In July 2018, the Bipartisan Policy Center hosted a Future Search® Conference on Early Childhood with a diverse group of 66 stakeholders. This group came together to design a common-ground agenda that would support working families and enable children in the United States to thrive. This brief is the blueprint of a new agenda to prioritize America’s families and support all children in reaching their full potential.

The Bipartisan Policy Center would like to thank the David and Lucile Packard Foundation and the W.K. Kellogg Foundation for their generous support of this work.
for low-income children. Studies of three high-quality early care and learning programs found that for every $1 spent, the return to society is between $3 and $11. The returns were evident in the lifetime earnings of children who participated in high-quality early care and learning programs (25 percent higher each year compared with nonparticipants), and evident in less spending on remedial education, social programs, and the criminal justice system. The Council of Economic Advisers suggests that if all children enrolled in high-quality early care and learning programs at the same rate as high-income children, it would raise the level of U.S. GDP by .16 percent, bringing it up to .44 percent per year and adding between $28 and $74 billion to the economy per year.

But beyond the brain science and return on investment, all children deserve positive early childhood experiences and a strong foundation that will prepare them to learn, grow, and succeed. They should have opportunities that help them reach their full potential. All children, in all settings, should be nurtured, safe, and well cared for, with equal opportunities for learning. There should be no distinction on how well children are treated based on income, race, language of origin, or any other demographic characteristic.

Unfortunately, the United States falls disappointingly short of these ideals. Indeed, accessing affordable, high-quality early care and learning is a dream, not a reality, for the majority of American working families. In most cases, care is unaffordable, inaccessible, of subpar quality, or all three. The current system’s financing is broken. Parents cannot afford to pay what it costs to provide the care they need. The federal government provides child care subsidies to low- and middle-income working families through the Child Care and Development Fund, but because the program is severely underfunded, only about 15 percent of eligible families are served. Even families lucky enough to receive a subsidy find that the value of the subsidy is not enough to afford high-quality care. In every state in the nation, the value of the subsidy does not begin to approach the cost of high-quality care, leaving it out of reach for most.

Families of color, low-income families, and families from historically marginalized communities have even less access to high-quality care and learning. Once inside the early care and learning system, well-documented data indicate that children from diverse backgrounds are often treated more poorly than their peers—for example, they are more likely to be the subjects of harsher discipline, including expulsion, suspension, and corporal punishment.

Moreover, early care and learning providers are struggling to get by. In every state in the nation, the median wage for an early care and learning provider makes him or her eligible for the Supplemental Nutrition Assistance Program. Barely able to provide for their own families, many providers simply do not have the resources to provide high-quality care and learning to the families in their communities.
This state of affairs has placed families—both low- and middle-income families—in an impossible position, often forcing them to choose between high-quality early care and learning for their children and other basic necessities. In many cases, families end up accessing poor-quality care that, at best, fails to prepare children to excel in school and, at worst, puts them in danger. Many other parents make the decision to not work at all. With the high costs of care, the math in the family budget simply does not add up.

A strong, stable, and healthy family unit is important to the success of America's children and to the nation itself, yet many American families are struggling. Children are not getting the supports they need. And the country is leaving far too much American potential on the table. But the current state of affairs does not have to be permanent. The United States has seen significant progress in other health and social issues in the past. For example, prior to 1997, 15 percent of all children and 25 percent of low-income children did not have health insurance. Today, more than 20 years after the passage of the Children's Health Insurance Program (CHIP), more than 95 percent of all children have health insurance. CHIP and Medicaid combined cover more than half of all children with special health care needs and about 47 percent of children who live in rural communities. CHIP is also an important resource for working families: Nearly 85 percent of all children enrolled in CHIP have at least one working parent. Progress like this is possible with early care and learning.

The Future of Working Families Conference

It is against this backdrop that in July 2018, a diverse group of 66 stakeholders from several sectors (herein referred to as “the group”) came together to design a common-ground agenda that would support working families and enable children in the United States to thrive. The group included parents and grandparents, teachers and early childhood administrators, business leaders, faith leaders, philanthropists, city and state government representatives, academics, and advocates from all across the country.

Participants used the Future Search method to find consensus around a common vision of what every family in the United States should have access to with respect to early care and learning, a set of common-ground principles that must be in place to reach this vision, and a list of action items to help Americans live up to those principles and ultimately achieve the group’s vision. This report is the blueprint of a new agenda to prioritize America’s families and support all of the nation’s children so they can reach their full potential.

