displays a calendar of upcoming training events for early childhood practitioners. Events can be added to the calendar by trainers and there is also an administrative access with capabilities to edit and add events.</p> <p>Perl code with Postgres database.</p> <p>LDAP authentication is required for administrative access.</p>	<p>A plan to migrate the TIPS calendar to an alternate host will be developed before July 2021.</p> <p>Application will continue to be accessed on VDSS database server with LDAP access provided for required staff through July 2021, or whenever transition takes place.</p>

## 2. Provision of Hardware and Software.

VDOE will:

- Procure VITA issued laptops and standard office setups (monitor, peripherals, docking station, webcam) for all members of the CCQPD Unit.
- Initiate new VITA VDOE accounts, permitting access to a VDOE email and related systems log-ins.
- Procure any additional software required for completing standard job functions for newly issued technology.

VDSS will:

- Permit the use of current VDSS issued laptops for a period of up to 90 days, or the arrival of VDOE issued laptops.

- Secure permission for 30 - 90 days of access to VDSS email account to allow for transition and appropriate forwarding.

### 3. **Storage of Data and Files**

Staff from the CCQPD Unit will transition copies of necessary electronic files needed to complete ongoing job duties no later than July 30, 2020. Files will be transitioned manually, and additional space will be provided on the VDOE share drive for storage.

## **Appendix E - Institutional Review Board Approval**

Institutional Review Board (IRB) approval is required of all research projects involving human subjects, including secondary analysis of data on human subjects, being conducted under the authority of the Virginia Department of Social Services (VDSS) and the Virginia Department of Education (VDOE). IRBs are independent committees established to review proposed human research studies to ensure compliance with federal (45 CFR 46 et seq.) and state (22VAC40-890-10 et seq.) human research regulations. The essence of regulatory compliance is to ensure the protection of the rights, welfare, and wellbeing of clients, staff or others who volunteer to participate in research. This is accomplished through IRB oversight of the research plan and the informed consent process.

Projects that have been reviewed and are currently being monitored by the Virginia Department of Social Services IRB (FWA00010976) will continue to be monitored by the VDSS IRB until completion. Projects currently under review, and any new projects established prior to June 30, 2021 will be reviewed and monitored by the VDSS IRB until completion. New projects beginning after July 1, 2021 will be reviewed by VDOE following Board of Education guidelines established through Virginia Code § 22.1-16.1. VDOE staff who serve as contract administrators for any research contracts are responsible for ensuring compliance with IRB requirements, and will retain those responsibilities throughout the transition period.

**Appendix F - Budget for Transfer**

Category	Object Code	FY '21 Proposed Annual Budget	FY '21 Proposed Adjusted Annual Budget	Notes
<b>Personnel Services</b>				
Salary	1123	462,332	436,063	
Retirement	1111	62,507	59,903	
FICA	1112	35,368	33,895	
Group Insurance	1114	6,057	5,804	
Medical	1115	90,202	86,444	
Retiree Health Insurance	1116	5,409	5,184	
Disability	1117	2,866	2,747	
Deferred Comp Match	1138	3,360	3,220	
<b>Total Personnel Services</b>		<b>668,102</b>	<b>633,259</b>	
<b>Non-Personnel Services</b>				
Employee Training Courses	1224	2,000	2,000	
Employee Travel	1282	1,000	1,000	
Employee Subsistence/Lodging	1285	2,000	2,000	
Employee Supplies	1312	300	300	
Furniture/Equipment/Office Set-up		10,000	10,000	<i>One-time initial set up costs \$10k included. (DOE needs to obtain appropriation.)</i>
Worker's Comp./PSB charge backs		1,500	1,500	
Building Rent		N/A	N/A	<i>Quality staff will occupy current VDOE office space during FY21; FY21 agency rent already paid.</i>
Indirect Cost		72,313	72,313	<i>Indirect Cost Rate covers (DOE needs to obtain appropriation)</i>
VITA Monthly Telecom & Infrastructure (i.e., phone, laptops, mailbox, peripherals)		19,189	19,189	
Quality Contracts	1452	8,145,395	8,145,395	<i>Assumes Quality Contracts transition to DOE on 10/01/2020.</i>
Child Care Scholarship Program	1452	600,000	600,000	
<b>Total Non-Personnel Services</b>		<b>8,853,697</b>	<b>8,853,697</b>	
<b>Total Personnel &amp; Non-Personnel Services</b>		<b>9,521,799</b>	<b>9,486,956</b>	

**Appendix G - Monthly Compliance Report Template**

**Template - Child Care Quality Monthly Compliance and Monitoring Report for: *(insert report month)***

Date Submitted to VDSS: *(insert date)*

Submitted by: *(insert name)*

\*Submitted to VDSS Point of Contact by the 25<sup>th</sup> of each month

\*Template details will be inserted for each major activity/contract. Some example language is included.

