



# Ohio Employer Tool Kit of Child Care Options



***A Project of the Ohio Corporate Child Care Working Group with  
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## **INTRODUCTION**

### ***Quality child care is a critical issue for children, working parents, businesses, and the community.***

#### ***...for children:***

Quality child care breaks the intergenerational bonds of school failure by helping children start school ready to learn and provides them with enriching environments and activities during out of school time such as after school hours and summer vacations.

#### ***...for parents:***

Quality child care gives parents the opportunities to pursue employment outside the home, and the peace of mind that comes from knowing their children are in safe, nurturing learning environments.

#### ***...for our businesses:***

Quality child care supports work environments that recognize family needs, work responsibilities, and the delicate balance between them.

Quality child care increases job loyalty and decreases absenteeism due to child care issues.

#### ***...for our communities:***

Quality child care is the very first step in preparing an educated workforce for the future of the community.

Quality child care helps prevent the social and economic disenfranchisement of any member of the community by offering opportunities for optimal growth to all children.

On the following pages, we describe how child care issues impact your workplace, how you can create family friendly work environments, and what various types of options are available to you. Some of these options include pre-tax salary set aside accounts, direct cost reimbursements, flex time and job sharing, sick child days, child care information and referral services, and on- or near-site child care centers for all ages of children.

We have also included useful tools and resources such as cost benefit analysis worksheets, employee and community needs assessments, a summary of Ohio tax credit policies, and contact agencies and individuals. These are useful aids when you begin to evaluate the feasibility of

providing child care benefits for your employees and begin to develop policies and programs that best meet the needs of your company.

And finally, throughout this notebook, we highlight some of the growing number of Ohio companies that have instituted unique child care policies and programs.

**“Ohio Employer Tool Kit of Child Care Options”** originally completed in 2002 is the result of many months of effort by the Ohio Corporate Child Care Working Group. Members of this group represented communities across Ohio as well as a wide range of business cultures. Support for this work was provided through a grant from the Ohio Department of Job and Family Services.

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# **IT'S GOOD BUSINESS TO INVEST IN CHILD CARE**

- 1. Child Care and Quality**
- 2. The Impact of Child Care on Families**
- 3. The Impact of Child Care on Businesses**
- 4. Advantages of Work/Family Benefits Programs**

# 1. The Value of High Quality Child Care

*What is the issue of high quality child care and how is it affecting our communities?*

*Never before in history have so many very young children spent so much time in the presence of non-family members. (Young Children, Spring 1996)*

Our society is undergoing a major social revolution that centers on *working parents and the quality and availability of child care programs for children of these working parents.*

Each day, many young children spend part or most of their day in child care programs outside their homes. Since 1970, the percentage of children in these programs increased from 30% to 70% across Ohio. *The reason is that mothers are working.* Consider the following:

- ★ *57% of mothers with children under 1 year of age are in the workforce.*
- ★ *In 1975, only 40 % of mothers with children under the age of 6 were in the workforce. By 2008, 64% of mothers with children under the age of 6 were working.*
- ★ *71.3 % of women with children under age 13 are in the labor force*

Child care issues have always been important to working families. However, the difference is that *more families need more child care*, particularly for infants and school age children during times they are not in school. *Quality child care is costly and often difficult to find.*

Business owners find themselves asked to address child care issues more and more, particularly as they attempt to recruit and retain talented and qualified employees whose priorities are their families. These priorities most likely will not change. What will change is the environment in which employees work.

## ***What does Quality Child Care do for our Children?***

*"If a poor start leaves an enduring legacy of impairment, then high costs follow...health, education, justice, business...." (David A. Hamburg, president, Carnegie Foundation.)*

The importance of a child's development from birth to three years of age cannot be underestimated. This is when the personality develops, when children become aware of others around them, and when children learn *more* than in any other period of their lives.

The Carnegie Report and special reports in Time and Newsweek have helped to draw national attention to the critical early development of children. "Windows of opportunity" open when the infant's brain is "wired" to be receptive to specific experiences or stimulation. Without the appropriate stimulation, these connections, or neurons, will not develop and the child's potential for learning will be limited. Experiences in the years birth to age three set a foundation for language and cognitive skills that prepare children for formal schooling and help prevent school failure and high-risk behaviors later in life.

Several studies, including work at Wayne State University, suggest that a child's experiences in his or her first weeks, months, and years of life determine how that child will function from the preschool years through adolescence and even into adulthood.

### **★ *What is needed is quality child care.***

Quality early care and education programs derive value from their proven ability to give children positive, developmentally appropriate experiences and a good start in life. This boost is strongest for those children who need it most—those from high-risk, poverty families.

This "early start" sets the stage for future success. Consider, for example, the renowned longitudinal study of the High Scope Head Start program in Michigan. This study reports continued positive outcomes after 22 years for children who attended quality child care programming.

### **★ *Findings show these children increased their likelihood of graduating from high school, getting married, and owning a home; and decreased their frequency of having a criminal record or going on welfare.***



## **2. The Impact of Child Care on Families**

The greatest areas of impact are in the accessibility and affordability of child care for working families. In order to work, families need child care.

- ★ *Parents need more child care than what is currently available. And they need care for all ages of children, including infants, toddlers, pre-schoolers, and school age children when these children are sick or out of school for holidays or snow days.*
- ★ *Parents need high-quality care so that they can be assured their children are thriving.*

This increased need for child care spaces is not unexpected considering three out of four working mothers work more than 30 hours per week. Over 90 % of their families use some kind of child care.

The most critical need is for working parents with infants and toddlers—children from birth to three years old. Care for these very young children is the most labor-intensive of all child care and the area with the fewest spaces in any community. The need for infant/toddler care is continuing to rise, particularly for low-and moderate-income families who are limited in what they can pay for care. Welfare reform programs also contribute to the rising need for more child care spaces as more parents join the workforce and enter job training programs.

### ***What is Child Care Costing Families?***

The cost of quality child care for many of your employees may be more than their monthly rent or mortgage payments, depending on the number of children they have in child care.

- ★ *Average costs of quality child care can range from \$400 to \$550 a month for each child under five years of age, with costs highest for infants and toddlers.*

According to The New York Times, “Low-income working families are, in many ways, the forgotten class in the national debate over child care. They make too little to afford the choices of [quality child care].”

## ***What is the Child Care Subsidy Dilemma Facing Many Working Families?***

Families who earn up to a designated percent of the federal poverty guideline levels are eligible for help with child care costs through government funded child care subsidy programs. However, once family income moves even slightly above this percentage, the family is no longer eligible for child care subsidies, *even though the family income may still be extremely low.*

- ★ *Many low-income working families as well as those families transitioning from welfare cannot afford quality child care.*

Mark Real, Executive Director of Children's Defense Fund-Ohio, describes this dilemma for working parents as being wedged between a need to work and a child care bill higher than their rent. Consider the following real-life example...

- ★ *A single parent with two children—one less than 17 months old and the other three years old—is working full time at an entry-level job. Her earning level qualifies her for publicly funded child care benefits that bring her child care costs down to \$250 per month. Working hard, this employee realizes some of her career goals and receives a substantial raise of \$200 per month. This raise brings her monthly gross income over the limit a family of three can earn. Her publicly funded child care benefits suddenly evaporate.*

*The net result of succeeding at work and losing publicly funded child care benefits is devastating. This employee now has child care expenses averaging \$542 a month for her youngest child and \$412 a month for her older child-- \$954 a month. The raise she received ends up costing her \$754 a month in additional costs, an amount that is counter-productive and unaffordable.*

### **3. The Impact of Child Care on Businesses**

*If parents cannot find care for their children, or if the child care arrangements they made do not appear to be of sufficient quality, parents will not be productive at the workplace.*

Several studies conducted over the past decade have found that employees can be more productive at work when they are sure that their children are being cared for in a safe, secure child care or school program. When parents are more focused at work, the results are reduced turnover, less absenteeism and tardiness, and a boost to commitment and morale.

The costs of lost productivity are staggering.

- ★ *Nationwide, absenteeism from working parents costs employers about \$3 million a year in lost productivity, according to William Bowman, President of Boston-based ChildrenFirst, Inc.*
- ★ *Action for Children, a child care resource and referral agency in central Ohio found that at an hourly rate of \$7.50, the cost of lost productivity at the work place because of child care problems was estimated at \$784,320 annually for Franklin County.*

This lost productivity may take the form of tardiness and absenteeism when child care arrangements fall through, or even resignations when no child care can be found to replace previous arrangements.

- ★ *Employers are beginning to realize that child care is indeed a “workplace issue.” Summa Associates, a consulting firm that specializes in child care benefits planning, conducted a study of one large company and found it was spending more than \$1 million annually in absenteeism related to child care problems.*

## ***What Child Care Issues are Facing Your Employees?***

Many businesses are not even aware of the full extent to which child care issues impact their workplace because many employees do not share this information. Do any of the following real-life situations sound familiar?

- ★ *Your receptionist calls in sick. She is actually fine, but her daughter has a fever and cannot go to the child care center.*
  
- ★ *Your top salesman needs to work from home today rather than be in the field. His three children are home because school is closed due to a snow day.*
  
- ★ *Your accountant wants to come back to work after maternity leave, but is having trouble finding reliable child care for her infant son.*
  
- ★ *Your secretary is quitting because child care for her two children costs almost as much as she takes home each week.*

Many businesses are having a harder time attracting and retaining talented employees. This challenge is often attributed to more businesses adapting to 24-hour, seven-days-a-week operations in a global economy. If child care is not your primary business, you need to learn about the realities of the issue and how it affects your employees.

- ★ *The accessibility and availability of child care in your community.*
  
- ★ *Sick child care regulations in child care centers*
  
- ★ *The problem of emergency or back-up care*
  
- ★ *Lack of infant care options for new parents*
  
- ★ *The overall costs of care*

## **4. Advantages of Work/Family Benefits Programs**

Your involvement in children's growth and education can foster community development and good public relations for your company. By working to find solutions to your employees' child care needs you are not only creating appealing work environments, but you are also helping to make your community stronger. As with any infrastructure improvement, e.g., water or sewer lines, or improved transportation routes), child care benefit programs prove your business' ability to attract and retain qualified employees.

A 1997 national study of companies that provide child care benefits found that these companies achieved positive outcomes.

- ★ *66% of the employers report that the benefits of child care programs exceeds costs or that the programs are "cost neutral."*
- ★ *75% of the employers who offer flexible work schedules find the benefits exceed costs or that the programs are cost neutral.*
- ★ *Of those employers with family leave policies, 75% find that the benefits exceed costs or that the programs are cost neutral.*

In addition, census projections indicate that population growth in the Midwestern United States between 1990 and 2020 will be 19%, compared to the total United States estimate of 29%. This may tighten the labor market, making the ability to attract and retain talent even more critical.

One way to positively impact our future Ohio workforce is to invest in quality child care now. "The Federal Reserve Bank of Cleveland found that quality early childhood programs for low-income children generate an overall 16% rate of return on investment, 12% of which is a public rate of return. These children had a much higher lifetime earnings and a reduced dependence on welfare. This translates into a significant return on investment for the state," *Ohio GroundWork Campaign, Frequently Asked Questions, Retrieved September 16, 2009 from <http://www.groundworkohio.org/about/faq.cfm>*



# **INVESTING IN CHILD CARE: A BEGINNER'S GUIDE**

- 1. Begin with Careful Planning**
- 2. Identify Leading Management**
- 3. Form a Task Force**
- 4. Conduct Business Self-Assessment**
- 5. Identify Employee Needs and Preferences**
- 6. Assess Community Resources**
- 7. Estimate Costs and Benefits**

## **Useable Worksheets:**

**Business Self-Assessment Checklist**

**Employee Needs Assessment**

**Cost-Benefit Analysis: A Step-by-Step Example**

## **1. Begin with Careful Planning**

The first step in developing child care policies and programs for your employees is to determine your company's objective.

- ★ *What policies and programs will work for you? Why do you want these policies and programs? What will they accomplish—greater job retention, more successful recruitment, controlled training costs, higher productivity, fewer absences, greater loyalty?*
  
- ★ *How do your objectives align with the needs of your business, your employees, and the community you serve?*

Taking the time to identify your objectives is an important component in successfully planning for child care benefits policies and programs.

*Notes and Ideas:*



## **2. Identify Leading Management**

Leaders or “advocates” in your business are those persons who will educate your employees as to the importance of the child care policies and programs you wish to develop and implement.