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For more information on this method and the conference, see the Appendix.
A Shared Future Vision

In 2030, the group envisions a country where parents, children, and teachers are valued, and where the United States is a nation that prioritizes providing opportunities to all children and supporting families so that they thrive. In this future, all families have access to prenatal care, and, after babies are born, working parents have access to paid family leave so they can bond with their babies and give them the best and healthiest start at life. All families have access to a high-quality, affordable early care and learning program with qualified teachers that is cognitively, socially, and emotionally enriching; culturally responsive; and in a safe, visually appealing, and engaging facility. Families can access this care when and where they need it and in the setting that makes sense for them. In 2030, the group envisions a world where the early childhood system, including the health sector, early intervention, early care and learning, and others, work seamlessly together and ensure that families are connected to an array of additional services, like health, mental health, and nutrition services, if they need them.
Common-Ground Statements

Based on that shared vision, the group developed a set of common-ground statements that serve as the foundation of this new agenda. The group envisions a future in which:

1. Child care and early learning is informed by and driven by the people who are directly impacted, especially families and all those who care for our children.

2. The group’s commitment and priority—as stakeholders across government, business, community, and health—is to partner with children and families so that together we all have the knowledge, support, and resources for early care that helps children and families to thrive.

3. Families have an array of accessible opportunities and resources that they need and desire in order to thrive.

4. The nation’s early childhood system supports all families and ensures children of all races, ethnicities, abilities, national origins, and marginalized communities reach their full potential.

5. The early childhood community supports comprehensive paid family and medical leave. In partnership with leaders on the issue, we commit to inform and educate stakeholders about its benefits to the child.

6. All families have access to affordable, high-quality early care and education, prenatal to kindergarten entry, when and where it is needed. Families are able to choose from a variety of options that support their family.

7. The group has a unifying framework for defining quality early care and learning programs and a coordinated accountability system that recognizes and supports the diversity and unique characteristics of local communities.

8. Public funding is consistent and sufficient to support access for all children to high-quality, affordable child care and early education, the foundation of which is a well-compensated and skilled workforce. Private funds augment and enhance public funds.
A Blueprint for Action: The Way Forward

Grounded in these common principles and with the shared vision as the end goal, the group developed a blueprint for action. This blueprint outlines a plan to operationalize the shared vision and common-ground statements. It builds on the views and input of the diverse groups of stakeholders represented at the Future Search conference and, where necessary, supports the convening of additional working groups tasked with developing further specific recommendations.

This blueprint is divided across five main streams of work. These work streams will be driven by groups made up of diverse families, faith leaders, practitioners, business leaders, researchers, policymakers, advocates, and other interested stakeholders. BPC will launch each of these working groups to support this initiative. Each working group will inform a bipartisan task force made up of former senators, representatives, governors, county executives, and mayors. This task force will be asked to make recommendations for how the country ultimately provides the appropriate resources to ensure full implementation of the vision.

The major work streams in the blueprint for action, grounded in common principles, include:

**Family Voice and Family Choice**

*Child care and early learning is informed by and driven by the people who are directly impacted, especially families and all those who care for our children.*

Among the strongest themes that resulted from the meeting was the idea that families must drive this agenda. Acknowledging that parents and families are responsible for nurturing and promoting the healthy development of their children, this newly envisioned system must be based on what families need and what families want. Families must inform research and policymaking, and their voices must be at the forefront of every aspect of this effort. Identifying or building a mechanism to funnel parent voices will be critical to this effort.

In order to achieve this paradigm shift in the role of families, there needs to be a concerted strategy and a stream of work solely dedicated to family engagement, leadership, and influence. BPC will collaborate with a diverse and representative group of parents, including parents from historically marginalized communities, who are tasked with designing a new way forward and ensuring that parents are activated, engaged, and a core component of policymaking, research, and practice in the early care and

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6 Participants in the Future Search conference developed the Blueprint for Action. With sufficient funding, BPC will lead this effort.
learning space moving forward. This new group could also:

- Elevate family voices by collecting and sharing family leadership lessons learned from across the country.
- Support the establishment of a permanent forum or venue where families’ input is presented as part of the policymaking process.
- Seek out or pilot new ways for practitioners, families, researchers, and policymakers to work together.
- Develop a new way for parents to access information on private and public child care providers that allows multiple users to access and disseminate information in different ways and supports families in securing quality early care and learning.