**Overall Status of Quality MOA Implementation**

*Insert below a brief narrative summary of the status of overall MOA implementation. Indicate if implementation is proceeding as planned, significant accomplishments for the reporting period, significant problems encountered, and actions to address significant problems.*

**Child Care Scholarship Program:**

*Insert purpose statement*

<b>Key Performance Measures / Target Dates</b>	<b>Measurement</b>	<b>Comments/Challenges/Corrective Actions</b>
A. B. C.	A. B. C.	Activities proceeding as planned and on track? Y N  Expenditures as planned and on track? Y N  Contractor performance satisfactory? Y N  Explanation if needed:



Operating Detail				
Program Area Details	Team Member Responsible	Goal/Activity	Action Steps	Comments
\$600,000  No Contract  SSI is included in the data base  IRB: No  Date of Risk Matrix Form: NA  Date for FFATA Form: NA  Monitoring Required? No  Phone number: 866-636-1608		Summer invoices processed and paid		Starting amount: \$600,000 Summer invoice - \$ amount: Remaining amount for Fall and Spring application periods:
		Complete Fall Application Period		Target amount for Fall Application Period: # scholarships awarded: 466 \$ amount awarded: \$252,568.23
		Complete SOW for Scholarship VI move		
		Move website from VDSS to VI, scheduled for last week of August (Moving to <a href="http://www.vaccscholarship.com">www.vaccscholarship.com</a> )	Intro/planning call: 7/30/20 Planning call: 8/5/20	
		Verify new info website for scholarship with VI		
		Update the VDSS and <a href="http://childcareva.com">childcareva.com</a> website with new link and contact info once website is moved		
		Issue DOE scholarship email address	Done <a href="mailto:vaccscholarship@doe.virginia.gov">vaccscholarship@doe.virginia.gov</a>	
		Redo Scholarship flier with new contact info and distribute to partners and post on appropriate websites (VDSS and <a href="http://childcareva.com">childcareva.com</a> )		
		Redirect current link to the scholarship program to new URL		

		Decide where the scholarship information is placed on VDOE website		
		Spring Application Period Dec 1	October 15-	# scholarships awarded: \$ amount awarded:
		Spring Invoices		Invoice total: All invoices submitted:
		Summer Application Period 15-April 15	March	# of scholarships awarded: Dollar amount awarded:
		Summer Invoices held and to be charged to FY 2022		

The above format will be repeated for:

- Virginia Health and Safety Child Care Preservice and Update Training (Penn State)
- Quality Rating and Improvement System including 8 regional contracts, Virginia Early Childhood Foundation Quality Rating and Improvement System contract and Virginia Early Childhood Foundation Quality Rating and Improvement System no cost contract
- DOD – Child Care Aware of America Pilot Department of Defense)
- Online Child Care Development (Community College Workforce Alliance)
- Resource and Referral Services, Training Services (Child Care Aware of Virginia)
- Child Care Financing Program (Virginia Department of Small Business and Supplier Diversity, Virginia Small Business Financing Authority)
- Virginia Cross-Sector Professional Development (Partnership for People with Disabilities, Virginia Commonwealth University)
- Virginia Infant and Toddler Specialist Network (Child Development Resources)
- Strengthening Business Practices State Pilot and Hub (Child Care Aware of Virginia)
- Virginia Quality Automated System (Virginia Interactive)
- Impact Registry Automated System (Virginia Interactive)
- Scholarship Application Hosting and Enhancements (Virginia Interactive)
- Childcareva.com updates
- State Calendar Project – TIPS replacement (Child Care Aware of Virginia)
- Early Childhood Mental Health Committee
- Other CCDF Responsibilities including State Child Care Plan (quality, professional development and consumer education sections), monthly OCC calls, and federal performance monitoring activities (Quality Progress Report and others)
- Contractor and Subrecipient Monitoring

Note - Template may be modified as needed and agreed upon by VDSS and VDOE.

**APPENDIX C: PHASE I COST IMPACT**

The following table includes estimated cost impact for both VDOE and VDSS. Note that all funding is NGF unless otherwise indicated.