- ★ *Don't assume that all of your employees will understand the importance of child care benefits programs. Those without children or with grown children will need to understand how these decisions aid company, departmental, and individual employee goals.*

Strong leadership from top levels of management and/or from your human resource department is *essential* to the success of any child care program.

### *Notes and Ideas*





### **3. Form a Task Force**

Many employers begin the planning process by establishing a task force to oversee the *process* of developing and implementing child care policies and programs. Responsibilities of the task force include:

- ★ ***Assessing and analyzing needs and resources***—gathering information about the needs of the employees, the company’s resources and constraints, and the needs and resources of the community.
- ★ ***Developing options***—analyzing the advantages and disadvantages of various policies and programs, making recommendations to management.
- ★ ***Managing the decision-making process***—developing ways to evaluate adopted programs and policies.
- ★ ***Scheduling activities***—developing a time line for initiation and completion of each activity, including responsibility.
- ★ ***Educating management and staff***—developing a clear mechanism for communicating regularly with and receiving feedback from others in the company.

The **composition** of the task force is very important. It should include the following company representatives:

- ★ *Line employees from several levels*
- ★ *Top and mid-level management and/or personnel management staff*
- ★ *A diverse age group, both male and female*
- ★ *Employees with and without child care needs*
- ★ *Union members (if applicable)*
- ★ *Legal or financial experts (optional)*

Make sure your employees understand the task force's goals as well as your company's objectives in developing child care policies and programs. If you are simply exploring options at this point or are considering only a specific policy or set of policies, make this clear from the beginning so that you don't raise employee expectations for unrealistic outcomes.

## *Notes and Ideas*



## **4. Conduct Business Self-Assessment**

The next step in the planning process, and the first major activity for the task force, is to *assess the specific needs and limitations of your business*. These needs include consideration of your current business climate, long-term strategic planning, the size and stability of your work force, the need to expand your work force in the future, and cost-benefit considerations.

Information gained from this assessment is critical for analyzing what types of child care assistance will help meet your specific business goals.

Your local Child Care Resource and Referral agency may be able to assist you with this process. A list of such agencies is provided in Section 7, Ohio Community Resources.

A sample business self-assessment worksheet is included at the back of this section. This worksheet asks some of the important questions for any business self-assessment.

- ★ *How do you view child care and other work-life issues?*
  
- ★ *What factors do you consider key in attracting and keeping employees with your company?*
  
- ★ *What short- and long-term business goals can be advanced by helping employees with child care?*
  
- ★ *What policies, programs, and benefits for working parents do you currently have? How are employees using these? How many and which employees benefit?*
  
- ★ *What are your limitations on what you can do in terms of budget constraints or logistical problems?*

## **5. Identify Employee Needs and Preferences**

The next step in the planning process is to gather and analyze information about your employees.

- ★ *How do child care arrangements affect their jobs? What kinds of assistance do they feel they need?*
- ★ *What is attractive as part of a recruitment package? Knowing about the needs of potential new employees can also be important, particularly if you are concerned about recruitment.*

Various techniques can be used to determine employee needs and concerns for child care assistance. Some of these may include:

- ★ **Surveys:** *Surveys can reach many employees quickly—through handouts, mail, e-mail, or telephone. Results are readily tabulated and can be easily summarized quantitatively. One drawback with surveys, however, is that it can be difficult to get enough employees to respond, particularly in larger companies. Small incentive prizes may increase participation. Contact your local Child Care Resource and Referral agency for more information. (See Section 7, Ohio Community Resources)*
- ★ **Focus groups:** *These small gatherings can provide more information on why employees hold certain views and why some child care policies and programs are more attractive and useful than others. Focus groups can provide more detailed information than surveys can, and they are easily tailored for different groups of employees as well as for large and small businesses.*

- ★ **Questionnaires:** *Multi-page questionnaires work best when administered by an outside consultant such as your local Child Care Resource and Referral agency. See Section 7, Ohio Community Resources for a list. Questionnaires allow employees to remain anonymous in their responses and thus eliminate any fears employees may have that their responses will jeopardize their employment, no matter what reassurances you give. Questionnaires should be presented as neutrally as possible to guard against raising employee expectations before decision-making has occurred.*
  
- ★ **Child Care Seminars** *are useful in getting employee input. Discussion groups can be hosted by the management or staff to informally discuss child care needs and issues.*
  
- ★ **Child Care Display Booths** *offer employees a chance to share their child care problems one-on-one with local child care specialists, potentially a low- or no-cost option from your Child Care Resource and Referral agency. (See Section 7, Ohio Community Resources)*
  
- ★ **Entry and Exit Interviews** *can be helpful by providing the human resource department with information on child care problems.*

Regardless of the technique you choose, you will need to answer the following questions:

- ★ *What issues are employees facing in the area of child care?*
  
- ★ *What are the demographics of employees, such as age, marital status, number of children, income, and education?*
  
- ★ *What issues outside of the work place do employees see as barriers to doing their job well?*

- ☆ *What are employee preferences and priorities in balancing work and family responsibilities?*
- ☆ *Do employees see their current work environment as flexible and supportive of their needs?*
- ☆ *Are employees aware of and do they understand how to use the programs and policies already in place? Do employees see any barriers to using them?*

A sample employee needs assessment worksheet is included at the back of this section.

## *Notes and Ideas*



## 6. Assess Community Resources

A community resource assessment helps the task force identify what services are currently offered in the community and what are still needed. The community resource assessment also corroborates information you gathered on employees' needs.

Contacting your local Child Care Resource and Referral agency can assist with this stage of your assessment process. This research can help you identify potential business partners with whom you may want to develop collaborative programs. You will want to consider some of the following questions:

- ★ *What types of child care services are offered? Is there space available in these programs? For what ages? What are the average costs for these services?*
  
- ★ *What hours do providers operate? Do these cover your hours of operations?*
  
- ★ *What services are other employers providing? Are their sources of outside funding available to you in this effort?*

### *Notes and Ideas*



## 7. Estimate Costs and Benefits

It costs 75% to 150% of the average annual salary to replace a working parent, but only 32% to provide parental leave.

Before implementing a new child care policy, you may wish to conduct a cost-benefit analysis or a cost-effectiveness analysis on each of the options you are considering.

By comparing *estimated costs* with *anticipated savings and benefits*, you can begin to get an idea of the cost-effectiveness of various policies.

Cost-benefit and cost-effectiveness analyses are very different from one another and yield different results. Both of these tools are useful in estimating costs and benefits.

★ *A **cost-benefit analysis** is a useful tool for evaluating proposed policies. This type of analysis looks at the impact of a policy in quantifiable terms. For example,*

★ *Have turnovers been reduced? Are absences reduced? Have there been measurable productivity gains?*

★ ***Cost-effectiveness analyses** compare programs or policies that attempt to achieve the same results. For example,*

★ *How can a given level of effectiveness on the job be achieved at minimum costs?*

★ *How can maximum effectiveness on the job be achieved at various levels of cost?*

A **cost-effectiveness analysis** differs from a **cost-benefit analysis** in that it tries to separate the costs of a program from its benefits. Whereas costs are measured in numbers and units, benefits such as employee morale, recruitment, and public image are not.

A cost-benefit analysis assessment worksheet is included at the end of this section.



# Business Self-Assessment Checklist

## **CORPORATE NEEDS AND POLICIES**

- How does our business view family issues?*
- What attracts employees to our company?*
- What causes them to stay or leave?*
- Why do we want to help employees with child care?*
  - *Enhance recruiting?*
  - *Reduce absenteeism?*
  - *Reduce turnover?*
  - *Increase productivity and morale?*
  - *Enhance our public image?*
  - *Prepare a future workforce?*
  - *Be at the forefront of employee benefits?*
  
- What policies or benefits do our competitors offer?*
- How do they help working families?*
- How are our personnel policies communicated?*
- How are our employees using their benefits?*
- What are the costs of the benefits that we provide?*
- What is our turnover rate?*
- What are our costs associated with turnover?*
  - *Lost time?*
  - *Recruitment?*
  - *Retraining?*
  - *Moving expenses?*
  
- Do our personnel policies need to change to meet the needs of working parents?*
- What indicates that this change is needed?*
  
- Could we benefit from additional tax write-offs, such as:*
  - *Itemizing child care benefits as ordinary/necessary business expenses?*
  - *Making deductible charitable contributions to nonprofit child care programs?*

## **WORKFORCE PROFILE**

- *How many of our employees are:*
  - *Near retirement?*
  - *Young parents?*
  - *Parents of more than one child?*
  - *Single parents?*
  
- *Do our current business plans include expansion requiring additional employees?*
- *If so, do we need to attract a new or different employee population?*
- *What does that population look like?*
- *Which shifts are the hardest to recruit employees for?*
- *How many employees do we have at different sites?*
- *Which sites are the hardest to recruit employees for?*

## **MANAGEMENT ISSUES**

- *What are the attitudes of supervisors toward the workplace needs of working parents?*
- *What are our supervisors' attitudes about child care benefits?*

<sup>1</sup> Hawaii's Business Guide to Child Care, *Nina Sazer-O'Donnell, The Business/Child Care Connection/A Project of PATCH, 1991. Reprinted with permission. Source: Engaging Business Partners: An Employer Toolkit Template, funded by the United States Department of Health and Human Services. <http://nccic.org/ccpartnership>*

# Employee Needs Assessment<sup>1</sup>

## CONCERNS AND PERSPECTIVES

1. How often do you feel you are successfully balancing work/family commitments? (Please circle the appropriate response.)

- a. Always      b. Most of the time      c. Some of the time      d. Rarely      e. Never

2. To what extent do you believe your ability to balance your work/family responsibilities affects the following work issues? (Please circle the appropriate response following each issue.)

- |                                |             |   |   |   |   |   |           |
|--------------------------------|-------------|---|---|---|---|---|-----------|
| a. Punctuality                 | very little | 1 | 2 | 3 | 4 | 5 | very much |
| b. Productivity                | very little | 1 | 2 | 3 | 4 | 5 | very much |
| c. Morale                      | very little | 1 | 2 | 3 | 4 | 5 | very much |
| d. Absenteeism                 | very little | 1 | 2 | 3 | 4 | 5 | very much |
| e. Quality of work             | very little | 1 | 2 | 3 | 4 | 5 | very much |
| f. Likelihood of quitting job  | very little | 1 | 2 | 3 | 4 | 5 | very much |
| g. Likelihood of being fired   | very little | 1 | 2 | 3 | 4 | 5 | very much |
| h. Other, please explain _____ |             |   |   |   |   |   |           |

3. Does your current work environment have a positive, negative, or neutral impact on your ability to balance work/family responsibilities? (Please circle the appropriate response.)

- a. Positive      b. Negative      c. Neutral

4. Do you believe that your employer is aware of your needs when it comes to work/family concerns? (Please circle the appropriate response.)

- a. Yes      b. No

## Child Care Issues

***If you do not currently have any children 18 years or younger, skip to question 24.***

5. How many children do you currently have in the following age groups?

- # of children
- a. \_\_\_\_\_ infants (newborn – 18 months)
- b. \_\_\_\_\_ toddlers (18 months – 3 years)
- c. \_\_\_\_\_ preschool (3 years – 5 years)
- d. \_\_\_\_\_ kindergarten (5 years – 6 years)
- e. \_\_\_\_\_ elementary (6 years – 12 years)
- f. \_\_\_\_\_ teenagers (13 years – 18 years)

6. Over the last 12 months, have you needed child care for any of your children while at work? (Circle your response.)

- a. Yes            b. No

7. Check all the kinds of care needed by your children over the past 12 months while you worked.

- |   |   |
|---|---|
| <input type="checkbox"/> Full-day care                              | <input type="checkbox"/> Back-up or emergency care    |
| <input type="checkbox"/> Half-day care                              | <input type="checkbox"/> Sick care                    |
| <input type="checkbox"/> Before/after school care                   | <input type="checkbox"/> Full-day care (summers only) |
| <input type="checkbox"/> Night or weekend care (while parents work) | <input type="checkbox"/> Half-day care (summers only) |
|   | <input type="checkbox"/> Other (explain) _____        |

8. Check all the ways in which care was provided for your children.

- Relative in our home  
 Non-relative in our home  
 In relative's home  
 Child Care Center  
 Family Child Care Home  
 Other (describe) \_\_\_\_\_

9. Did you get all the child care you needed in the past 12 months? (Circle your response.)

- a. Yes                    b. Some                    c. No

10. If you couldn't get all the child care you needed, please explain why. (Check all that apply.)

- The cost of care was too high.  
 Couldn't find anyone to care for my children.  
 Care was too far away.  
 My child has special needs that couldn't be accommodated.  
 Care wasn't available when I needed it.  
 Other (explain) \_\_\_\_\_

11. Please circle the number following each item below according to what concerns you most about your child care situation.