Because parents should be the engines of change across the system, in addition to developing a strategy for their own work stream, this group would also have influence across every other work stream. A new parent base could be a force in reaching the group’s shared vision and systematically changing parents’ roles from consumers with limited choices and limited voices to consumers who are co-creators, designing the landscape of possible choices themselves.

**Shifting Public Will**

_The group’s commitment and priority—as stakeholders across government, business, community, and health—is to partner with children and families so that together we all have the knowledge, support, and resources for early care that helps children and families to thrive._

The group agreed that in order to make real change, there must be a fundamental shift in public will. The nation must go from caring about “my child” to caring about “our children.” There needs to be a powerful, engaged, and much larger activist base whose primary interests are children and families—a base that keeps elected representatives accountable. Child and family policies must become a key voting issue—one that motivates citizens to become civically engaged, especially citizens who have not been civically engaged before. Starting at a young age, citizens must be instilled with an appreciation of—and concern for—children and families.

To further support this paradigm shift in how America values its children and families, paid parental leave needs to be part of the early care and learning continuum. In early 2018, BPC launched a Paid Family Leave Task Force; its policy recommendations will be released in 2019.

BPC will organize new working groups, led by faith leaders and families, to develop a strategy to shift public will. Part of this work can include:
• Developing a strategic public agenda focused on placing societal value on the success of children and families.

• Partnering with non-profit and civic organizations—including communities of faith, civic groups, the health care system, and the education system—to infuse these values into the national fabric.

• Developing a campaign with messages tailored to a diverse array of audiences, including: emotional appeal (We simply care about children and families and should do right by them), economic appeal (These policies make our country better prepared for a competitive global economy), and biological appeal (Brain development unfolds rapidly in the first years, and ensuring positive experiences is key).

Equal Opportunity for All Children

The nation’s early childhood system supports all families and ensures that children of all races, ethnicities, abilities, national origins, and marginalized communities reach their full potential.

The current early childhood system is subpar for many families. There are groups of children and families who face steeper systemic barriers and opportunity gaps than others. In particular, children from diverse racial, ethnic, and national-origin backgrounds; children with disabilities; children experiencing homelessness; and children from other marginalized communities often have less access to high-quality early care and learning. And, as data indicate, these children are treated differently within early care and learning programs. For example, children of color with disabilities are more likely to be taught in segregated settings than their white peers with disabilities. Black children and children with disabilities are more likely to be the subjects of corporal punishment. Children who are dual-language learners are more likely to be forced into learning settings where instruction is provided in a language they do not understand, which makes it more difficult for them to learn content alongside their peers and which affects their development and academic outcomes. Each of these unique experiences, and many others, stack the deck against these children. Instead of opening doors of opportunity, they push opportunity away.
The group’s new vision for an early care and learning system is one that works for all children—one where a child’s demographic characteristics do not predict his or her future, where opportunities are offered equitably, and where all children reach their full potential. In order to remain competitive in an ever-evolving world economy, the United States cannot afford to leave potential on the table, particularly as the population becomes more diverse.

BPC will organize a work stream focused on closing opportunity gaps. This work will result in a national agenda to close opportunity gaps in the early childhood system. Actions under this work stream could include:

- Publishing a report on the state of equity in America’s early childhood system, similar to the groundbreaking *Nation at Risk* report, that would raise awareness of disparities, the consequences of inaction or maintaining the status quo, and how to move forward to ensure equal opportunity for all children and families.
- Conducting a series of focus groups in communities that examine the causes of opportunity gaps and how they can be closed.
- Developing and disseminating a tool kit for communities on how to build more equitable early childhood systems. This tool kit would include workforce supports focused on bias, cultural humility, and cultural responsiveness; expanding access to dual-language immersion programs; expanding access to inclusive learning opportunities for children with disabilities; eliminating suspensions, expulsions, and corporal punishment; and expanding access to early childhood mental health consultation and similar social and emotional supports.
- Strengthening higher education and other teacher-preparation programs that recruit and retain teachers of color, leading to a diverse, practiced workforce representative of their communities.

To close opportunity gaps across the system, families and other stakeholders from historically marginalized communities must have a voice in shaping the new system. They should have a seat at the table in designing the other components of the system and should be a driving force for change. Therefore, in addition to designing a new agenda to close opportunity gaps, diverse families and stakeholders should influence every other work stream as well.

