
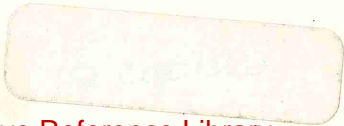


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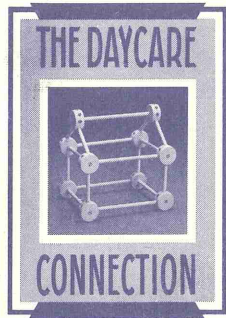
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# CAPITOL COMPLEX CHILDCARE STUDY

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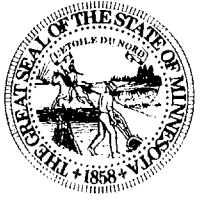
612-944-9279  
P.O. Box 35601  
Edina, Minnesota 55435

Pursuant to 1987 Laws,  
ch 404, sec 16, *subd 4*

Consultant's Report prepared for  
the Administration Dept  
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Period 10/7/1987-1/1/1988

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Department of Administration

OFFICE OF THE COMMISSIONER

The Honorable Rudy Perpich
Governor
130 State Capitol Building

Patrick E. Flahaven
Secretary of the Senate
231 State Capitol Building

Edward A. Burdick
Chief Clerk
House of Representatives
211 State Capitol Building

Dear Gentlemen:

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Building Construction
Contracting
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Employee Assistance
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Real Estate Management
Records Management
Resource Recycling
State Bookstore
Telecommunications
Volunteer Services

Pursuant to Minnesota Laws, 1987, Chapter 404, Section 16, the Department of Administration has contracted with a private organization, The Daycare Connection, Inc. to do a needs assessment and prepare a report for the legislature on the feasibility of providing in the capitol complex area a privately-run child day care and latch-key center for children of state employees and visitors to the state capitol.

The study included employees in downtown St. Paul, the Capitol Complex and Lafayette Park area. The consultant has found that a need exists for a childcare center for state employees. The feasibility study identified several qualified private providers willing to consider establishing services in the study area.

However, the providers indicated that start up costs and the high cost of leasing space in the complex area are key factors that make establishing services infeasible. These same costs will dictate higher fees than are paid by over three-fourths of those surveyed. In the opinion of the consultant, those fees may be seen by state employees as unaffordable.

The consultant has also investigated alternatives to meet other childcare needs, such as sick care, which negatively impact work effectiveness.

Finally, we wish to acknowledge the excellent cooperation and assistance provided us by state personnel directors and their staffs, the Capitol Area Architectural and Planning Board, the Department of Employee Relations, and the Joint Labor-Management Committee on Childcare.

Respectfully submitted,
Sandra J. Hale
Sandra J. Hale
Commissioner



**CAPITOL COMPLEX**

**CHILDCARE STUDY**

**1988**



## FIRM QUALIFICATIONS

The Daycare Connection, Inc., founded in 1986, is a company created to assist employers in determining employees' childcare needs, the impact of childcare problems on work effectiveness, and the feasibility of providing quality childcare programs.

The Daycare Connection, Inc., bases its work on assumptions that by 1995, 75 percent of women who are mothers will be in the workforce and needing care for their children; childcare costs will continue to rise and quality, affordable childcare will be increasingly difficult to find. Childcare programs have been shown to benefit employers by increasing employee productivity, commitment, and job satisfaction as well as decreasing absenteeism, turnover, and stress.

The Daycare Connection, Inc., assists its clients by providing needs assessment, site location, center design and supervision of construction, budgeting, purchasing equipment, curriculum design, staffing and monitoring operations.

Daycare Connection founder and president Susan Bonoff brings to the issue of childcare twenty years of skill, concern and experience in dealing with difficult social issues related to children. She was a founder of Storefront/Youth Action, a youth and family counseling agency now serving 1,000 families each year in south Hennepin County, and the creator of Project Charlie, an Edina-based elementary school drug abuse prevention program now operating in 31 states.

The Daycare Connection, Inc., is a member of the National Association for the Education of Young Children, which provides access to information and research on solutions to childcare problems from a wide range of experience.

The Daycare Connection, Inc., has provided services to more than 15 area companies including Miller & Schroeder, Financial, Inc., Holiday Stores and St. Paul Companies.



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## EXECUTIVE SUMMARY

### Childcare problems affect work

State employees report that the lack of affordable quality childcare is affecting them, and having a negative impact on their work effectiveness. They are missing work, would consider rejecting promotions and are affecting the work of others because of childcare problems, and they think about quitting. They change childcare often, and feel care is too expensive, not freely available and inconveniently located. Specifically, they need home-like infant care, more options for toddler and preschool care, and care and transportation for school-age children. Lack of alternatives for caring for sick children is a major source of concern for parents, and is lowering productivity and work effectiveness.