- |  |       |   |   |   |   |   |      |
|--|-------|---|---|---|---|---|------|
| a. Finding care that meets my hours      | least | 1 | 2 | 3 | 4 | 5 | most |
| b. Being able to afford the care I want  | least | 1 | 2 | 3 | 4 | 5 | most |
| c. Reliability of my caregiver(s)        | least | 1 | 2 | 3 | 4 | 5 | most |
| d. Quality of the child care environment | least | 1 | 2 | 3 | 4 | 5 | most |
| e. Finding a convenient location         | least | 1 | 2 | 3 | 4 | 5 | most |
| f. Safety issues                         | least | 1 | 2 | 3 | 4 | 5 | most |
| g. Trying to make emergency arrangements | least | 1 | 2 | 3 | 4 | 5 | most |
| h. Other, please explain _____           |       |   |   |   |   |   |      |

12. About how many total hours per week are your children in child care? \_\_\_\_\_
13. What is the average amount per week that you pay in child care? \_\_\_\_\_
14. Do you have backup child care when your regular care is unavailable? (Circle your response.)
- a. Always                      b. Usually                      c. Sometimes                      d. Never
15. Where are your current child care arrangements located? (Circle your response.)
- a. Close to home      b. Close to work      c. Close to both      d. Away from both
- e. Other, please explain \_\_\_\_\_
16. Check all of the following options that you currently need or will need in the near future:
- |   |   |
|---|---|
| <input type="checkbox"/> care close to home     | <input type="checkbox"/> licensed day-care home   |
| <input type="checkbox"/> care close to work     | <input type="checkbox"/> care for early mornings  |
| <input type="checkbox"/> special needs care     | <input type="checkbox"/> care for evenings/nights |
| <input type="checkbox"/> affordable care        | <input type="checkbox"/> 24 hours care            |
| <input type="checkbox"/> care for sick children | <input type="checkbox"/> care on weekends         |
| <input type="checkbox"/> summer camp            | <input type="checkbox"/> emergency back-up care   |
| <input type="checkbox"/> vacation programs      | <input type="checkbox"/> all day pre-school       |
| <input type="checkbox"/> recreation programs    | <input type="checkbox"/> after school program     |
| <input type="checkbox"/> bilingual care         | <input type="checkbox"/> before school program    |
17. Have you limited your work hours because they can't find adequate child care? (Circle your response)
- a. Yes                      b. No
18. Do you often worry about your children at home alone after school? (Circle your response.)
- a. Yes                      b. No
19. Have you had to take time off from work because of problems with child care? (Circle your response.)
- a. Yes                      b. No

20. Listed below are a number of ways that businesses can help employees with their child care problems. Check all options that you think this business should consider.

- Free lunch-time seminars on parenting and child care
- Provide information on local child care homes and centers
- Job sharing – two employees “share” a full-time position
- Allow employees time off from work following childbirth
- Flex-time – adjusted arrival and departure times to meet family’s schedule
- Allow employees to use paid sick leave to care for sick children
- Child care program for children who are mildly ill or recovering from an illness
- Child care center for children of employees at or near your work site
- Financial support for child care as part of the benefits package
- IRS-approved plan to pay for child care with pre-tax dollars
- Child care program before and after school hours and on school holidays and vacations
- Spaces reserved in a child care center or home for employees’ children
- Employees receive a discount on the regular fee charged for child care at a center or home

21. Which of the above 3 child care options are the most important to you?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## ***Demographics***

22. Age\_\_\_\_\_
23. Gender\_\_\_\_\_
24. Zip code of home address\_\_\_\_\_
25. Marital Status (Circle your response.)
- |                               |                       |
|-------------------------------|-----------------------|
| a. Married or living together | b. Divorced/separated |
| c. Single                     | d. Widowed            |
26. Total Family Income\_\_\_\_\_
27. Please list any other concerns or comments about child care.

<sup>1</sup> Adapted from the Work and Family Needs Assessment developed by The Work Options Groups and published in *Family Friendly Policies. . . Good For Your Business, Your Employees, & The Children in Your Community Resource Guide*, Bright Beginnings, Denver, Colorado, 1996. Reprinted with permission.

# Cost-Benefit Analysis Sample Worksheet

## Calculating Employee Turnover Costs

### **Step 1: Calculate the Current Rate of Turnover**

- a. # of employees leaving per year \_\_\_\_\_
- b. average number of employees \_\_\_\_\_
- c. divide line a by line b \_\_\_\_\_
- d. % of turnover = line c x 100 \_\_\_\_\_

### **Step 2: Calculate the Annual Cost of Employee Turnover to the Company**

Employment Advertising – all recruitment advertising and related costs \_\_\_\_\_

Employment Agency and Search Fees – fees to employment agencies, search firms, and recruitment consultants \_\_\_\_\_

Internal Referrals – costs for bonuses, fees, gifts, etc., awarded to employees participating in a company-sponsored referral program \_\_\_\_\_

Applicant Expenses – travel and subsistence costs \_\_\_\_\_

Relocation Expenses – moving expenses and all other costs associated with relocation \_\_\_\_\_

Employment Staff Compensation – all salaries, benefits, and bonuses of the employment staff involved in recruiting, interviewing, hiring, and training new employees \_\_\_\_\_

Other Employment Expenses – all other related expenses, such as the cost of facilities, telephone, consultants, etc. \_\_\_\_\_

Orientation and Training – include management time, trainer fees, materials, and other costs for training new employees. \_\_\_\_\_

Estimated Total Costs \_\_\_\_\_

Number of New Employees \_\_\_\_\_

Average turnover cost per new employee: divide total costs by the number of new employees \_\_\_\_\_



**Step 3: Calculate Estimated Reduction in Turnover**

Use data collected from needs assessment surveys, focus groups, exit interviews, etc., to determine how many of your separating employees typically leave because of dependent care or other work/life issues. \_\_\_\_\_

Deduce how many of these probably would not have left had your proposed program or policies been in place. (Remember that employees often are reluctant to name child care as a reason for leaving. Therefore, your needs assessment may understate the problem.) \_\_\_\_\_

Estimated reduction in turnover: subtract line 2 from line 1 \_\_\_\_\_

**Step 4: Calculate Expected Savings in Turnover Costs**

Multiply the expected reduction in turnover (step 3) by the average turnover costs per new employee (step 2) to determine the expected savings in turnover costs.

$$\begin{array}{rcccl} \underline{\hspace{2cm}} & & \times & & \underline{\hspace{2cm}} & & = & \underline{\hspace{2cm}} \\ \text{(reduction in turnover)} & & & & \text{(average turnover cost)} & & & \end{array}$$

# Calculating the Cost of Absenteeism

## **Step 1: Calculate the Annual Cost of Absenteeism Per Year**

$$\text{_____} \times \text{_____} = \text{_____}$$

(# work days lost per year) (cost per work day)

## **2: Calculate the Expected Reduction in Absenteeism**

Estimate the percentage of current absences that might be due to child care problems. \_\_\_\_\_

## **Step 3: Calculate Expected Savings in Absenteeism Costs**

Multiply the annual cost of absenteeism (Step 1) times the estimated reduction that might result from proposed work/life policies (Step 2) to determine expected savings.

$$\text{Total savings: } \text{_____} \times \text{_____} = \text{_____}$$

(annual cost) (expected reduction)

<sup>1</sup> Reprinted with permission from "Cost Benefit Analysis," *Oregon Employer Tool Kit for Implementing Work/Life Programs*, Oregon Child Care Division, 1997. This document is for informational purposes only. Neither the State of Oregon nor any of the agencies and organizations collaborating on this project shall be liable, financially or otherwise, to any person for any loss, including loss of profits, indirect, special or consequential damages, or costs or expenses incurred in connection with the use of or reliance upon any information contained in or derived from this document.



# **A MENU OF CHILD CARE OPTIONS**

- 1. Child Care Resource and Referral**
- 2. Policies and Programs That Help Parents Afford Child Care**
- 3. Flex-Time and Leave Policies**
- 4. Child Care Services and Programs**
  - ❑ *On- or Near-site Child Care Center*
  - ❑ *Nursing Mothers*
  - ❑ *Family Child Care Network*
  - ❑ *School Age Child Care*
  - ❑ *Summer Camp and School Holiday Care*
  - ❑ *Back-up or Emergency Care*
  - ❑ *Sick Child Care*
  - ❑ *Non-traditional Schedule Care*
- 5. Options for Small Businesses**
- 6. Overcoming Challenges**
- 7. Characteristics of Successful Employer-supported Programs**

*“The bottom line is that our efforts to support employees’ work-family priorities are good business. They are neither ‘perks’ nor ‘giveaways.’ These tools will help us attract, motivate, and retain people who are more likely to be more dedicated, more focused, more innovative, and more productive.”*  
*(Randall L. Tobias, Chairman and CEO, Eli Lilly and Co.)*

A 2008 Business Work Life Study, conducted by the Families and Work Institute, found that many companies—both large and small—reported that they are making substantial investments in child care:

- ★ 77% of employers surveyed allow new parents to return to work gradually after childbirth or adoption.
- ★ 79 % of employers periodically allow flexibility in the time that employees start and end work.
- ★ 50% of employers allow employees to work at home occasionally.
- ★ 41% of employers allow employees to move from full-time to part-time work while remaining in the same position or level.
- ★ 29% of employers allow job sharing.
- ★ 35 % offer child care resource and referral services.
- ★ 46% offer dependent care assistance plans.
- ★ 9 % of employers offer on-site or near-site care.

This section describes the wide variety of options that are available to you when developing child care policies and programs. The various programs can be administered solely within your business, as part of a collaboration of area companies, or as part of a larger community initiative.

This list of options is not meant to be inclusive but rather a suggestion of the range of child care policies and programs available to you. Working with local Child Care Resource and Referral agencies will help you modify some of the suggested options to meet the needs of your company, design new options, and identify and schedule implementation steps toward creating family-friendly work sites.

## ***Child Care Option #1: Child Care Resource and Referral***

Employees with child care needs are often unaware or unsure of where to turn for answers to questions about child care. You can help them become effective and well-informed consumers of child care by **providing information** to them through resource and referral services, seminars, and informational materials.

### ***★Child Care Resource and Referral Services***

Local Child Care Resource and Referral agencies can provide your employees with information and one-on-one counseling about available child care arrangements. Child Care Resource and Referral agencies provide free services to parents and child care providers. Each of Ohio's twelve agencies:

- ★ *Develops and maintains a local database of all licensed child care centers, family day care homes, school-age child care programs, preschools, Head Start programs, and camps in their areas.*
- ★ *Provides child care referrals and guidelines to help families choose quality child care.*
- ★ *Increases the supply of quality care by recruiting new family child care homes and helping with start-up, expansion, and quality improvement of new school-age programs and child care centers.*
- ★ *Increases the quality of child care by offering training and professional development programs for early childhood professionals.*
- ★ *Provides information to child care decision makers to help them assess need and allocate resources.*

***See Section 7, Ohio Community Resources, for the agency in your area.***

## ***★Parenting or Child Care Seminars***

Parenting and child care seminars can provide working parents with information about available child care resources and parent support networks. Local child care professionals can be invited to your work site to make presentations to your employees, often at a low cost.

## ***★Information Dissemination***

Information can be disseminated to your staff through bulletin boards, company or independent child care newsletters, or through additions to your existing library or human resource department. This information can be gathered through seminar handout, materials made available through local agencies and services, the acquisitions of books, and subscriptions to relevant journals.

## ***Advantages and Considerations to Offering Child Care Resource and Referral Services***

The following advantages and considerations to sharing child care resource and referral information should be discussed within your task force to help you decide if this option is viable for your company.

### **Advantages:**

- Many services are FREE; others are low cost.*
- Assists employees with a variety of child care needs.*
- Can improve the quality of child care by supporting parent and provider education.*
- Appropriate for any size—large or small—company.*
- Can be provided in a variety of locations.*

- ☑ *Provides a good interim step while you decide what other programs to support.*
- ☑ *Can link with existing community resources (e.g., resource and referral agencies) that have expertise and knowledge.*

**Considerations:**

- ☑ *Offers no assistance with child care costs or direct support for improving the quality and availability of child care. Many professionals believe, and research supports, that costs and quality are an important component of any benefits programs.*



*Notes about Child Care  
Resource and Referral...*

## ***Child Care Option #2: Policies and Programs That Help Parents Afford Child Care***

Child care expenses can place severe financial strain on a family. Costs can range up to \$15,000 a year, depending on child care fees and the number of children in child care. Many families spend at least 10% of their income on child care services and—as Park National Bank in Newark, Ohio found when conducting initial assessments—up to 35% of a family’s income.