**Unifying Quality and Accountability Framework**

_The group has a unifying framework for defining quality early care and learning programs and a coordinated accountability system that recognizes and supports the diversity and unique characteristics of local communities._

Central to this shared vision is a high-quality early childhood system that is responsive to what families need and want. A coordinated accountability system that recognizes and supports the diversity and...
unique characteristics of local communities must be paired with this quality framework. Accountability serves a critical function in ensuring that children and families are receiving the quality care they deserve. Currently, there are many overlapping, unaligned, and often burdensome accountability processes in the early childhood system. The new vision consists of an efficient and effective accountability system.

BPC will bring together a dedicated and diverse group of stakeholders, including early care and education providers and administrators, to make recommendations for a more unifying quality framework and an accompanying coordinated accountability system. The group could:

- Review existing state quality frameworks and accountability tools and align incentives across the many early childhood programs in the system.
- Develop recommendations that identify the appropriate level of quality that should be required to access public funding. The field can then develop a strategy to move state policies toward this level.
- Build on the assessment of state governance of early care and education and promote more efficient administration of early childhood programs at the state level, which could include a cabinet-level agency that reports directly to the governor on early childhood issues and that includes funding, licensing, accountability, technical assistance, financing, etc.

Access to Coordinated Services and Supports

*Families have an array of accessible opportunities and resources that they need and desire in order to thrive.*

The quality framework must include an array of coordinated accessible opportunities and resources that families need and want in order to thrive, including physical, dental, and mental health; nutrition; early intervention; and special education services, among others. Ensuring that all families—in both rural and urban areas—have access to this array of services will take a concerted community-based effort that may include:

- Partnering with national organizations that support state and local governments to identify or establish a network to engage and share resources with communities and families. These networks will be both community-based and community-led and will serve as a centralized location for families to access or be connected to services.
- Developing recommendations and lifting up examples for communities that help centralize services for families in a convenient location and that allow families to access or be connected to comprehensive services (for example, a health center, early care and learning center, or family support center). Recognizing that rural and urban communities face distinct challenges, recommendations targeted for each will be necessary to address their specific needs.
• Developing an integrated data system across services, including early care and learning, mental health, health, early intervention, and special education services. This system should identify services families are eligible for and facilitate follow-ups. This system should include quality metrics with multiple measures on the quality of services and how well families’ needs are being met.

• Developing recommendations and models for states and communities on how to assess the needs and strengths for each family (for example, asset mapping) informed by family feedback; ensuring that service providers across the system can then access information on families’ needs and strengths to meet them comprehensively and provide support with a cohesive, streamlined system that is driven by families and informed by data.

Access and Addressing Funding

Public funding is consistent and sufficient to support access for all children to high-quality, affordable child care and early education, the foundation of which is a well-compensated and skilled workforce. Private funds augment and enhance public funds.

All families have access to affordable, high-quality early care and education, prenatal to kindergarten entry, when and where it is needed. Families are able to choose from a variety of options that support their family.

Despite a significant new investment in the Child Care and Development Block Grant, the early childhood system is still significantly underfunded. This results in too many families, especially families from marginalized communities, not having access to high-quality early care and learning, along with related services. Federal investments are not enough to even approach solving the broken financing in the system. The private sector, for its part, is also not doing enough.
Driven by a shift in public will, the group agreed that the nation needs a new financing strategy. The group did not come to full consensus on the role of public versus private funding for a new early childhood system, making it clear that more work is needed. To meet that need, BPC will work with a group of diverse stakeholders, led by the business community, economists, and advocates and tasked with resolving these issues and developing a new way forward. This group could come together to set a blue-sky vision for funding and design, not constrained by what exists now, and develop an action plan to reach that vision. Specifically, the financing working group could:

- Review existing designs and plans, research and funding structures for other public goods (such as Social Security, Medicare, K-12, and models in other countries).
- Review current capacity and gaps in service needs, including direct services (such as child care) and indirect services (such as mental health and nutrition), and make recommendations for how to pay for and obtain support for such services.
- Develop a funding formula that includes assumptions such as adequate workforce compensation, safe and engaging facilities, and costs of vacant seats and other enrollment variables. It should also take into account paid family leave and cost savings to the early care and learning system if this policy is implemented widely.
- Develop funding recommendations to leaders at all levels of government to ensure families have access to affordable, high-quality early care and education. The financing working group could also consider factors such as supply and demand variability, facilities, funding for stay-at-home parents, and how funds are distributed.
- Establish a facilities advisory group and support a national needs assessment, identify accessible funding sources across private and public sectors, and make recommendations on how to improve the quality of early care and learning facilities through both private and public investments.
Working Groups

The working groups will lead the Blueprint for Action workstreams. Recommendations and materials produced by these groups will support the Future of Working Families Bipartisan Task Force.