<b>Estimated Cost Impact for Phase I</b>			
<i>Personnel</i>	<i># of Positions</i>	<i>Transitional (Initial)</i>	<i>Long-Term Annual</i>
Quality Staff Positions	7 FTE <sup>a</sup>	\$633,259	\$668,102
Head Start Collaboration Office	1 FTE	\$104,983	\$104,983
<i>Contracts</i>	<i># of Contracts</i>	<i>Transitional</i>	<i>Long-Term (Annual)</i>
Quality Contracts	19	\$8,145,395 <sup>b</sup>	\$10,837,973
Head Start Collaboration Office	2	\$70,017	\$70,017
<i>Other</i>		<i>Transitional</i>	<i>Long-Term (Annual)</i>
Child Care Scholarship Program	N/A	\$600,000	\$600,000

<sup>a</sup> Includes one FTE vacancy, which VDOE will use to hire a Grants Manager.

<sup>b</sup> Prorated assuming Quality Contracts transition to VDOE on 10/01/2020.

**APPENDIX D: PHASE II COST IMPACT**

The following table includes estimated cost impact for both VDOE and VDSS. Note that all funding is NGF unless otherwise indicated.

<b>Estimated Cost Impact for Phase II</b>			
<i>Personnel</i>	<i># of Positions</i>	<i>Transitional (Initial)</i>	<i>Long-Term (Annual)</i>
VDOE Staff Positions (new)	4.5 FTE <sup>a</sup>	\$767,805	\$1,102,702
<ul style="list-style-type: none"> <li>- Asst. Dir for Special Projects (1FTE)</li> <li>- Licensing Sys. Project Manager/ System Admin. ( 1 FTE)</li> <li>- Asst. Dir. for Policy (.50 FTE)</li> <li>- HR Exec. Dir. (.50 FTE)</li> <li>- HR Specialist (.50 FTE)</li> <li>- CCDF Fiscal Specialist (.50 FTE)</li> <li>- Support Services Specialist (office space, etc.) (.50 FTE)</li> </ul>			
OAG Staff Positions	1 FTE <sup>b</sup>	\$146,374	\$146,374
<ul style="list-style-type: none"> <li>- Attorney</li> </ul>			
<i>Contracts</i>			
	<i># of Contracts</i>	<i>Transitional (Initial)</i>	<i>Long-Term (Annual)</i>
	N/A		
<i>Other</i>			
		<i>Transitional (Initial)</i>	<i>Long-Term (Annual)</i>
Move-related costs prior to 7/1/2021 (e.g., moving personnel, setting up office space and/or computers, etc.)		\$400,000 (GF)	\$0
New licensing system		\$5,416,750	\$500,045

<sup>a</sup> 0.50 FTEs reflect employees that will be hired mid-year in FY21. Each will be equal to one FTE for FY22 and beyond.

<sup>b</sup> The OAG requested one FTE to support the MOA efforts in FY21 and to support CCDF-related activities at VDOE after July 1, 2021. Additional analysis is needed to evaluate whether these activities require a new staff position or a reallocation of workflow among existing OAG staff. Presently, VDSS is billed for legal services provided to its agency in a 12 month period. Billing is not broken down at the program or division level. Conversely, all legal services provided to the VDOE are covered solely by the OAG's budget. VDOE does not support any OAG positions with its operating budget at this time. If an OAG position is needed to staff the transition and CCDF activities looking forward, that position will need to be covered by CCDF funds.

**APPENDIX E: PHASE III COST IMPACT**

The following table includes estimated cost impact for both VDOE and VDSS. Note that all funding is NGF unless otherwise indicated.

<b>Estimated Cost Impact for Phase III</b>			
<i>Personnel at VDOE</i>	<i># of Positions</i>	<i>Transitional (Initial)</i>	<i>Long-Term Annual</i>
General CCDF/Subsidy/ Administrative Staff	At least 7 FTE	\$1,397,181	\$1,397,181
Licensing Staff	At least 113 FTE	\$18,415,956	\$18,415,956
<b>Personnel at VDSS</b>			
<i>Personnel at VDSS</i>	<i># of Positions</i>	<i>Transitional (Initial)</i>	<i>Long-Term Annual</i>
Subsidy Staff	26 FTE and 7 wage staff	\$2,307,727	\$2,307,727
Adult Licensing	83 FTE including new GF for 8 FTEs	\$2,130,394 (GF)	\$2,130,394 (GF)
<b>Other at VDSS</b>			
<i>Other at VDSS</i>		<i>Transitional</i>	<i>Long-Term (Annual)</i>
CCDF Subsidy Pass- Through <sup>a</sup>		\$139,780,654 - \$162,780,654	\$176,828,369
State Supported Local Staff		\$11,312,943	\$11,312,943
Subsidy Non-Personnel Services (e.g., call center)		\$1,211,587	\$1,211,587
Subsidy Program Automated Systems		\$5,865,662	\$5,865,662
Criminal Background Checks <sup>b</sup>		\$4,000,000	\$4,000,000
Administrative Expenses		\$3,055,524	\$3,055,524