This high cost of care prevents some families from choosing quality care. As a result, parents may select unstable arrangements that create greater stress for parents, impede development for children, and impact productivity for businesses.

You can help families make child care affordable in a number of ways.

### ***★Dependent Care Spending Assistance Plan (DCAP)***

With Dependent Care Assistance Plans, money is set aside from an employee’s gross salary into a nontaxable spending account to pay for child care. Neither you nor your employee pays taxes on the amount of salary reduced for child care. This results in your employee being able to pay for child care expenses with tax-free dollars.

Once your employee begins to accumulate dependent care expenses, he/she submits receipts for these expenses to the dependent care account manager. The account then reimburses the employee up to a maximum of \$5,000 per year for these expenses. The employee cannot receive payment for any expenses that are more than the amount they have set aside in the dependent care account. *Unused set-aside amounts in the account cannot be carried over to the following year and are lost.*

A DCAP offered under a salary reduction plan must meet the requirements of Sections 125 and 129 of the Internal Revenue Code, as follows:

- ★ *The employer must formally sponsor the DCAP, which requires a written document satisfying Section 129.*



- ★ *The employer must obtain a signed authorization from the employee before each plan year begins, specifying a fixed contribution amount.*
- ★ *The employer must report the amount of dependent care expenses in a special box on the employee's W-2 form.*

To assure that the plan does not discriminate in favor of highly compensated employees, the Internal Revenue Code requires that the average benefit for lower-paid employees must be at least 55% of the average benefit for highly compensated employees. The maximum set aside for a family is \$5,000 or \$2,500 for each parent if a married couple is filing separate tax returns.

The Internal Revenue Code established several other requirements:

- ★ *Dependent care expenses can only be reimbursed if they were incurred to allow both the employee and his/her spouse to work, in the case of married employees.*
- ★ *Dependent care expenses are only reimbursable if they are for dependent children up to age 13 or for disabled children who live with the employee.*

A DCAP provides greater tax savings to those employees whose income exceeds \$25,000. Employees with incomes below \$25,000 will realize greater tax savings through the federal child care tax credit. Employees can use both the dependent care account *and* the federal tax credit if the dependent care expenses that are claimed total less than \$4,800. The amount received from a DCAP reduces the available tax credit by the same amount.

- ★ *For example, if an employee puts \$3,000 into a DCAP but accumulated \$4,800 in child care expenses for a single year, he/she could claim the \$1,800 difference as a tax credit.*

## ***★Flexible Benefit Plans***

Also called a “cafeteria plan,” this financial assistance child care option allows you to offer a *menu of benefits* from which employees choose which ones they want. Employees are effectively customizing their own benefits packages by selecting the benefits that best fit their needs.

- ★ *For example, one of your employees may have health insurance provided by his/her spouse’s employer and, therefore, doesn’t need health insurance benefits from you. On the other hand, this employee may need help in paying for child care and can, therefore, choose a child care benefit instead of an insurance option.*

The general costs for benefits for each employee remains approximately the same so that this financial assistance option doesn’t increase your overall benefit package costs.

## ***★Child Care Vouchers or Reimbursements***

With child care vouchers or reimbursements, you would offer your employees a child care allowance or subsidy. Families can use this allotment to pay for child care arrangements of their choice.

Your contribution can be a percentage of the total cost of care, a flat amount for all participating employees, or an amount determined by a sliding scale based on a family’s income. The benefit for the employee is that this is direct financial assistance to lower the cost of child care for families.

## ***★Child Care Vendor Plan***

A child care vendor plan allows you to contract with a local child care program to reserve child care slots for your employees’ children. You would work with the employees and vendor to designate the age slots to be held for your employees. In this financial assistance option, you would pay a portion of the employee’s child care costs directly to a child care program, thus lowering the cost of child care for families.

## **★Government Subsidized Child Care**

Child care subsidies are available for low-income families who meet the earning criteria set by the state. Please refer to Section 7, Ohio Community Resources for a sample application. Further information is available from your county Department of Job and Family Services. (See Section 7, Ohio Community Resources for a list of county department's phone numbers).

*Notes about making child care more affordable:*

## ***Advantages and Considerations of Making Child Care More Affordable***

Although each of these financial assistance options is unique, they have some common advantages and considerations:

### **Advantages:**

- ☑ *Some of the direct financial assistance options, such as vouchers and the vendor plan, are deductible business expenditures under Ohio tax law. See Section 7, Ohio Community Resources.*
- ☑ *Financial assistance plans are appropriate for any size company.*
- ☑ *None of these plans requires capital investment or start-up costs.*
- ☑ *[For DCAP], provides tax advantages to both the employee and employer, with simple program administration.*

### **Considerations:**

- ☑ *These options only impact the cost of care, not the quality or availability.*

## ***Child Care Option #3: Flex-Time and Leave Policies***

In trying to balance work and family responsibilities, time and scheduling problems very often arise. Work schedules are interrupted by breakdowns in child care arrangements, sick children, or other family needs that cost you in lost work time. You can help avert these conflicts through flex-time and flexible leave policies.

Eight of the most common flex-time and leave policies are described below:

### ***★Compressed Time***

Employees work full-time, with more hours per day but fewer days per week.

### ***★Flexible Scheduling***

Employees adjust their arrival and departure times around designated “core hours” or a certain number of hours per day or week.

### ***★Job Sharing***

Two or more people share one full-time job.

### ***★Part-time Options***

Employees work part-day, part-week, part-month, or part-year, with prorated pay and benefits.

## ***★Telecommuting***

Employees work from home one or more days a week.

## ***★Extended Parental Leave***

Parents receive time off for the birth or adoption of a child or to care for a child with serious health problems. Leave time may be paid or unpaid. The policy guarantees the same or equivalent job will be available when the employee returns to work.

## ***★Use of Sick Leave for Family Illness***

Employees who receive a varying number of paid sick days—traditionally used for the employee only—can use these days to care for any ill family member.

## ***★Personal Leave***

Employees are allowed a specified number of days, with or without pay, to deal with unexpected, short-term emergencies.

## ***Advantages and Considerations to Providing Flex-time and Leave Policies***

There are several advantages and considerations that your task force must review when considering flex-time and leave policies for your company:

### **Advantages:**

- Reduces employee stress and absenteeism.*
- Improves morale and productivity.*
- Reduces nonproductive work time.*
- Expands pool of potential employees.*

- ☑ *Enhances recruitment and retention of employees.*

**Considerations:**

- ☑ *May require greater planning and control over work flow on the part of managers and work teams.*
- ☑ *May disrupt work flow if not carefully planned.*
- ☑ *Administrative costs may be high when an option is first implemented, depending on existing systems.*
- ☑ *May require manager training to effectively implement.*

*Notes about leave policies:*

## ***Child Care Option #4: Child Care Services and Programs***

When some employers identify a shortage of child care facilities or programs in the community, they elect to provide or support the creation of those services themselves. You may choose this option as well, selecting from a range of direct child care services.

### ***★On-site or Near-site Child Care Center***

With this option, you develop a child care center on or near your company's premises. You would be responsible for subsidizing the construction and/or operating costs of the center.

Often, employers choose to contract with an outside provider to operate the center and adhere to state and local standards of quality, accreditation, and certification.

When developing an on-site or near-site child care center, you may choose to **partner with other employers** in the area. In this case, a group of geographically close companies would share the expenses for constructing and/or renovating space for and operating the center for their employees. This option is particularly suitable for smaller companies, downtown businesses, industrial parks, and shopping malls.



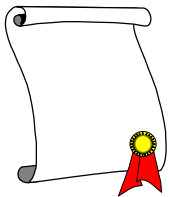
## ★Nursing Mothers

Several studies have shown that support for breastfeeding mothers can reduce staff turnover and loss of skilled workers after the birth of a child. Accommodations can be made for nursing mothers even where there is no on-site child care center. Nursing mothers can be provided an area to relieve themselves of milk and store it for their children.

Options to support nursing mothers can be low-cost and yet effective.

- ★ Allow breaks, flexible work hours, and part-time work or job sharing so that women can pump their milk or breastfeed their infants.
- ★ Provide breastfeeding mothers with a private area that is clean and comfortable so that they can express their milk during work hours
- ★ Rent or purchase an electric breastpump to shorten the time employees need to express their breastmilk
- ★ Provide a maternity-leave policy that enables mothers to establish a breastfeeding routine and milk supply before returning to work.

**Contact your local Child Care Resource and Referral agency for information about the Women Infant and Children Center (WIC) in your area. See Section 7, Ohio Community Resources.**



### ★ Highlight ★ C. James Grothaus Child Care Center, Columbus, Ohio

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*State Teachers Retirement System saw a need for child care for its employees. STRS originally renovated a space in an existing building for an on-site child care center. Later, as STRS increased the size of their building they included a larger child care facility. There was a lack of infant care options in the immediate geographic area and the expanded center allowed for infant care. Nursing mothers can have privacy for feeding.*

*The center is very successful and has allowed for parents to interact with their children in their child care setting during lunch time and breaks. The child care center also offers employees shorter commuting times—they only have to make one stop for child care and work.*

## ★*Family Child Care Network*

In family child care, child care professionals care for children in their own home. In Ohio, up to six children may be cared for in a home with one adult.

Family child care is very popular with parents of children younger than three years of age who prefer the homelike setting and smaller numbers of children than are present in day care centers. It is also popular with parents of two or more children because it keeps siblings together and thus reduces the number of child care arrangements a parent must make.

Family child care is the form of care best able to respond to the needs of school-age children and employees who work non-traditional hours since home providers generally offer more flexible hours than day care centers. Fees are comparable to day care center fees and are usually less expensive than care in the child's own home.

You have several options when you select family child care as a dependent care option for your employees. First, you may wish to support recruitment and training of home providers. Second, you may wish to help form or fund family child care networks in your community or in the geographic area around your business.

- ★ ***Recruitment and training:*** *You may choose to help identify, recruit, and train community family child care providers near your facility or in neighborhoods where your employees live. In the area of training, you may, for example, provide scholarships for provider education and accreditation, or provide funding for local Child Care Resource and Referral agencies that offer education and support services for providers.*

- ★ ***Networks:** Networking among family child care homes increases the quality of care by connecting providers to important support services. These services may include recruitment and mentoring of new providers, book and toy lending libraries, centralized purchasing, liability insurance, transportation services, and other shared activities. Networks also allow for back-up and respite services for providers.*

*Networks can be formed around specific needs, such as vacation, after-school care, or special needs children. You may choose to maintain the network by contracting with a qualified community-based agency or hiring an in-house specialist.*

You can also contract with existing family child care networks and reserve child care spaces by providing your employees with vouchers or discounts, or providing contributions to the network. By sponsoring or establishing a family child care network, you can guarantee that the providers meet your specific requirements, such as:

- ★ *Serving your employees' children, either exclusively or on a priority basis,*
- ★ *Being available 24-hours a day, during all work shifts,*
- ★ *Offering care for mildly ill children*
- ★ *Meeting high safety and quality standards.*

For example, you may find that the majority of your employees' children are cared for in family child care homes. You may want to sponsor training workshops for family providers, distributed safety kits, and contract for family child care spaces for your employees. In this example, you support increased child care spaces in your community as well as quality.

When comparing Family Child Care Networks with On-site or Near-site Child Care centers, there are several evident differences:

- ★ *Family Child Care Networks offer low start-up and maintenance costs, and can be established more quickly than an On-site Care Center.*
- ★ *Family Child Care Networks can more easily accommodate the diverse needs of many parents, including those who work odd hour shifts and those with sick children.*
- ★ *Child care homes can be located throughout the community to serve the geographic needs of employees. In this way, this option is more advantageous for businesses with multiple sites than on-site or near-site care centers.*

Family Child Care Networks present several considerations as well, foremost of which is that it can be difficult to recruit stable caregivers. Additionally, home providers require adequate education and ongoing support to maintain quality.