These are the major findings of a survey of Capitol Complex area employees taken by The Daycare Connection, Inc., as part of a study of childcare issues.

### Location near work ranks high

In a list of 21 possible characteristics of childcare that included low fees, small group sizes, low staff ratios and educational curriculum, "location within two blocks of work" received the third-highest ranking. Eighty-three percent of survey respondents were positive about an on-site or near-site childcare center.

### Center care unaffordable for many

Quality is of vital importance to the parents studied, but by necessity cost plays a major role in determining the kind of care they choose. Parents are said to be able to afford 10 percent of their combined gross income for childcare. Care in a licensed daycare center averages \$3,000 to \$4,000 for preschoolers and up to \$6,500 a year for infants, so care for parents with infants, two or more children, and earning a combined income of less than \$40,000 would cost more than 10 percent and may be considered unaffordable.

The 43 percent of state employees with combined family income of less than \$40,000 and the 16 percent with combined income of more than \$40,000 but also with more than one child probably would not be able to afford licensed childcare center fees. The 83 percent who are now paying less than \$70 per week may perceive themselves as not being able to afford unsubsidized center childcare.

#### Site for Capitol area center

No unused appropriate space in state office buildings is presently available. Plans for redesign of the Capitol Mall include a childcare center to be constructed in 1993-1995. A cooperative arrangement with the Minnesota Children's Center could provide a center on the former site of Mechanic Arts High School when funds are raised and the center's proposed new building is complete.

#### Temporary alternative

A temporary low-cost alternative may be childcare centers in portable units, which could be custom designed, leased and set up within weeks. Those using portables report they are very satisfactory, and land on which to put them seems to be available. No conclusive research was conducted on costs or availability of land, and any construction in the Capitol Complex must be approved by the Capitol Area Architectural Planning Board (CAAPB).

#### Feasibility of unsubsidized childcare

Based on provider research, income of state employees and what they are currently paying for childcare, it may be infeasible to provide a childcare center without underwriting capital and major start-up costs. No provider interviewed was willing to provide these funds. It may be impossible to secure space at rent low enough for providers to afford, and counterproductive to provide childcare that a majority of parents find unaffordable.

#### Recommendations

Recommendations include:

- . All new state office buildings or those undergoing renovation should include space for childcare.
- . Small, innovative infant care centers should be established.
- . Childcare centers should be established and underwritten to serve state employees in the Capitol Complex, Lafayette Park and downtown St. Paul.
- . A summer-care program for older children should be created.
- . There should be a resource person in each agency responsible for educational programs and communication about state childcare policies and benefits.

## CAPITOL COMPLEX CHILDCARE

### INTRODUCTION

This report was completed pursuant to 1987 Laws of Minnesota, Chapter 404, Section 16, Subdivision 4.

The Management Analysis Division of the Department of Administration was requested to prepare a request for proposal from a private organization to do a needs assessment analyzing the feasibility of providing in the Capitol area a privately-run childcare and latchkey center for children of state employees and visitors to the State Capitol.

An independent consultant, Susan S. Bonoff, president of The Daycare Connection, Inc., was hired to implement the needs assessment and feasibility study. The Daycare Connection is a consulting firm with expertise in employer-supported childcare options, needs assessment and establishing on-site or near-site childcare centers for businesses.

The Capitol Complex, downtown St. Paul and Lafayette Park were included in the area studied, and will be referred to hereafter as The Capitol Complex area.



## METHODOLOGY

### OBJECTIVES

The specific objectives of the study are to:

- a. determine the feasibility of establishing unsubsidized childcare run by a private provider in the Capitol Complex and/or the Lafayette Park area;
- b. design and conduct a needs assessment in the Capitol Complex and the Lafayette Park areas of the childcare needs of state employees and visitors;
- c. develop recommendations for management, operations, costs and programs of an on-site center; and
- d. develop recommendations for potential sites.

### A. Determination of the feasibility of unsubsidized childcare

This assessment was made by:

1. analyzing income, current childcare costs, number of children and opinions expressed by survey respondents;
2. interviewing potential childcare providers to determine fees they would charge, rent they could pay, start-up and equipment costs they would pay, and quality of care they would provide; and
3. examination of U.S. government predictions of what parents should be able to afford.