<sup>a</sup> Amounts reflect potential increased enrollment in the Child Care Subsidy program associated with eliminating the wait list in FY21. While increasing numbers of parents will need child care as they return to work, COVID conditions, school reopening patterns, and child care provider closures make it challenging to estimate cost.

<sup>b</sup> The CCDF budget includes roughly \$4 million/year to assist child care providers with the cost of fingerprint background checks. Exact costs vary based on the number of background checks conducted in a given year.

## APPENDIX F: ESTABLISHING MOAs

VDOE and VDSS, in collaboration with the Department of Planning and Budget and OAG, will produce a MOA for each aspect of the transition: Quality/Head Start Collaboration, Licensing, and CCDF/Subsidy. Doing so will require a small interagency workgroup that will periodically report out to agency heads and the Governor's Office. Note that VDOE and VDSS have experience in developing these types of MOAs from the recent transfers of food and nutrition programs as well as using CCDF to fund staff at the VDOE in FY20. These workgroups will include multiple team members from the Executive Directive 4 initiative in order to ensure expediency.

Each MOA will address the following:

- **Personnel** – Should include number of FTEs, vacancies, whether FTEs are 100% CCDF funded or cost-allocated, work location, key functions performed, and how many are estimated to transition
- **Physical Office Capacity and Needs** – Should spell out arrangement for office space and equipment for all functions/staff transitioning
- **Contracts** – Should include all contracts including vendor name, amount, length of contract, how/when procured and key activities performed
- **Technology Needs** – Should indicate what the function's technology needs are, how currently funded and key activities as well as agreements on collaborative design-build of licensing platform
- **Interconnected Technology** – Should include the extent to which operations and technology are interconnected and protocols for how this will be handled
- **Local Allocations** – Should address how local Departments of Social Services (LDSS) will be involved, funding, as well as operating/communication protocols for working with LDSS
- **Records, Data and Privacy** – Should address how sensitive materials will be moved and stored and how to balance FERPA and other requirements as relevant to the respective agencies
- **Financing** – Should detail what funds will be provided, how they will be provided, protocols for quality assurance, reporting and fiscal auditing as well as address any bridge financing needs
- **Communications** – Should include steps that will be taken to ensure clear and consistent communication to staff, partners and vendors as needed to ensure effective change management
- **Stakeholder Engagement** – Should include commitments on engagement with stakeholders in the field (i.e., who is going to communicate what and when)
- **Enactment** – Should spell out specific dates and milestones for transition

**APPENDIX G: PRELIMINARY ANALYSIS ON SUSTAINING ADULT LICENSING AT VDSS****Current State**

DSS oversees the registration, licensing, and inspection of nearly 6,700 facilities to ensure the health, welfare, and safety of adults and children who are in out-of-home care. The vast majority of these facilities (91 percent) are children’s facilities. Under the proposed change of the lead agency for child care licensing, VDOE will be responsible for the licensing and inspection of the majority of the child care entities. VDSS will continue to be responsible for the Child Welfare Unit<sup>4</sup> as well as all the adult living facilities.

**Impact on VDSS Adult Program Funding**

DSS has two major sources of funding for licensing services: the federal Child Care and Development Block Grant (CCDBG) and state General Funds (GF). VDSS uses a federally approved cost allocation methodology based on the total number of child care and adult care inspections, resulting in a 90/10 allocation. Thus, CCDBG funds are allocated to help pay for 90% of licensing program expenses. The remaining 10% are paid by GF (e.g., in the Social Services Block Grant (SSBG) and IV-E Foster Care and Medicaid matching funds). Removing federal funding significantly impacts VDSS’s budget and creates the need for GF support.