- ★ *Note that this option could increase liability risks if the employer does not contract with a management organization.*

### **★School Age Child Care**

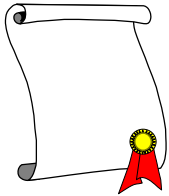
Many parents with school age children face special issues. Being in school doesn't necessarily mean the children no longer need child care. Care may be needed, depending on the age of the child and generally until approximately age 12, before and after school, on days the schools close for snow emergencies, school holidays, and over the summer.

Many public school districts have developed, or are considering before and after school programming. Employers may want to partner with schools to create programs that suit children's, families, and work environment needs.

These programs can be housed in various buildings around the community and can be provided by you directly or by other community groups such as the YMCA and YWCA. Transportation between school and child care is important to making these types of programs work. Employers may assist with transportation between area schools and out-of-school programs.

## ★*Summer Camp and School Holiday Care*

This type of child care offers you an opportunity to sponsor programs on-site or in the community to provide care for children during summer vacation or on school vacation days.



### ★ *Highlight* ★

**Allstate Insurance Company, Hudson, Ohio**

#### **School Holiday Program:**

*Employees who participate in the School Holiday Program at Allstate are proud to bring their children to work for these special days.*

*Allstate designed the School Holiday program in cooperation with the Center for Families and Children to help employees overcome the obstacle of school holidays that were not work holidays for parents. Allstate chose five holidays where children are out of school but parents have to work. Children ages six to 14 years are eligible to come to work with their parents to participate in a structured activity such as a field trip, pottery making, or other fun activity. Parents pay \$15 for one child, \$25 for two children, or \$35 for three or more children. Allstate subsidizes the additional costs for the activity and meals for the day.*

*“There is no way to measure the benefits of this program—employees tell their friends, co-workers, and neighbors about how much they love the program and how special it is that their employer, Allstate, offers it for them and their children.”*

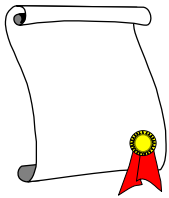
## ★*Back-up or Emergency Care*

Back-up or emergency care may be one of the most visible impact programs to address absenteeism as a result of child care issues. With this program, you provide your employees with choices for short-term care of their children when normal care arrangements fall through, such as when the provider is sick or during unexpected school closings. Back-up care can be provided on-site or through contracted providers.

## ★*Sick Child Care*

The other most often cited cause of absenteeism due to child care issues centers on the sick child. As an employer you might be able to assist employees with this most frequent issue by underwriting a portion of the cost for sick child care. In Ohio, sick child care can only be provided in a hospital setting. One example of this is the Akron Children's Hospital: Sick Child Care Center.

### ★ *Highlight* ★



#### **Akron Children's Hospital: Sick Child Care Center**

#### **Sick Child Care:**

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The Akron Children's Hospital Sick Child Care Center provides care for children suffering from acute childhood illness such as intestinal flu, ear infection, etc. Akron Children's Hospital: Sick Child Care Center offers this service Monday through Friday affording parents the opportunity to go to work knowing that their child is receiving quality care. Often the cost of this care is offset by employer contributions. While some employers pay only a portion of the cost of sick child care, several companies are paying the cost in its entirety removing that burden from their employees.

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## **★*Non-traditional Schedule Care***

This child care option accommodates those businesses where more than one shift is operating. Employees who work evening or night shifts may have difficulty finding child care for their children. This is particularly an issue for single parents. You can help by providing on-site center-based care or supporting family care networks for children during nontraditional hours, such as during a late shift or on weekends.

## ***Advantages and Considerations of Creating and Supporting Child Care Services***

While each of these child care services and programs is very different, there are several common advantages and considerations to review when you are seriously considering creating and supporting child care services and programs, the most comprehensive of the dependent care options.

### **Advantages:**

- ☑ *Ohio offers business tax credits for on-site child care centers, see Section 7, Ohio Community Resources.*
- ☑ *Can assist employees with a wide range of child care needs.*
- ☑ *Builds community resources for families.*
- ☑ *Provides opportunities to partner with other area businesses.*
- ☑ *Builds strong public relations image.*
- ☑ *Can be a very effective recruitment tool.*
- ☑ *Cuts absenteeism and tardiness caused by unreliable child care arrangements.*
- ☑ *Can adapt hours and programs to employee needs.*

**Considerations:**

- ☑ *Start-up and operational costs can be significant.*
- ☑ *Requires a long-term financial commitment.*
- ☑ *Demand may fluctuate or be difficult to predict.*
- ☑ *May take time to build a stable enrollment.*



*Notes about Child Care  
Policies and Programs:*



## ***5. Options for Small Businesses***

Most child care options can be effectively adapted to the needs of small businesses. While small business employers may have fewer opportunities for economies of scale and fewer staff responsible for benefits management, in Ohio small business owners are finding ways to address employee child care needs.

Small businesses can be equally competitive when providing child care options to current and prospective employees. When reviewing child care options, small businesses would not necessarily need to convene a task force. Rather, management may prefer to meet with groups of interested employees in a more informal structure, such as focus groups or “brown bag” lunches.

### ***★Child Care Resource and Referral***

A group of small businesses can join together to contract with the local Child Care Resource and Referral agency to conduct referral and parental seminars at a central location. These seminars may be provided at a very low cost; see Section 7, Ohio Community Resources for the agency in your area.

### ***★Financial Assistance Policies***

You can support Dependent Care Spending Assistance Plans (DCAP); flexible benefit plans by helping employees put aside pre-tax dollars for child care.

By providing your employees with “cafeteria plans” that allow them to choose from a menu of benefits to customize their benefits package you are minimizing your costs and helping individualize benefits to fit each employee’s needs.

You may also want to contract with off-site child care centers to reserve slots for your employees’ children.

## ★*Flexible Work Schedules and Job Sharing*

The 1998 Business Work Life Study conducted by the Families and Work Institute found that many small companies have flex-time policies in place.

- ★ *More than two-thirds of small businesses surveyed periodically allow workers flexibility in the time they start and end work.*
- ★ *More than one-third of small businesses allow job sharing.*
- ★ *One-half of small businesses permit employees to occasionally work at home.*
- ★ *More than two-thirds of human resources managers at these small firms report that either the benefits of these programs exceed costs or that they are cost neutral.*

## ★*Child Care Services and Programs*

Few small businesses have enough employees with young children to sustain an on-site child care center. However, several options are available to you to create and/or support child care services in your communities.

- ★ ***Partnering with other employers.** Small businesses can join together to form a consortium child care center or family child care network that would serve the employees of all of the participating companies. The small businesses share the costs, thereby reducing total costs faced by each partner.*
- ★ ***Public-private partnerships.** Small businesses can also create or join existing community partnerships. Such partnerships work toward a wide variety of goals, including increasing the supply of child care in the community and improving its quality.*

An example of a partnership may be a group of businesses located at an industrial park coming together to develop a child care center in the park. This center may serve businesses with more than 100 employees, or businesses with as few as five employees. The impetus for this program would be to retain skilled employees.

## **6. Overcoming Challenges**

Employers who are considering implementation of child care policies and programs may initially face various challenges. These may be overcome with careful planning and coordination.

### ***Dealing with Expectations***

Employers often express concern that by implementing child care policies and procedures, they are in effect raising the expectations of employees for additional, new benefits at a later date. This concern can be addressed by involving employees in the early planning process and clearly communicating the intent of child care support.

Presenting assessments and other planning tools in a neutral manner will help avoid raising employee expectations outside the scope of the benefits being considered and before other decisions have been made.

### ***Equity***

Both employers and employees may express concern that child care assistance packages do not equally benefit all employees. According to several recent surveys, companies that have implemented child care programs report that they have received a highly favorable reaction from *all* of their employees, including those without children.

- ★ *Employees whose children are too old to benefit often express the wish that such programs were in place when their children were young. They understand the need.*
  
- ★ *Employees without children often welcome child care benefits for their future planning.*

Equity can be provided through flexible benefit plans that allow all employees to select benefits most appropriate for their individual family needs, i.e., a menu of benefits.

- ★ *For example, allowing employees to use sick or personal leave to care for a sick child, spouse, significant other, or elderly parent benefits a broad range of employees.*

## ***Applicability***

Do employers *need* child care assistance programs if relatively few of their employees have children? Child care benefit programs can be a strong recruiting tool and create a stable workforce. Offering child care assistance can also expand the potential pool of employees by bringing into the labor force those who otherwise would be unable to work.

## ***Liability***

Liability insurance for employer-sponsored child care services is both available and affordable, and should not be a barrier to employer-sponsored child care.

The extent of your involvement with child care services is a key factor in determining liability considerations.

- ★ *For example, liability issues are limited if you are only providing educational materials or connecting employees with a Child Care Resource and Referral agency. (See Section 7, Ohio Community Resources)*

On-site or near-site child care centers will raise different liability considerations. Fortunately, most well-run child care centers employ policies and procedures that eliminate the potential for high risks. Your business may already have adequate liability coverage for on-site child care. Or, you can reduce liability risks by having another organization *operate* the child care center.

As with any insurance policy, you should thoroughly review your liability risks and research insurance options so that your coverage meets your needs.

## ***Costs***

Child care benefit costs vary with the type of program provided. For example,

- ★ *Child care resource and referral services provided by a community agency are either free or relatively inexpensive. However, they do not address issues of cost and quality.*
- ★ *Offering a dependent care assistance spending account involves minimal administrative costs, which can be recovered in savings in federal income and FICA taxes. Other types of financial assistance may directly lower out-of-pocket costs for child care. None of these address quality in child care.*
- ★ *Establishing on-site child care centers or related child care services requires a significant level of investment. These options, however, address both the cost and quality of care.*

Cost can be projected using cost-benefit analyses that compare the costs of various child care options to real dollar savings in reduced turnover and absenteeism, and lower recruitment and training expenses. (See Section 2 for a sample Cost-Benefit Analysis Worksheet).

Ultimately, there are child care options available at every level of investment that can be tailored to your business's goals, your employees' needs, and the needs and resources of your community. (See Section 2 for a sample Employee Needs Assessment Questionnaire).

## ***7. Characteristics of Successful Employer-Supported Child Care Policies and Programs***

The National Employer-Supported Child Care Project conducted a survey of various employer-supported child care programs in a range of industries. The survey showed that most successful employer-supported programs shared several characteristics:

★ ***They were all high-quality programs***

Successful employer-support programs had educated staff, adequate staff-child ratios, and age-appropriate educational programs. These programs have enormous potential to attract and retain workers and to maintain high morale.

★ ***They were comprehensive programs serving a variety of child care needs***

The programs addressed a wide range of child care needs. They were thus more likely to be successful in attracting workers and in reducing turnover and absenteeism. For instance, programs that make child care more affordable, accessible, and available affect the workforce more than those accomplishing only one of these goals.

★ ***They were adequately supported by the company***

Support by the company took several forms, including financial contributions and in-kind donations of services, space, or products. Often, the higher the level of support from the company, the more benefits to parents. Higher levels of support improve the quality of programs and expand the support of available care in the community.

★ *They complemented community resources*

Successful programs filled the gaps in community care rather than duplicate existing services.

★ *They were designed according to employee preferences and with employee involvement.*

Programs tailored to accommodate employee preferences had higher utilization of services. Employee involvement in the planning process reduced the risk of unrealistic expectations about the scope of the program and enhanced its value in the area of management/employee relations.



*Notes about successful employer-sponsored child care programs:*



# **PUBLIC-PRIVATE PARTNERSHIPS FOR CHILD CARE**

- 1. Advantages of Community Partnerships**
- 2. Definition and Scope of Public-Private Partnerships**
- 3. Strategies for Successful Public-Private Partnerships**
- 4. Business Roundtables, Coalitions, and Commissions**



Five percent of the companies in a 1998 Families and Work Institute study reported that they are involved in child care public-private partnerships. Sixteen percent of companies offer financial support for child care in their community through a fund or corporate contributions.

The changing economy and social priorities have made it advantageous for public and private sector leaders to develop child care partnerships. These partnerships can bring together a wide range of contributors to expand and improve child care services in the community.

## **1. Advantages of Community Partnerships**

Public-private partnerships are a viable and popular strategy for bringing child care policies and programs into the private sector. Partnerships can offer several advantages to your business and a cost-effective approach to child care. With partnerships, you can:

- ★ *Pool financial resources from a variety of sources. This is particularly useful for smaller businesses, or for larger businesses that wish to develop child care services and are looking at a large initial capital outlay.*
- ★ *Leverage political clout to advocate for solutions to community child care issues.*
- ★ *Improve planning by drawing on a variety of perspectives during assessments and planning.*
- ★ *Stimulate additional interest and awareness about child care among employees, managers, and the general community.*

## **★Benefits**

Child care policies and programs help you recruit and retain employees, reduce absenteeism and turnover, increase loyalty and productivity, and save you money.