B. Assessment of childcare needs

This assessment was made by:

1. surveying a selected sample of 1,500 state employees working in the Capitol Complex area to determine present and future demographics, current childcare, costs, problems and perceived needs;
2. conducting focus groups -- informal discussions with small groups of employees to determine current practices, problems, needs and reaction to proposed programs;
3. interviewing key personnel;
4. studying existing childcare facilities serving the Downtown St. Paul area; and
5. examining published material regarding childcare needs, nationally and locally.

C. Recommendations for the management, operations, costs and programs of on-site childcare

This assessment was made by:

1. careful examination of all data;
2. interviews with potential providers of a variety of childcare programs in the areas of need established by the data; and
3. comparison of programs, methods of management, costs and degree of satisfaction in other locations, locally and around the country.

D. Recommendations for potential sites

This assessment was made by

1. examining the Capitol Complex area and all property available for both purchase and lease, and
2. interviewing appropriate key personnel.

## HISTORY

Over a period of years, the State Government has made efforts to consider childcare needs of its employees. The following are findings that describe the activities undertaken.

### Past legislative efforts

- . 2-10-77: H.F.412 recommends the allocation of \$260,000 to start a pilot childcare center to serve 75 children of state employees; referred to committee.
- . 9-80: Legislature requests statewide survey to determine childcare needs of state employees.
- . 2-25-81: Inter-agency task force reports to the legislature that the need for additional childcare for state employees does not presently exist, but recommends further study.
- . 10-29-84: Capitol area study to determine feasibility of on-site childcare determines that there is a need, identifies potential sites, and recommends to the legislature that the state consider other sites and alternative solutions in addition to on-site childcare.

### Practices and policies

- . 1979 - Terms and conditions of employment regarding sick leave usage by employees is negotiated through collective bargaining, allowing employees to accrue and use personal sick leave for the care of their sick children.
- . 1983-1984 - Two private, unsubsidized childcare centers established on State Property. The childcare centers are currently housed in space leased from State facilities (Oak Terrace Nursing Home and Cambridge Regional Treatment Center). Another center, housed at Faribault Academy for the Deaf, moved to another location in September, 1987 (see appendix).
- . 1985 - State Board of Vocational Technical Education makes commitment to childcare. To date, 20 Technical Institutes have centers, 5 more will be open within a year.
- . 1986 - Employee Relations Commissioner Nina Rothchild communicates with state agencies regarding on-site childcare centers in state facilities, recommends that agency management enable employee groups to explore the possibility of unsubsidized on-site centers if space is available.



- . 1987 - Capitol Area Architectural and Planning Board includes a childcare center in its design for Capitol Mall renovation. The center is to be placed on the southwest corner of the mall, and implementation is planned for 1994-96.
- . 1987 - Joint Labor-Management Committee publishes pamphlet, Selecting Childcare - A Guide for Working Parents.
- . 1988 - Salary reduction plan to be implemented for state employees, allowing deduction of childcare expenses from pre-tax income.

SUMMARY

The state's efforts in the area of childcare for state employees began in 1977. The last study, in 1984, was the first to determine that need for additional childcare existed.

Collective bargaining established terms allowing employees to accrue and take personal sick leave to care for sick children, and beginning in 1988, employees will be able to pay for childcare with pre-tax dollars.

Two privately-run childcare centers are now renting space from state facilities and serving some state employees.

## NEEDS ASSESSMENT

### Method for determining needs

The childcare needs of Capitol area employees were defined by determining the stated needs and desires of employees through the implementation of a survey, focus groups and interviews with key personnel. That data was then examined with the aid of published research on each issue, using the criteria of negative impact on work effectiveness. Those stated needs and desires which, when unmet, could be shown to have a negative impact on work effectiveness by the data that follows were then defined as needs.

### Findings

#### THE SURVEY

##### Sample size

A sample of 1,500 state employees was selected from the 6,500 employees under the age of 45 working in the Capitol Complex area. They were asked to respond to a one-page survey, and 505 (34 percent) responded. This number was higher than necessary to ensure that the conclusions are accurate within a range of plus or minus 4 percent.

##### Parent demographics

Four hundred twenty-one (83 percent) of those responding were parents of children under 12. Fifty-one (10%) were expectant parents, and 58 (11 percent) planned children in the next two years. There were 665 children among the 421 parents (1.58 children per parent), 21 percent infants, (under two) 14 percent toddlers (two to three), 26 percent preschoolers (three to five) and 38 percent schoolage children. From these demographics it can be estimated that there are approximately 2800 children among Capitol area employees, 1700 of which are preschoolers. Seventy-six percent of respondents were two-income families; 24 percent were single-income families.

##### Findings regarding need

The following statistics reflect the general attitude about childcare expressed in the survey, and the impact of childcare problems on work effectiveness.