<b>Expenses and Funding</b>	<b>Current Adult &amp; Child Care Licensing Expenses &amp; Funding</b>	<b>Projected DOLP Expenses &amp; Funding</b>
<b>Expenses</b>		
Personnel	\$15,338,124	\$7,927,051
Non-personal services	\$935,709	\$676,922
Systems costs	\$218,878	\$218,878
Leases	\$984,225	\$474,626 <sup>a</sup>
<i>Total Expenses</i>	<i>\$17,476,936</i>	<i>\$9,297,477</i>
<b>Appropriation</b>		
General Funds	\$3,841,610	\$3,841,610
Federal Funds	\$14,900,000 <sup>b</sup>	\$3,100,473
Special Funds	\$525,000	\$225,000
<i>Total Appropriation</i>	<i>\$19,266,610</i>	<i>\$7,167,083</i>
<b>Additional GF Appropriation Needed</b>		<b>\$2,130,394</b>
<b>Total GF in the Governor’s introduced budget</b>		<b>\$5,972,004</b>

<sup>a</sup> This estimate is contingent upon DRES (Division of Real Estate Services) reallocating lease costs based on number of staff per square foot. Current lease costs are \$984,225. If DRES does reallocate, the reallocated lease costs would be approximately \$474,626 for DOLP and \$509,599 for VDOE.

<sup>b</sup> Appropriation was up to \$21M, but the Department of Planning and Budget (DPB) allotted \$14.9M.

<sup>4</sup> The Child Welfare Unit includes 155 child placing agencies, 25 children’s residential facilities, 4 child caring institutions, and 1 independent foster home

## Proposed Distribution of Staff Transitioning to VDOE and Remaining at VDSS

	MGT-HO	FTBS	ENF	POL-LEG	Adult-Child TOTAL	Adult/ Child Welfare	Child Care	GRAND TOTAL	Stay at DOLP	To VDOE
Director	1				1			1	1	0
Associate Director Sr.—Regional Field Operations	4				4			4	2	2
Associate Director Sr.—Fiscal, Technology, and Business Services		1			1			1	1	0
Associate Director Sr.—Policy & Legislative Services				1	1			1	1	0
Licensing Administrators	2				2	5	9	16	6	10
Licensing Inspectors					0	38	85	123	38	85
Licensing Consultant, Senior Consultants	2	2	4	9	17	2		19	16	3
Training Consultant	1				1			1	1	0
Program Support Techs	6	1	1	1	9	2	6	17	8	9
Operations Manager	1				1	1		2	2	0
Administrative/HR	2		1		3			3	1	2
Budget Manager		1			1			1	1	0
Fiscal Technician, Senior		1			1			1	0	1
Financial Services Specialist 1		1			1			1	1	0
Financial Services Technician, Senior		1			1			1	1	0
DOLPHIN Administrator		1			1			1	1	0
Systems Administrator—Advanced		1			1			1	1	0
Government Affairs Officer		1			1			1	1	0
Additional vacancies <sup>c</sup>					0		16	16	0	16
<b>Total</b>	<b>19</b>	<b>11</b>	<b>6</b>	<b>11</b>	<b>47</b>	<b>48</b>	<b>117</b>	<b>212</b>	<b>83</b>	<b>113</b>

Numbers include a total of 38 vacancies. MGT-HO: Management/Home Office; FTBS: Fiscal Technology Business Services; ENF: Enforcement; POL-LEG: Policy & Legislative Services

<sup>a</sup> VDOE will hire a Director to lead child care licensing functions (funded entirely by NGF).

<sup>b</sup> At current licensed and regulated capacity and projected staffing levels, licensing inspectors would have roughly 70-program caseloads, which is in line with national averages but higher than caseload levels of 50-60 recommended by the National Association for Regulatory Administration (NARA).

<sup>c</sup> In 2015, HB 1570/SB 1688 passed the General Assembly, significantly increasing health and safety provisions for child care providers. Additional positions were made available to VDSS to support licensing functions accordingly. At present, 16 funded positions for child care licensing remain vacant and must be requested by the end of FY21. VDOE intends to use these funded positions to fill administrative and central office staffing gaps. These positions are not included in the 113 total positions transitioning to VDOE.



## APPENDIX H: ANTICIPATED IMPACT OF THE TRANSITION ON AGENCIES AND OTHER STAKEHOLDER GROUPS

### VDOE and School Division Impact

#### ***Does VDOE have the expertise and capacity to take on/oversee early childhood care and education?***

VDOE and the Division of School Readiness are well equipped for a transition that aligns health, safety and quality expectations for all providers receiving public funds. The Department has a long history in advancing rigorous, developmentally-appropriate academic and quality expectations for children, including more than 20 years administering the Virginia Preschool Initiative, multiple federal preschool grants, including VPI+.