Through partnerships, you can:

- ★ *Offer child care services to your employees.*
- ★ *Promote equity in the delivery of services.*
- ★ *Target services to areas where your employees live and work.*
- ★ *Provide services cost-effectively.*

## **★Community Economic Development**

By working as a partner with the community in child care, you not only serve the needs of your employees, you also make your community a better place to live and work. Strong and healthy communities are critical in creating a healthy business environment.

Community partnerships are also helpful in identifying ways to secure the initial capital for child care start-up costs and to leverage increased public investment in child care.

## **2. Definition and Scope of Public-Private Partnerships**

A public-private partnership is the joining together of the private sector—employers, philanthropy, civic groups, parents, and child care service providers—with the public sector—federal, state, and local officials and agencies. The foundation of the partnership is a common goal. Potential child care partners may be:

- ★ *Child Care Resource and Referral agencies*
- ★ *Other employers and employees*
- ★ *Child care providers in both centers and family child care homes*
- ★ *Civic and faith-based organizations*
- ★ *Local or state Chambers of Commerce*
- ★ *Head Start*
- ★ *State and local child care agencies, including county departments of Job and Family Services*
- ★ *Law enforcement agencies*
- ★ *County, township, and municipal governments*

While partnerships are each unique in their membership and structure, they share several characteristics:

- ★ *They work together toward a common goal.*
- ★ *Each partner contributes time, money, expertise, and other resources.*
- ★ *Decision-making and management responsibilities are shared among partners.*

Partnerships can range from a few partners working to raise awareness about child care problems in their community to a larger initiative to construct a new child care center. For example, you may participate in a partnership to increase quality of child care, increase availability of child care, build and improve the infrastructure, and raise revenue.

You can initiate a new partnership to help you create family-friendly work sites, or join a partnership already in existence.

### ***★ Increasing the Quality of Child Care***

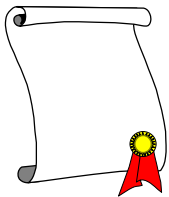
Many public-private partnerships focus on improving the quality of child care by encouraging and rewarding provider professional development and improving the facilities where children spend time. Partnerships can improve quality of care by:

- ★ *Assisting with recruiting, training, and licensing center and home-based providers.*
- ★ *Increasing provider compensation based on qualifications.*
- ★ *Helping child care programs become accredited.*
- ★ *Creating programs designed for specific age groups, such as infant and toddler care, school age programs.*
- ★ *Constructing and renovating child care facilities.*
- ★ *Providing information to parents on how to choose child care.*

## ★ *Increasing the Availability of Quality Child Care*

A shortage of quality child care directly affects your employees. Often, parents face the choice of using unreliable child care or not being able to find child care. Both scenarios are unacceptable to working parents and this might lead them to quit their jobs. Public-private partnerships can help in this arena by:

- ★ *Reaching out to schools, youth development and community organizations, and parks and recreation departments to create or expand school-age care options.*
- ★ *Establishing loan funds to expand or upgrade facilities.*
- ★ *Recruiting providers for non-traditional hours and emergency care.*
- ★ *Regularly surveying and reporting on the quality of state or community child care services.*
- ★ *Working with housing authorities, economic development organizations, zoning commissions, and developers to include child care facilities in construction projects.*



### ★ *Highlight* ★

#### **Interagency Employees Corporation Child Care Services, Chillicothe, Ohio**

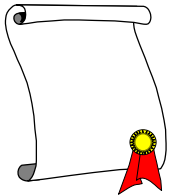
*This public-private partnership provides child care services for children from six weeks old to 12 years old. The Veteran's Administration Medical Center provides building space for the child care center. Employees from the Veteran's Administration, the Ross County Correctional Facility, and the Chillicothe Correctional Facility as well as the general public have access to child care.*

## ★ *Building and Improving Child Care Infrastructures*

Public-private partnerships are creating systems that support improved child care and other support services for children and families. These partnerships work by:

- ★ *Linking quality to state and local economic development initiatives.*
- ★ *Establishing or participating in community coalitions for child care.*
- ★ *Coordinating financial resources that support child care.*
- ★ *Coordinating community services such as health, literacy, and social services with child care.*
- ★ *Organizing business commissions or roundtables to create financial strategies for increasing and improving child care.*
- ★ *Brokering technical assistance to child care providers in areas such as management, public relations, financing, and strategic planning.*
- ★ *Providing funding or in-kind support to systemic efforts to support child care such as establishing child care expansion, improvement, facility, or subsidy funds and securing donated goods or pro-bono financial, legal, and media services.*
- ★ *Lobbying for public support to increase and improve child care.*

### ★ *Highlight* ★



#### **Youngstown Area Jewish Federation's Jewish Community Center Youngstown, Ohio**

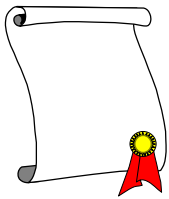
*The Youngstown Area Jewish Federation offers intergenerational care for children and seniors in the community. The Federation's services are available to the public and to their members and include the following: infant and toddler care, school age child care, preschool age day care, a preschool, and a private, parochial school for children in kindergarten through six grade. In addition, there is a long term residential care facility as well as an assisted living facility. These facilities work together to enrich the lives of children and senior adults.*

*The partnerships within the Federation and between the Federation and the community encourage intergenerational activities and enhance the well-being of the community at-large. The Jewish Community Center is located across the street from Forum Health Center and Tod Children's Hospital. Employees of these hospitals use the child care center and can visit their children for lunch, or moms can visit to nurse their children. The hospitals and the Center have partnered on several projects to improve recreational opportunities for hospital employees and families in the area.*

## ★Raising Revenue

Meeting the growing demand for high-quality programs requires additional resources from both the public and private sectors. Public-private partnerships are raising revenue through use of:

- ★ *Tax credits, user fees, and other incentives that generate revenue.*
- ★ *Legislative mandates that create funding streams for child care or a broader package of children's services.*
- ★ *Traditional fundraising techniques that create sources of revenue to improve the quality, access, and/or affordability of child care.*



### ★ Highlight ★

#### **The Champion of Children Fund, Franklin County, Ohio**

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*Champion of Children has become a well-regarded and consistent community voice supporting kindergarten readiness goals for all children and a model to create a seamless and equitable system of child care benefits that gradually decrease as income rises, until self-sufficiency is achieved. Supported by local corporations, charitable foundations, and individuals, Champion of Children, an initiative of Columbus Montessori Education Center, partners with the Franklin County Commissioners to provide this unique public/private financial assistance to families who earn too much to qualify for public childcare assistance but not enough to afford the full cost of quality child care for children, ages six weeks to five years old. To be a Champion of Children child care center, a program has to meet specific, higher-quality standards than required by the state of Ohio. Currently, 32 nationally accredited early learning centers in Franklin County participate in Champion of Children. Since its inception in 1998, Champion of Children has raised more than \$5 million for quality child care.*

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### **3. Strategies for Successful Public-Private Partnerships**

You can take a leadership role in creating and sustaining successful partnerships by:

- ★ *Serving as a catalyst to establish the partnership by convening forums that raise issues and attract potential partners.*
- ★ *Recruiting additional partners who are likely to participate by sharing with them the benefits of the partnership and of their involvement.*
- ★ *Helping to establish a clear partnership structure that defines partners' roles, responsibilities, and expectations.*
- ★ *Helping to set clear goals that define ongoing tasks, responsibilities, and anticipated outcomes.*
- ★ *Building the capacity of partners to work together by providing regular opportunities for partners to discover mutual interests.*
- ★ *Helping to identify indicators and measure progress so that positive results can be demonstrated over time.*



## **4. Business Roundtables, Coalitions, and Commissions**

When working parents have child care problems, their employers do as well. If employees' child care arrangements fall through during school vacations, as a result of a child's illness, or due to child care provider turnover, employees are absent, late for work, or distracted when at work. These costs to you in lost time and productivity can be substantial.

While some child care options have few costs, others can be costly. This initial operating outlay makes community partnerships to provide child care an attractive strategy. Many employers are taking action by forming roundtables, coalitions, or commissions. Government is also convening groups of business executives such as the federal *Working Group on Child Care* and many state business commissions on child care.



# **MODEL OHIO EMPLOYERS' CHILD CARE POLICIES AND PROGRAMS**

**Allstate Insurance Company, Hudson**

**Avon Products, Inc., Cincinnati**

**The Children's Medical Center, Dayton**

**FedEx Custom Critical, Akron**

**State Teachers Retirement System, Columbus**

**New Dawn Retirement Community, Dover**

**Park National Bank, Newark**

**Miami Valley Family Care Center, Dayton**

## **1. Ohio Companies with Child Care Programs**

*“The fact is that if the flexibility wasn’t there, I would have to find another job...I’ve worked hard to accomplish what I have. I have a lot of support and understanding from my firm. Without that support and understanding, I would have had to find another place to work and I probably wouldn’t be an attorney.”*  
*(Victoria Powers, Principal, Schottenstein, Zox, and Dunn)*

Many Ohio companies have developed family-friendly work sites, while others are in various stages of development. For all of these companies, the child care programs and policies support employees and a healthy work environment. For some, these policies are critical to their ability to work.

The following list of companies can serve as resources to you during this process. This list is in no way a complete listing of Ohio businesses that have developed family-friendly work sites.

These dependent care option profiles can give you specific examples of how child care policies and programs are being implemented in some of these businesses in Ohio.

The Children's Medical Center (DCMC) is a not-for-profit, pediatric inpatient and outpatient health care center in Dayton. The center employs 1,480 people of which 85% are women.

Dayton Children's offers an on-site child care center that operates Monday through Friday from 6:30 am to 6:00 pm to meet the needs of employees. The center offers enrollment to the public on a space available basis. Employees have the option of enrolling for as few as 1 day per week. Public availability is for full-time care only. Tuition for employees is payroll deducted; public assistance is available to qualified employee and public families living in Montgomery, Greene or Miami counties.

The child care center has been owned and licensed under The Children's Medical Center since 1991 under the direction of the Human Resources department. All teachers and staff are DCMC employees and are granted the same benefits as other employees. The child care center receives support from the medical center through dietary, purchasing, environmental and facilities services.

The child care center moved to a new building in September 2006 located about two blocks from the medical center's main campus. The Children's Medical Center donated land and funds to build this new facility that was designed specifically for child care and its unique needs. The new child care center can accommodate 33 infants, 42 toddlers, 48 preschoolers and 18 school-age children. This increased the previous enrollment capabilities by 25 children and has shortened the waiting list.

The child care center contributes to the success of the hospital by providing quality child care near the main campus. The child care center is indicative of DCMC's dedication to employees and a valuable tool in helping families balance work and family.

The child care center contributes to DCMC by reducing absenteeism, increasing retention, attracting potential candidates and improving morale.

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*For more information, contact:*

*Leanna Madsen, Manager, Child Care Center*

*413 Valley Street*

*Dayton, Ohio 45404*

*(937) 641-3300*

## ★ *FedEx Custom Critical* ★

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FedEx Custom Critical, located in Akron, employs over 600 people and has provided dependent care policies since 1993. Their workforce is 71% female and human resource staff are researching the possibility of offering on-site child care programs. Currently, FedEx Custom Critical offers three child care-related benefits:

- ★ Dependent Care Assistance Plan
- ★ Child care resource and referral
- ★ Part-time job opportunities

Child care resource and referral information is provided as part of a public-private partnership with Child Care Connection. “Child Care Lunch and Learn” sessions are offered on-site to share information with parents and help them make child care choices.

Currently, FedEx Custom Critical is conducting a needs assessment survey to determine employee needs for an on-site child care center. This needs assessment, according to the staff person in charge of the research, is a critical piece of the process. FedEx Custom Critical is also working with local providers to develop a partnership in operating a potential on-site child care center.

FedEx Custom Critical began provide dependent care benefits as part of its company’s culture of caring. The company’s part-time and flex-time policies have helped retention and turnover rates to decrease. The impetus for on-site child care is to further increase employee retention, increase success in recruitment, reduce absenteeism due to dependent care issues, and support its strong community image.