- . Sixty-five percent of parents surveyed said their childcare problems had made their work more difficult or had lowered their effectiveness.
- . Thirty-six percent of all respondents said other people's childcare problems had made their work more difficult or lowered their effectiveness.

- . Forty-nine percent of parents would consider rejecting a promotion and 34 percent had considered quitting their job because of childcare problems.
- . Twenty-three percent missed five or more days of work last year because of childcare problems. An additional 25 percent missed either three or four days.
- . Thirty-three percent of parents had at least two providers in the previous year, and 11 percent had three or more. Thirty-three percent anticipated another change of provider in the coming year.
- . When asked to rate their childcare, less than half (44 percent) of parents gave their caregiver a top rating. Eight percent rated their care "fair" or "poor."
- . Forty-two percent of parents wrote comments on their surveys. All but two comments were in regard to problems experienced in childcare and/or an expressed desire for Capitol area childcare.
- . Forty-eight percent had more than one child needing care.
- . Eighty-two percent answered either yes or maybe when asked if they would use a center in the Capitol area.

Areas of dissatisfaction with childcare

Survey respondents were asked to identify any areas of dissatisfaction with their childcare from a list of six factors. Following are the responses and percentages of those responding to this question.

Too expensive	- 152 (76% of those responding)
Too few to choose from	- 111 (56%)
Inconvenient location	- 90 (46%)
Inconvenient hours	- 61 (31%)
Poor quality	- 56 (28%)
Philosophy disagreement	- 50 (25%)

Most important factors

Respondents were asked to indicate those factors in childcare that were most important to them. The factors most often selected from a list of 21 appear below in rank order:

1. Sick-child care
2. Highly-trained caregiver
3. Within two blocks of work
4. Same hours and holidays as state
5. Parent participation
6. Montessori-type curriculum

### Help most desired from state

When asked to indicate areas in which help from the state would be most appreciated,

- . 261 (53%) said "salary reduction plan "
- . 180 (36%) said "arrange for center in Capitol area"
- . 175 (35%) said "help in finding sick-child care"

### CONCLUSIONS

Childcare problems are having a negative impact on work effectiveness. State employees indicate they are missing work, would consider rejecting promotions and are affecting the work of others because of childcare problems, and they have considered quitting. They change childcare often, and feel care is too expensive, not freely available and inconveniently located. There is a high level of interest in Capitol area childcare.

Although respondents expressed a concern about childcare costs, when questioned about most important factors, those factors related to quality appeared most important. Respondents expressed preferences for sick-child care, highly-trained caregivers, location close to work, hours the same as state hours and a Montessori-type curriculum.

### FOCUS GROUPS

#### Group composition

Three group meetings were held, of approximately one and one-half hours each, with 36 state employees representing a cross-section of state departments. Thirty-one were chosen by department personnel and five volunteered. All but two were parents of small children.

#### Findings regarding need

Participants confirmed survey responses by expressing a need for:

- . alternative sick-child care that would enable them to return to work when they needed to.;
- . hours of daycare that matched work hours;
- . well-trained caregivers;
- . summer care for older children;
- . affordable cost; and
- . more parent participation in decision-making.

Comments made in focus groups clarified and expanded on responses to the survey:

- . Participants indicated that worry about childcare had a negative impact on concentration and work effectiveness.
- . Supervisors participating said daycare problems cause lateness and absenteeism.

- . Choosing childcare was said to be a very difficult process.
- . People who had satisfactory childcare were considered "lucky", and participants had little sense of permanence or long-term reliability of childcare arrangements.
- . Even though they can stay home when children are sick, parents often need to return to work, so caring for sick children represents a major source of conflict and stress.
- . Caregiver turnover and "burn-out" have a negative impact on participants' childcare.

#### Criteria for quality

These additional factors were revealed as being important and desirable to focus group participants:

- . Home-like, loving atmosphere and warmth
- . Commitment to their child
- . Philosophy of care that agrees with their own
- . Low staff ratios
- . Cleanliness
- . Structured and varied activities
- . Balanced meals

#### CONCLUSIONS

Focus group participants reinforced survey conclusions regarding childcare problems as a source of negative impact on work effectiveness, and basically confirmed survey results regarding stated needs and important factors. In addition, they expressed the importance of high quality in childcare.

#### INTERVIEWS WITH KEY PERSONNEL REGARDING NEED

Roger Durbahn, employee services director, and Joan Blumstein, management analyst, Department of Transportation

Mr. Durbahn and Ms. Blumstein have been involved for the past year in documenting childcare needs in their department, and have studied possible solutions being provided by other state agencies around the country. The problems they have identified as being caused by childcare are absenteeism, turnover, stress and reduced productivity. They see on-site childcare as a potential solution to these problems and are exploring that possibility.