However, with the addition of new responsibilities and new staff transitioning in, the Department will need to increase administrative and programmatic support to ensure that these efforts are successful. These positions are reflected in Phase II and III of the report. It is anticipated that these additional positions would be fully covered with CCDF funds and would not require additional general funds in the short or long term.

Finally, it should be noted that the introduced budget includes \$400,000 in FY21 to cover the moving and facilities costs that are anticipated to prepare for transferring staff from VDSS to VDOE by July 1, 2021. These are one-time costs with one-time funding.

#### ***Does the Board of Education have the expertise and capacity to take on/oversee early childhood care and education?***

The Board of Education has experience with complex and interrelated regulations that govern the health, safety, and academic programs in public schools from K-12. They also have more than 20 years of experience overseeing the Virginia Preschool Initiative. However, licensing of child care centers is a new body of work for the Board. In order to support the Board of Education in their new responsibilities, including development and implementation of the plan, SB578/HB1012 establish an Early Childhood Advisory Council to the Board of Education. The bills specify that membership of the advisory council would include representatives from a variety of stakeholders who are essential to the discussion. Additionally, Governor Northam has recently appointed an early childhood education provider to the Board to increase its capacity in this area.

#### ***What does this mean for local school divisions?***

The law requires that any public school-based programs would be required to participate in the new uniform rating system (which would be phased in over time). While programs would be consolidated at the state level, it does not consolidate programs at the local level. Therefore, it does *not* mean that local school divisions would be responsible for assessing eligibility, licensing, and regulation of child care.

Additionally, local school divisions will need to engage with other community partners, including local departments of social services, Head Start programs, and private providers, to help shape localities' early childhood systems and the array of quality early care and education options available to families. But the school divisions will not have primary responsibility for running any parts of that outside the schools.

The Virginia Association of School Superintendents actively supported the Governor’s Early Childhood Education package.

***How does the state agency consolidation relate to the Preschool Development Grant (PDG)?***

The ongoing work at VDOE and in local communities, which has been funded by the federal PDG grants in recent years, primarily supports quality improvement at the local level. These improvements—and the community infrastructure being built with these federal funds—has informed and will continue to inform statewide approaches to ensuring quality programming for children.

PDG provides an opportunity for pioneering communities to pilot a coordinated approach to developing a unified local network of measurement and accompanying improvement resources. Specifically, PDG funds communities to:

- Prepare for and conduct CLASS observations in all infant, toddler, and preschool classrooms
- Gather and enter relevant quality information about all infant, toddler, and preschool classrooms (e.g., use of curriculum, professional development)
- Gather and enter information about educators; and
- Use all this data to align professional development and support continuous improvement.

The state will also use this data to design and build the new uniform rating system. Using data and lessons learned from PDG, Virginia Quality, Head Start, and VPI CLASS efforts, Virginia will establish the approach and criteria (i.e., levels) for the new uniform measurement and improvement system proposed in the legislation.

Over the next three years, additional communities will be invited to join PDG, eventually reaching statewide participation by 2022. The funding provided through PDG is critical for supporting educators and program leaders to prepare for the new measurement and improvement system.

Providers that are privately funded will be invited to participate in the uniform quality and measurement system, though this will remain optional. It should be noted that public financial incentives such as tiered reimbursement and educator incentives are limited to those programs that take public funding.

With the legislation, the health and safety oversight for all early learning programs (including those fully privately funded) will move to the VDOE. By housing health, safety, and quality oversight in a single agency the Commonwealth will be better able to align those expectations for providers and inform parents about the quality of programs in their communities, regardless of setting or funding type.

**VDSS and LDSS Impact**

***How does this impact the remaining work of the Virginia Department of Social Services?***

The biggest impact of the transition on VDSS is related to the disentanglement of child and adult licensing. See Phase III and associated appendices of this report for a complete narrative on this component of the transition. There are two items of particular note as it relates to ensuring that all functions are backfilled at VDSS through the transition.

- 1) To sustain adult licensing activities, an additional \$2,130,394 in General Fund and 8 positions will be provided to VDSS to maintain this level of service. These funds were initially appropriated in Chapter 1289 of the 2020 Acts of Assembly, then unallotted by Governor Northam’s

Amendment 93. Ensuring that VDSS has the funds it needs to sustain adult licensing is a priority for the 2021 legislative session.

- 2) VDSS will also require an additional \$3,055,524 in GF to cover administrative expenses incurred to support core functions at the agency, previously covered through the CCDF cost allocation agreement. These funds were not included in the FY21 conference report. They were supplanted with CCDF discretionary funds.