Parents

It is critical that parents and families drive the early childhood agenda. BPC will engage parents in conversation to better understand the obstacles and barriers facing parents who use child care to create a system that is shaped by parents’ wants and needs.

Faith

The faith-based advisory committee will bring together faith leaders from a variety of backgrounds and religions who are interested in supporting and engaging in early childhood issues. The group will identify where interest in early childhood exists in the faith space, as well as what barriers prevent faith leaders and communities from supporting early childhood policies.

Facilities

The Early Learning Facilities working group will identify research, evidence, promising practices, and new ideas to find a bipartisan pathway that strengthens early learning facilities and improves outcomes for all children.

Business

BPC will engage with the business community to gather their expertise and insight on how to address the issues confronting the child care market. In partnership with business leaders, BPC will gather input on how these leaders would address the broken child care market.

Financing

BPC will convene a group to create a framework for how the early care and learning system in this country will be financed. This group will draw from existing work on the issue, as well as recommendations from other advisory committees and initiatives, such as BPC’s Task Force on Paid Family Leave.

Equity

BPC will work with leaders in the field to better understand and address the issue of equity and opportunity gaps to ensure that all children have access to high-quality early learning experiences.
Conclusion

The family unit is the most important and fundamental unit in the fabric of the nation. Though few dispute this fact, for far too long the family unit has been deprioritized in funding, policy, and in the national conversation. Too many families, especially working families with young children, have been isolated and left to struggle on their own. Without access to paid family leave, about one in four new mothers return to work within two weeks.¹³ Not being able to afford the skyrocketing costs of high-quality early care and learning, which costs more than in-state college tuition on average, too many are left with little choice but to place their child in subpar care. No parent wants that. And no nation should want their most important assets—young children—in care that is unsafe and lacks cognitive stimulation and social-emotional support. The current system is setting the United States up for failure.

The vision, principles, and action steps outlined here, if implemented, have the power to change the trajectory of America’s children and families. Each working group will take a leadership position in designing a strategy that makes implementation attainable.

The group’s vision of an early childhood system that works for all families, and the resulting blueprint, can be the game-changer the country needs. Led by a strong coalition of diverse families, in partnership with faith and business leaders, practitioners, and other stakeholders, this group can change the status quo and pave a new way forward. The time for change is long past due. America must prioritize the family unit again and in doing so ensure that all children grow up happy and healthy, and meet their full potential.
Appendix I: Future Search® Process

BPC believes that there are no simple solutions to complex problems and that the issue of early care and learning must maintain a broad base of bipartisan support. As such, the goal of the Future Search was to bring together diverse stakeholders to find common ground and develop a clear vision and action plan for early care and learning. The Future Search process is a way to engage and clearly define the roles of all stakeholder groups and to design a strategic agenda that uses the past to inform and build a new vision.

The Future Search conference brought together eight stakeholder groups:

- Business
- Early Childhood Advocates
- Education
- Faith
- Philanthropy
- Health
- Parents and Direct Service
- State and Local Officials

BPC began its work by gathering a planning committee to help define the stakeholder groups, frame the task of the Future Search, and identify possible participants. Members included the National Association of Counties’ Eryn Hurley, the Council for Economic Development’s Mike Petro, the Early Childhood Funders’ Collaborative’s Shannon Rudisill, Brazelton Touchpoints Center’s Joshua Sparrow, the David and Lucile Packard Foundation’s Katie Beckmann, and a non-profit leader who works with faith communities. The committee was supported by BPC’s Linda Smith and Arabella Pluta-Ehlers, as well as consultant Shantel Meek.

The conference was held over three days in July 2018. Participants began the conference in mixed groups—that is, groups comprising individuals from all sets of stakeholders. These groups worked together to analyze trends that have shaped early care and learning. The full group then came together to create a “mind map” of the trends impacting early care and learning.