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*For more information, contact:*

*FedEx Custom Critical*

*Lynn Pedulla, Human Resources Benefits Specialist*

*1475 Boettler Road*

*Uniontown, Ohio*

*234-310-4090*

*★ The State Teachers Retirement System★*  
*C. James Grothaus Child Care Center*

State Teachers Retirement System of Ohio is one of the nation's premier retirement systems, serving more than 450,000 active, inactive, and retired Ohio public educators. The State Teachers Retirement System of Ohio (STRS Ohio) employs about 590 associates.

In November of 1989, Kids at Work, Inc. contracted with STRS Ohio and opened for children of associates as well as to the public. The center served 35 children. The center's name was later changed to The C. James Grothaus Child Care Center in honor of Mr. Grothaus and his vision for quality onsite child care. When STRS Ohio expanded their facility in 2000 the child care center was also expanded to serve 75 children including infants.

Currently, the center is licensed to serve 100 children including infants, eight weeks of age through preschool. The center also offers a limited summer program for school-age children. Approximately 80% of the center's enrollment is comprised of associates' children. Center staff and the director are employees of the State Teachers Retirement System. The center offers educational programming provided by trained, quality staff. Children are cared for in small groups with a low number of children per staff member to provide personal contact with each child.

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*For further information contact:*

*Jodi Wells, Director*

*C. James Grothaus Child Care Center*

*STRS Ohio*

*275 E. Broad St.*

*Columbus, Ohio 43215-3771*

## ★ *New Dawn Retirement Community* ★

The New Dawn Retirement Community is a skilled nursing facility offering short-term and long-term rehabilitation services as well as independent and assisted living opportunities in Dover, Ohio. The New Dawn Retirement Community began in 1976 and is locally owned and operated by the Hershberger family. The facility has 146 patients with 200 employees, 95% of which are female.

The Hershberger family realized that many of their employees faced problems finding reliable and quality childcare. The family decided in 1990 to incorporate a childcare facility into their retirement community.

The center is currently licensed for 114 children ranging in age from infants to schoolagers. The center is also open to the public thus providing a valuable service to the community of Dover and Tuscarawas County. The center provides a before and after school program for schoolagers as well as a summer program.

Because of the center's location at the retirement community, the children are able to experience many intergenerational activities including cookie making, arts and crafts, trick or treating and Easter egg hunts.

The center serves the community by providing practicum placement for Kent State Early Childhood majors as well as providing opportunities for student classroom observation.

New Dawn Retirement Community owners feel that the onsite child care center has been a tremendous benefit to them as an employer by reducing absenteeism and boosting employee morale. It has also been a benefit to the employees who know their children are receiving quality care.

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*For further information contact:*

*Susan Matthews, Director  
New Dawn Child Care Center  
865 E. Iron Ave  
Dover, Ohio 44622  
330-343-8880*

☆ *Park National Bank* ☆

Park National Corporation, based in Newark, began its Dependent Care Assistant Plan (DCAP) in 1990. The plan makes it easier for parents to work outside the home, both financially and psychologically. As part of its initial needs assessment, Park National found that its associates, on average, spent nearly one-third of their salary on childcare. As Laura Lewis, Senior Vice President of Human Resources and Marketing notes, "When we realized what kinds of sacrifices our associates were making just to come to work, we decided we had to find a way to help them."

Currently, Park National Corporation provides DCAP to all full-time and part-time associates after 90-days of employment. This plan allows associates to submit childcare expenses for reimbursement through a payroll deduction. The Bank pays half of childcare expenses up to \$2,500 per year. That means if an associate has \$5,000 annually in childcare expenses, the Bank will pay \$2,500 and the associate will pay \$2500!

The Bank reports that DCAP has lead to increased employee retention rates, improved community image, increased success in recruiting quality associates and reduced absenteeism.

It is part of the Bank's culture to promote the welfare of associates and DCAP is another way we do that.

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*For more information, contact:*

*Park National Bank*

*Human Resource Department*

*PO Box 3500*

*Newark, OH 43058*

*hr@parknationalbank.com*



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★ *Miami Valley Family Care Center* ★

The Miami Valley Family Care Center serves approximately 170 children and is located on the grounds of the Veterans Administration Medical Center. The building is leased from the VA at a reduced rate. Employees of the medical center have their children at the center. The center is also open to the public.

The Center exemplifies a community partnership. In addition to parent fees, the Center receives funding from a variety of sources. These include United Way of Greater Dayton, Catholic Social Services, and Head Start. The center partners with head Start with six classes of Head Start at the center.

Community volunteers interact with the children and senior aides help the teachers in the classroom. Schoolage children reach out to the community by visiting local nursing homes to interact with the residents to foster intergenerational activities.

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*For more information, contact:*

*Irena Chushak, Human Resources*

*4100 West Third Street*

*Dayton, OH 45428*

*(937) 268-0336*



★ *Allstate Insurance Company* ★

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Allstate is the 2<sup>nd</sup> largest property and casualty insurance in the country and employs 1,700 people in its Hudson, Ohio office. Because Allstate's employee base is 75% to 80% female, employees always ask about child care.

Allstate makes it a priority to be family friendly and to give its employees the tools they need to help manage work/life issues.

- ★ The company has been recognized in the Top Ten List of Family-Friendly Workplaces, as compiled by Working Mothers magazine.

Allstate wants to balance work and personal life for all employees. To this end, Allstate offers 7 dependent care policies and programs to its employees:

- ★ Dependent Care Assistance Plan
- ★ Discounts at national brand and locally owned child care centers
- ★ Child care resource and referral, eldercare referral, and other counseling and informational services through the Employee Assistance Program administered by LifeWorks
- ★ Flex-time scheduling
- ★ Job sharing
- ★ Telecommuting
- ★ Tuition reimbursement for college students

The company has recognized several benefits due to dependent care benefits:

- ★ Increased employee retention rates
  - ★ Improved community image
  - ★ Increased success in recruiting employees
  - ★ Reduced absenteeism due to dependent care issues
  - ★ Loyalty to Allstate
- 

*For more information, contact:*

*Allstate Insurance Company*

*Education Department*

*Cindy Smith*

*(330) 656-6898*

[cde00@allstate.com](mailto:cde00@allstate.com)

Avon is the world's leading direct seller of beauty and related products, with \$5.7 billion in annual revenues. The company markets to women in 139 countries through 3.4 million independent sales representatives. Its Ohio presence is in Cincinnati, with 1,300 employees.

Avon's main reason for creating dependent care benefits was to remain competitive and to support our mission as "the company for women."

Since 1992, Avon has offered 7 types of dependent care benefits to its employees including a match of 25 cents for every dollar spent on child care expenses, up to \$4,000 (maximum match of \$1,000):

- ★ Resource and referral service
- ★ Dependent Care Assistance Plan
- ★ Matching dependent care payment plan (company-paid reimbursement of dependent care expenses.
- ★ Flex-time scheduling (at specific offices nationwide)
- ★ Job sharing
- ★ Adoption Assistance Program in which employees are reimbursed \$5,000 per adopted child for expenses incurred with a licensed adoption agency.

The company also offers four tiers of medical coverage, which includes an option for an associate to cover themselves and their children only. This distinction was added in recognition that the definition of the family unit has changed, with the number of single mothers increasing. Avon does its best to remain sensitive to those issues and conform its benefit offerings accordingly.

Benefits to date from these programs include increased employee retention rates, improved community image, increased success in recruiting quality employees, and reduced absences due to dependent care issues. Avon believes its employee morale has improved greatly through programs such as these.

*For more information, contact:*

*Avon Products, Inc.*

*U.S. Health and Welfare Benefits*

*Kizzy Maitland, Senior Manager*

*(212) 282-7502*



# **OHIO COMMUNITY RESOURCES**

## **1. Ohio Child Care Resource and Referral Agencies**

## **2. Government Subsidized Child Care Programs**

- a. Phone Numbers of County Department of Job and Family Services**
- b. Application for Government Subsidized Child Care**
- c. Head Start**

## **3. More About Child Care Rules and Regulations**

## **4. Program and Capital Funding Support for Child Care**

- a. Ohio Community Development Finance Fund Child Care Funding Programs**
- b. United States Department of Agriculture Rural Development Child Care Funding Program**

## **5. Ohio Business Tax Credits for Child Care**

## **6. Professional Citations**

# **1. Child Care Resource and Referral Agencies**

Employees with child care needs are often unaware or unsure of where to turn for answers to questions about child care. You can help them become effective and well-informed consumers of child care by **providing information** to them through resource and referral services, seminars, and informational materials.

## **★Child Care Resource and Referral Services**

Local Child Care Resource and Referral agencies can provide your employees with information and one-on-one counseling about available child care arrangements. Child Care Resource and Referral agencies provide free services to parents and child care providers. Each of Ohio's twelve agencies:

- ★ *Develops and maintains a local database of all licensed child care centers, family day care homes, school-age child care programs, preschools, Head Start programs, and camps in their areas.*
- ★ *Provides child care referrals and guidelines to help families choose quality child care.*
- ★ *Increases the supply of quality care by recruiting new family child care homes and helping with start-up, expansion, and quality improvement of new school-age programs and child care centers.*
- ★ *Increases the quality of child care by offering training and professional development programs for early childhood professionals.*
- ★ *Provides information to child care decision makers to help them assess need and allocate resources.*
- ★ *Assists employers in developing child care programs by providing information and technical assistance.*

# Ohio Child Care Resource And Referral Association



- 1 **YW Child Care Connections**  
419-255-5519 or 800-632-3052
- 2 **Child Care Resource Center**  
440-960-7187
- 3 **Starting Point**  
216-575-0061 or 800-880-0971
- 4 **Child Care Connection**  
330-376-7706 or 800-407-5437
- 5 **COAD Child Care Resource Network**  
330-364-8882 or 800-577-2276
- 6 **4C**  
513-221-0033
- 7 **YWCA Child Care Resource and Referral**  
419-225-5465
- 8 **4C Miami Valley**  
937-220-9690
- 9 **Action for Children**  
614-224-0222
- 10 **COAD Child Care Resource Network**  
740-373-6996 or 800-577-2276
- 11 **COAD Child Care Resource Network**  
740-354-6527 or 800-577-2276
- 12 **Child Care Choices**  
419-468-7581 or 800-922-4453

**For more information, contact:**

*Ohio Child Care Resource and Referral Association*

6660 Doubletree Avenue, Suite 11  
Columbus Ohio 43229  
614-396-5959  
website: [www.occrra.org](http://www.occrra.org)

**The Ohio Child Care Resource and Referral Association (OCCRRA)** is a statewide not-for-profit child care network made up of local resource and referral agencies. Each of these agencies:

- **develops and maintains a local database** of all licensed child care centers, family day care homes, school-age child care programs, preschools, Head Start programs, and camps in their areas
- **provides child care referrals and guidelines** to help families choose quality child care
- **increases the supply** of quality care by recruiting new family child care homes and helping with start-up, expansion, and quality improvement of new school-age programs and child care centers
- **increases the quality of child care** by offering training and professional development programs for early childhood professionals
- **provides information to child care decision makers** to help them assess need and allocate resources
- **Assists employers in developing child care programs** by providing information and technical assistance.

*Notes about Child Care  
Resource and Referral:*

## **2. Government Subsidized Child Care**

Government assistance with child care costs may be available to some of your employees. Although parents may be working, if they are earning less than \$2,255 a month for a family of three, they may qualify for assistance with their child care bills. This assistance may be available even if parents are not receiving any other government subsidies. Often, parents are not aware they may be eligible for these benefits, and employers may help by distributing this information.

Eligibility for child care is based on income and need of the family. Parents may apply for subsidized child care at their county Department of Job and Family Services. (See sample application in this section as well as a list of phone numbers).

### **Federal Poverty Level Monthly Gross Income Levels That May Qualify Families for Child Care Subsidies**

(Current as of June 2008)

Family Size	Income Eligibility
2 persons	\$1,750
3 persons	\$2,200
4 persons	\$2,650
5 persons	\$3,100
6 persons	\$3,550

*Notes about subsidized child care:*



## ★ *Head Start* ★

Head Start and Early Head Start are comprehensive child development programs that serve children from birth to age 5, pregnant women, and their families. Head Start programs are child-focused and have the overall goal of increasing the school readiness of young children in low-income families.

Several years ago, Head Start began partnering with private childcare organizations in the community to assure quality, pre-school programming, child-care and family support in an environment more convenient for working families. Many entry-level employees qualify for Head Start services. Employers are encouraged to let employees know about potential Head Start/child care partnerships in the community. Additionally, employers may want to explore establishing a partnership with Head Start in their on-site child care centers.