As of July 1, 2021, the responsibility of serving as Virginia's Lead Agency for CCDF will transition from VDSS to VDOE. VDOE will therefore be responsible for the state child care plan and interactions with federal child care agencies. Per statutory provisions, VDSS will continue to administer the Child Care Subsidy Program. VDSS will administer the program through its home office, regional offices, and local departments of social services per regulations established by the Board of Education, provisions of the state child care plan and agreements with the VDOE.

***What does this mean for local departments of social services (LDSS)?***

Local departments of social services determine family eligibility for Child Care Subsidy assistance and conduct ongoing case management. Local departments will continue to carry out this role in administering the Child Care Subsidy program under the guidance of the VDSS home office and its regional offices. This arrangement is similar to the relationship that exists between the Department of Medical Assistance Services (DMAS) and VDSS and the Social Services system for eligibility and enrollment in the Virginia Medicaid program.

VDOE will also work closely with Social Services and other partners as changes are implemented to ensure that access to care is not reduced, especially for Virginia's most vulnerable working families. Local social services offices will continue to play important roles in helping connect families with comprehensive, two-generation services beyond early childhood care and education.

***Will this impact the health and safety standards at early childhood care and education programs currently overseen by VDSS?***

Ensuring a healthy, safe environment at these programs will remain a top priority for the Commonwealth.

Licensing for health and safety will move to the VDOE as part of the legislation. The existing regulations will move over exactly as is; there will be no changes prior to or during the transition. After July 1, 2021, the VDOE will lead a review and revision process in full compliance with the Administrative Process Act. Stakeholders and representatives of all private and community-based providers will be included in a systematic, comprehensive review of health, safety, and quality expectations. The VDOE will continue prioritizing health and safety as the most critical element of a successful early learning experience.

Moving licensing regulations to the Department of Education ultimately enables VDOE to look at health, safety and quality side-by-side as well as how to fund these responsibilities. It will help ensure VDOE is balancing across those important elements based on research and learnings from the field.

**APPENDIX I: MEMBERS OF EXECUTIVE DIRECTIVE 4 EXECUTIVE LEADERSHIP TEAMS**

Governor Northam’s Executive Directive 4 (ED4 – 2019) named Duke Storen, Commissioner of the Department of Social Services, James Lane, State Superintendent of Instruction and Jenna Conway, Chief School Readiness Office to lead the Executive Leadership team. This team consulted closely with Daniel Timberlake, the Director of the Virginia Department of Planning and Budget.

The Executive Leadership team established work teams and engaged the following individuals in the planning process:

**Governor’s Office**

- Gena Berger
- David Cary
- Holly Coy

**Department of Planning and Budget**

- Victoria Baldwin
- Michael Maul
- Aimee Mitchell
- Michael Shook

**Department of Education**

- Mark Allan
- Christina Berta
- Erin Carroll
- Kent Dickey
- Eric Ekholm
- Laura Kassner
- Ed Lanza
- Tamilah Richardson
- Zachary Robbins
- Monica Smith-Callahan
- Cheryl Strobel

**External Stakeholders**

- Dr. Maria Isabel Ballivian
- Dr. Jarrett Brunny
- Kathy Glazer
- Patti Gstell
- Abby Hamilton
- Vivien McMahon
- Kris Meyers
- Debbie Norwood
- Kiva Rogers
- Katie Squibb
- Anne-Marie Twohie

**Department of Social Services**

- Craig Burshem
- Sherri Dorsey
- Arlene Kasper
- Sharon Lindsay
- Barbara Newlin
- Tara Ragland
- Shakema Sanders
- Rebecca Shaffer
- Wenda Singer
- Lillian Taylor
- Ida Witherspoon

**APPENDIX G: STAKEHOLDER ENGAGEMENT**

*This chart provides all stakeholders engaged in 2019 through PDG B-5 Planning and/or ED 4 Listening Sessions (Name of leader engaged in parentheses).*