After this step, the group broke into stakeholder groups—that is, business stakeholders met with business stakeholders; parents met with parents—to discuss accomplishments and shortcomings from their stakeholder group in relation to early care and learning. After this period of reflection, participants returned to their mixed groups where they worked to create future scenarios based on the following prompt:

*Put yourself 12 years into the future. Today is July 10, 2030. Your dreams are now a reality. Every child and family has access to affordable, high-quality care and learning.*

Based on the themes in these scenarios, the full group created eight common-ground statements that the whole room could agree on. From

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*More information on the Future Search method can be found at [www.futuresearch.net](http://www.futuresearch.net)*
this, participants chose which statements they were most interested in and worked to identify action items and next steps for those statements. BPC consolidated the group’s common-ground statements, future scenarios, and next steps into this summary document and then consulted again with participants, sending out an initial draft for comments and holding a participants’ webinar to discuss the final draft of the summary.

Appendix II: Participants

Our thanks to the following, who gave their time and talents to this effort.

Uma Ahluwalia, Montgomery County Department of Health and Human Services
Samantha Aigner-Treworgy, City of Chicago
Meg Akabas, Parenting Solutions
Rosemarie Allen, Institute for Racial Equity and Excellence
Anubhav Bagley, Maricopa Association of Governments
Katie Beckmann, The David and Lucile Packard Foundation
Helen Blank, National Women’s Law Center
Coleen Boyle, Centers for Disease Control and Prevention
Tammy Charles, National Indian Child Care Association
Jaya Chatterjee, Service Employees International Union
Barbara Chow, Heising-Simons Foundation
Marica Cox Mitchell, National Association for the Education of Young Children
Sharon Darling, National Center for Families Learning
Lucy Davidson, U.S. Chamber of Commerce Foundation
Pyper Davis, Educare
Victoria Dougherty, Grandparent
Steven Dow, CAP Tulsa
Ali Duhan, National Council of Jewish Women
Gene Garcia, Arizona State University
Walter Gilliam, The Edward Zigler Center
Elizabeth Groginsky, D.C. Office of the State Superintendent of Education
Khadija Gurnah, Moms Rising
Katie Hamm, Center for American Progress
Charlie Homer, Center on the Developing Child
Eryn Hurley, National Association of Counties
Mary Ignatius, Parent Voices
Cemeré James, National Black Child Development Institute
Jessica Jordan, Oregon Health and Science University
Perri Klass, New York University
Lloyd Lamm, First Baptist Church of New Castle
Ngozi Lawal, Center for the Study of Social Policy
Rahshita Lowe-Watson, D.C. Public Schools
Sara Mead, Bellwether Education
Katie Medeiros, Care.com
Shantel Meek, Bipartisan Policy Center (consultant)
Calvin Moore, ICF
Marlesia Neloms, Catholic Charities
Unnamed participant, Non-profit working with faith leaders
Frances Paul, Rizzing Starrz Family Child Care
Susan Perry-Manning, North Carolina Department of Health and Human Services
Mike Petro, Committee for Economic Development
Aaron Price, Propelify
Jessie Rasmussen, Buffet Early Childhood Fund
Diana Rauner, First Lady of Illinois; Ounce of Prevention Fund
Sue Renner, Merage Foundations
Sarah Rittling, First Five Years Fund
Shannon Rudisill, Early Childhood Funders’ Collaborative
Yvette Sanchez Fuentes, Child Care Aware of America
Camille Smith, Centers for Disease Control and Prevention
Ollie Smith, Reid Temple AME Church
Josh Sparrow, Brazelton Touchpoints Center
Helene Stebbins, Alliance for Early Success
Alison Steier, Southwest Human Development
Katharine Stevens, American Enterprise Institute
Janet Sullivan, Treliant Risk Advisors
Dominique Tornabe, Family Promise of Morris County
Anne-Marie Twohie, Fairfax County Office for Children
Meagan Wall, Stepping Stone Academy
Candy Walls Harper, Harper and Associates Family Medicine
Jane Wiechel, The Ohio State University
Elanna Yalow, KinderCare
Greg Young, Navy Child and Youth Programs
Barry Zuckerman, Boston Medical Center
Endnotes


Learn more about Bipartisan Policy Center’s Early Childhood Initiative at bipartisanpolicy.org/early-childhood.