For more information, contact:

James Scott  
Collaboration Director

Department of Education  
65 S. Front Street  
Columbus, OH 43215  
(614) 466-0224

Ohio Head Start Association, Inc.  
562 Congress Park Drive  
Dayton, OH 45459  
(937) 435-1113

### **3. More About Ohio's Child Care Rules and Regulations**

Starting a child care center or a back-up child care center can be a challenging process, especially if child care is not your primary business. For more information about Ohio's child care rules and regulations, you may want to contact your local Child Care Resource and Referral agency for assistance. (See phone numbers in this section)

Child care centers, school age centers (for children aged kindergarten and above), child day camps, Type B and Type A homes all require some type of regulation in Ohio.

**According to the Ohio Department of Job and Family Services, the following are examples of programs that do not require licensure:**

- ❑ Care provided in a child's own home
- ❑ Programs that operate two weeks or less a year
- ❑ Programs where parents remain on the premises (**unless at the parent's employment site**)
- ❑ Specialized training in specific subjects, such as art, drama, dance, etc.
- ❑ Programs that operate one day a week for no more than six hours

Ohio's child care regulations consist of basic requirements designed to prevent harm to children's health, safety, and development. For more information about standards above and beyond licensing, contact your local Child Care Resource and Referral agency, or the National Association for the Education of Young Children [www.naeyc.org](http://www.naeyc.org) or the National Association for Family Child Care [www.nafcc.org](http://www.nafcc.org).

Ohio's child care rules and regulations are readily available on the Internet <http://jfs.ohio.gov/cdc/childcare.stm> or by contacting your county's Department of Job and Family Services. (See phone numbers in this section).

## **4. Program and Capital Funding Support for Child Care**

Several agencies and programs may be able to provide financial support for child care programs and facilities.

- ★ *Finance Fund awards child care facilities planning grants to nonprofit organizations and public/private collaborations. The Child Care Capital Fund is available to Head Start agencies and collaborations to finance real estate projects. Other funding resources are also available through Finance Fund.*
  
- ★ *United States Department of Agriculture Rural Development awards community facility guarantees, loans, and grants to build child care facilities, and for non-construction costs. Eligible entities include public bodies, nonprofit corporations, and public/private partnerships.*

*Notes about developing child care public/private partnerships:*



*Finance Fund is a statewide nonprofit investment intermediary working to **enable progress and inspire change** within Ohio's low-income communities. By building bridges to economic development and community revitalization, we aim to create opportunities that make a better quality of life possible. Working primarily within low-income rural and urban communities, we connect local community development organizations and small businesses with needed funding in the form of grants, loans and nontraditional financial products. We offer several products to our clients in the child care arena.*

### **Credit Enhancement Programs**

- **Child Care Capital Fund:** Resource for financing real estate projects available to Head Start agencies; reduces the interest rate on permanent financing

### **Grants**

- **PreDevelopment Grants:** Funding for community-based nonprofits for project "soft costs" on housing and economic development projects
- **Economic Development Grants:** Funding for neighborhood commercial improvement projects that create private-sector jobs to strengthen the area's economic base

### **Urban & Rural Lending**

- **New Markets Loans:** Credit for fixed assets to nonprofit and for-profit business borrowers in qualifying low-income census tracts
- **Accounts Receivable LOC:** Line-of-credit for nonprofits or small businesses with cash flow issues as a result of contract-based accounts receivables such as government based child care programs.

Potential applicants are encouraged to contact one of our Program Officers, [Tamra Hall](mailto:thall@financefund.org): [thall@financefund.org](mailto:thall@financefund.org), Jon Moorehead: [jmoorehead@financefund.org](mailto:jmoorehead@financefund.org).

(800) 959-2333

[info@financefund.org](mailto:info@financefund.org)

[www.financefund.org](http://www.financefund.org)

17 S. High Street, Suite 900  
Columbus, Ohio 43215

## ★*Professional Citations*

The following resources were used when writing this document.

Action for Children, Child Care in Greater Columbus: Issues for the '90s, 10/94.

Bond, James T; Ellen Galinsky; and Kelly Sakai “2008 National Study of Employers,” Families and Work Institute, 2008.

Carnegie Report. “Starting Point,” 1994.

Child Care Partnership Project – Employer Toolkit, Child Care Bureau, United States Department of Health and Human Services.

American Community Survey conducted by the U. S. Census Bureau 2007

“Labor Market Information,” Ohio Office of Research, Assessment, and Accountability, December 2000.

“Marital and Family Characteristics of the Labor Force from the March 1997 Current Population Survey,” United States Bureau of Labor Statistics, 1997.

“Meeting the Needs of Today’s Workforce: Child Care Best Practices,” United States Department of Labor, 1998.

“National Study of the Changing Workforce,” Families and Work Institute, 1997.

Ohio GroundWork Campaign, Frequently Asked Questions: What are the Economic Benefits to our Communities?, Retrieved September 16, 2009 from <http://www.groundworkohio.org/about/faq.cfm>

Newsweek, “From Birth to Three,” Spring/Summer, 1997.

The New York Times, Tuesday, November 25, 1997.

“Opportunities for child care,” Personnel Administrator, June 1988.

Time. “How a Child’s Brain Develops and What it Means for Child Care and Welfare Reform,” February 3, 1997.

Young Children, National Association for the Education of Young Children, Spring 1996.



## **FREQUENTLY ASKED QUESTIONS**

**Some of my employees have to leave work when their day care center calls to say their child is sick. If a child is only mildly ill, can't they stay at the center until Mom or Dad is done with work?**

Ohio's rules for day care centers are designed to protect the health of all the children in the center. Therefore, a child at a day care center who has a fever, diarrhea, or is vomiting the child must be separated from other children and taken home as soon as possible. Rules for smaller child care settings, such as family child care homes, are more flexible. Care for sick children while parents work is a difficult issue and some communities are working towards solutions, including Cincinnati's backup child care project spearheaded by the Greater Cincinnati Businesses for Worklife Initiatives. See Section 5 for more information about this initiative and Section 4 for more information about sick child care options.

**How do I set up a small child care center for my employees?**

There are many options to resolve child care problems for employees. An on-site child care center may be the answer, or there may be less costly options. All on-site child care centers, regardless of size of the center or the employer, must be licensed by the state of Ohio. See Section 7 about resources for child care center rules and regulations.

**What tax credits are available to me if I help my employees pay for child care?**

Ohio offers several tax credits to employers that help pay for child care at day care centers and to employers that operate on-site child care centers. See Section 7, Ohio Community Resources.

**Where can I get a list of child care providers? I would like to share this with my employees?**

Your local Child Care Resource and Referral agency can provide information about child care facilities in your area. Local departments of job and family services that certify family child care providers can also provide information about child care providers. See Sections 4 and 7 about Child Care Resource and Referral agencies.

**How can I find information about child care for evenings or overnight? Does it cost more than child care during regular first shift or 9:00-5:00 hours?**

Child care for second shift or third shift can be more difficult to find than standard 9:00 to 5:00 care. Typically, families tend to use family child care homes for this type of care. Rates vary; more information about rates and availability of care can be found at your local child care resource and referral agency.

**If, as an employer, I don't want to get into the child care business, what other options are available to me to at least help my employees with child care?**

Options vary from helping employees pay for child care, offering resources to help parents find child care, or working with employees to arrange flexible work schedules to

accommodate their child care needs. See Sections 4 and 7 about Child Care Resource and Referral agencies and Section 4 about child care options for small and large businesses.

### **What rules are there for people watching children in their home?**

In Ohio, anyone can take care of up to six children in her home without being licensed or regulated. No more than three of the children can be less than two years old. Such providers, known as Family Child Care Providers may choose to be certified by their county Department of Job and Family Services and this certification allows them to participate in the county's child care subsidy programs. County departments also offer Parent Provider Inspected (PPI) options for their child care subsidy families. Family Child Care Providers may also choose to be listed with their local child care resource and referral agency. Each process involves a different level of home inspection and personal background checks. The rules are available at <http://jfs.ohio.gov/cdc/childcare.stm>.

### **How do I know a child care center or home follows the law and takes good care of my or my employees' children?**

Parents are the best judge of care that meets their needs and parents have the most frequent contact with the providers. For tips on finding care that meets your needs, contact your local child care resource and referral agency. All child care centers in Ohio must be licensed by the Ohio Department of Job and Family Services and information about individual centers is now available at <http://jfs.ohio.gov/cdc/childcare.stm>

### **How can my employees judge quality child care?**

Child Care Resource and Referral agencies offer printed materials to help parents choose quality child care. You may want to work with the agency nearest to your business and schedule workshops for your employees. See Sections 4 and 7 about Child Care Resource and Referral agencies.



## **What options are available in my community for school age child care, particularly over summer or on snow days?**

School age children have special child care needs. While they do not need child care every day or all day, parents' work schedules may make it necessary for children to be in care before or after school. And when schools are closed for emergencies such as snow days, parents may need back-up child care at the last minute. Here are several ideas of ways in which employers can assist families with child care for school age children:

- ❑ sponsoring field trips and other summer activities for children in their community
- ❑ partnering with other employers, schools, and community members to expand back-up child care options
- ❑ partnering with schools to offer before and after school programming at schools or other facilities
- ❑ allowing parents to use flex-time or other leave options to stay home with children during school holidays such as parent-teacher conference days or snow emergencies

See Section 4 about School Age Child Care Options.

## **Is there a legal age that children are allowed to stay home by themselves?**

Ohio law does not designate a legal age that children may be home alone. Child development experts recommend parents make their best judgment based on the child's individual abilities and proximity of adult assistance. See Section 4 about School Age Child Care Options.

## **How much do parents pay for a 40 hour week of child care?**

The costs for child care differ based on children's ages and costs vary in cities, suburbs, and rural communities around the state. High quality child care costs more and these options may or may not be available in all communities.

For example, parents pay an average of \$180 per week for infant care and \$125 per week for school age children in child care centers, according to the Ohio Child Care Resource & Referral Association 2000 Annual Report. These examples are equivalent to \$3.20 to \$4.50 per hour, or approximately half of Ohio's minimum hourly wage of \$7.25; thirty percent of a \$12.00 per hour wage.

## ***COAD EARLY CARE AND EDUCATION DIVISION***

### ***COAD HELPS PARENTS FIND CHILD CARE***

- ★ Clients call 1-800-577-2276 for FREE counseling and referral services
- ★ Counselor gives clients a list of child care options available to meet identified needs
- ★ Counselor provides client with information on how to choose care
- ★ Clients choose a provider that meets the family's needs; COAD does not recommend!
- ★ Providers "listed" with COAD must meet health and safety standards

### ***COAD WORKS TO INCREASE THE SUPPLY OF CHILD CARE***

- ★ Helps individuals through the process to open a child care business
- ★ Answers questions about licensing, child care business practices, and policy making
- ★ Facilitates/participates in community planning to meet families' needs for child care
- ★ Guides new programs to simplify the process of licensing, funding, and daily operations

### ***COAD COORDINATES AND PROVIDES TRAINING FOR CHILD CARE PROVIDERS***

- ★ Assists providers to locate required training on First Aid, Child Abuse Recognition, Communicable Diseases, and CPR
- ★ Helps communities develop training on child care, child development and other topics of interest to providers
- ★ Coordinates training to help providers maintain or re-gain compliance with health and safety regulations
- ★ Provides a FREE calendar of training events
- ★ Provides a FREE list of qualified local trainers in your area

### ***COAD GIVES TECHNICAL ASSISTANCE TO HELP PROVIDERS MEET THE DAILY CHALLENGES OF CHILD CARE***

- ★ Ideas on working with parents, writing policies, planning activities, marketing, financial assistance, etc.
- ★ FREE Newsletter and training calendar
- ★ Provider pays NO Fees to be in registry and use COAD services
- ★ Providers can call trained counselors, TOLL FREE, to ask questions

### ***RESOURCE LENDING LIBRARY***

- ★ COAD loans items to help providers, parents, centers and agency staff provide quality care and services to children
- ★ Catalog available for easy selection
- ★ Books and videos on child care, child development, and parenting
- ★ Available for anyone to borrow
- ★ Give us a topic, we'll research and provide information
- ★ Easy access / easy return - call 1-800-577-2276 to order

Call 1-800-577-2276 For More Information or go to [www.coadinc.org](http://www.coadinc.org)

*ECE is a division of COAD – the Corporation for Ohio Appalachian Development*