Multiple representatives from Public School Divisions, Head Start Grantees, Private Child Care Centers and Family Child Care Homes			
-All Ages Read (M. Sullivan)	-Early Impact VA (L. Aparicio)	-Robins Foundation (C. Chin)	-VA Council for Private Education (G. Creasey)
-American Academy of Pediatrics (S. Chung, B. Nelson)	-Eastern VA Medical School (J.Glasgow)	-Salvation Army (J.Pisciotta)	-VA Cross Sector Professional Development (J.Harvey)
-Bon Secours (M. Gordon)	-Elevate Early Education (L. Howard)	-Stop Child Abuse Now (D.Powers)	-VA Dept of Behavioral Health & Developmental Services (M.Signer)
-Chamber of Commerce (B.Duval)	-Fairfax Futures (S. Bergh)	-School Specialty (P.Little)	-VA Dept. of Health-Maternal & Child Health (J.MacDonald)
-ChamberRVA (K.Scheeler)	-Fairfax Office for Children (A. Twohie)	-Secretary of Agriculture (B.Ring)	-VA Dept. Labor and Industry (M.Healy)
-Champions for Children (M. Ciccotti)	-Families Forward VA (L. Specter-Dunaway)	-Secretary of Education (A.Qarni)	-VA Dept. of Social Services (D. Storen)
-Chesterfield Cultural Arts Foundation (B.Miller)	-First Lady & Governor's Office (R. & P. Northam)	-Secretary of Health & Human Services (D. Carey)	-VA Early Childhood Foundation (K. Glazer)
-Chesterfield Mental Health (K.Fried)	-George Mason University (M.Ginsberg)	-Secretary of Public Safety & Homeland Security (B. Moran)	-VA Education Association (J.Livingston)
-Child Care Aware of VA (A. Wirt)	-Girls on the Run (L.Neely)	-Secretary of Veteran Affairs (C.Hopkins)	-VA Educators United/FEA (C.Binkley)
-Child Development Resources (P. Scott)	-Gunston Hall (S.Stroh)	-Smart Beginnings (Multiple)	-VA Head Start Association (D.Ault)
-Childcare Network (J.Smith)	-Healthy Start (C.Elmore)	-State Council of Higher Education for Virginia (P.Blake)	-VA Head Start Collaboration (W.Singer)
-Children's Harbor	-Hopkins House (J.Hopkins)	-STEPS Inc (S.Harrup)	-VA House Appropriations Committee (Delegate C. Jones)
-ChildSavers (R. Bolling)	-HumanKind.org (J.Rowe, A.Graham)	-The Children's Center (R.Hutchins)	-VA House/Senate (Multiple)
-ChildTrends (D. Epstein)	-Infant & Toddler Connection (C.Hancock)	-The Salvation Army (J. Pisciotta)	-VA Literacy Foundation (C.Hutchinson)
-CHIP of VA (M. Moore)	-Intr'n'l Academy (M.Ben-Omran)	-Tidewater Community College	-VA Municipal League (J.Ackerman)
-City Council in Alexandria (A. Jackson)	-Lieutenant Governor (J. Fairfax)	-U.S. Navy	-VA Office on Youth (B.Lynch)
-Community Action Agencies (Multiple)	-Local Dept of Social Services (R. Vinroot)	-United Way (Multiple)	-VA Pay for Success Council
-Community Health Centers (Multiple)	-Longwood University (S. Miller)	-University of Richmond (J.Wilson)	-VA Public Media (J.Swain)
-Communities in Schools (M. Emblidge)	-McGuire Woods Consulting (L. Fornash)	-VA Association of Elementary School Principals (J. Baldwin)	-VA PTA (S.Gross)
-Cornerstones (A. Hawa)	-New River Community College (B.Graham)	-VA Association of Community Action Partnerships (J. Schuyler)	-VA State Apprenticeship (M.Granville)
-Early Childhood Funder Collaborative (S. Rudisill)	-Norfolk State University (N.Fortune)	-VA Association of School Superintendents (B. Kiser)	-VA Quality (Multiple)
	-North American Reggio Emilia Alliance (N.Thompson)	-VA Association for the Education of Young Children (D.Volcansek)	-VA Repertory Theater (B.Miller)
	-NOVA Community College (C. Schull)	-VA Child Care Assoc. (K. Hulcher)	-VA School Board Association (E.Ewing)
	-Obici (A. Buechler)	-VCU (A.Daire)	-VA Social Services League (A.Crawford)
	-Office of Senator Tim Kaine	--VA Community College System (K. Davenport)	-VTech Child Dev Center (K.Gallagher)
	-Old Dominion University (C. Clow)		-Voices for VA's Children (E. Griffey)
	-Opportunities Exchange (L. Stoney)		-Wolf Trap Arts Institute (A.Welfare)
	-Parents Across America (L.Bowman)		-YMCA (Multiple)
	-Parents As Teachers (S. Parcell)		
	-Partnership for Children, Youth, & Families (K. Durand)		