Nancy Branton, assistant personnel director, Department of Natural Resources

Ms. Branton expressed the need of her department's employees for a near-site childcare center in the Lafayette Park area. Discussions with representatives of the Department of Labor and Industry regarding the possibility of a childcare center in the new Labor and Industry building have been ongoing.

Sheila Moriarty, executive director, Minnesota Council on Children, Youth and Families

Ms. Moriarty expressed the importance of considering childcare from the perspective of children as well as parents. Her council has documented an increasingly alarming need for quality preschool care statewide. As an employer of 30,000, the state, in her opinion, is in a position to take the lead in providing model, replicable programs.

Nancy McClure, assistant state labor negotiator, Employee Relations Department

Ms. McClure said that the state has responded to the need with its generous sick leave policy, and expressed a desire for more awareness of the state's present benefit package. Given the cost of on-site childcare for 30,000 employees statewide, she saw the need for exploration of alternatives to on-site childcare.

Pete Benner, director, AFSCME Council 6

Mr. Benner expressed AFSCME's concern about childcare needs. AFSCME established a joint labor-management committee on childcare in 1984, which conducted a statewide childcare needs assessment at that time.

AFSCME would be very supportive of state subsidy of start-up costs, space, maintenance and utilities for childcare centers for state employees. Mr. Benner felt that would be an appropriate use of state funds, and thought it was unlikely that childcare could be provided without that help. He expressed a serious concern about direct subsidy to employees since this is a benefit that most likely could not be applied statewide.

Mr. Benner also expressed concern about childcare workers' salaries, and felt that serious consideration should be given to using state employees to staff any childcare centers serving state personnel. The state's community colleges are paying their childcare employees hourly wages that range from \$8.25 for an aide to \$13.97 for a director.

He suggested that another role for the state may be to facilitate access to available childcare, and that there should be an identifiable resource person on childcare issues in each state agency.

CONCLUSIONS

Stated needs expressed by those interviewed were:

- . On-site or near-site childcare to serve state employees in the Capitol Complex area
- . The state as model for other employers statewide
- . Greater awareness of present state benefit package

- . Continued exploration of alternatives to on-site or near-site childcare
- . Steps to deal with inadequacy of childcare workers' salaries in any state childcare undertaking
- . Resource person in each agency to help facilitate access to information about childcare

#### RESEARCH REGARDING AREAS OF NEED

The following areas were researched to determine impact on work effectiveness and alternatives for action:

- . Options for affordable, quality daycare for infants, toddlers and preschoolers
- . Summer care for older children
- . Alternatives for sick-child care
- . Drop-in care
- . Transportation to childcare for older children
- . Educational programs for state employees about childcare, other related work and family issues and state policies and benefits

#### Findings

##### OPTIONS FOR QUALITY CARE FOR INFANTS, TODDLERS AND PRESCHOOLERS

"While the need for more childcare is growing rapidly, the present childcare system is shrinking. Unless this trend is reversed, Minnesota will not have enough childcare to meet the needs of working families with children" (Making Child Care Work, the report of the Child Care Task Force of the Council on Children, Youth and Families to the 1987 Minnesota Legislature)

##### INFANT CARE

###### What kind of care do parents of infants want?

Parents perceive the needs of infants to be unique, and are choosing home-based care (licensed or unlicensed family daycare, spouses, other relatives, nannies or other paid baby-sitters) rather than childcare centers.

At the same time, only 12 percent of parents of infants said "no" when asked if they would use a Capitol area center, and 43% of parents of infants said arranging for a licensed daycare center near the Capitol was the help that would be most appreciated. Most parents of infants are using licensed family daycare, and at first glance that would seem a perfect, affordable choice. There are, however, considerations.

### Lack of family daycare providers

There are not nearly enough family daycare providers to meet the demand, and not enough financial rewards to attract more. Current research indicates there are three family daycare providers in the Downtown St. Paul area, none have vacancies, and no childcare center in the Capitol Complex area has vacancies for infants. The Department of Human Services study reported that in 1986 the number of childcare openings actually declined rather than growing to meet the increased demand.

Resources for Child Caring, Greater Minneapolis Daycare Association and counties throughout the state all report a serious lack of infant care, with approximately one-fourth to one-half as many daycare spaces for infants as are needed.

### Impermanence and unreliability

The second consideration is the often impermanent and unreliable nature of care that depends on one person. While 48 percent of family daycare users give their caregivers an excellent rating, survey comments reflect frustration with caregivers who "take the summer off" or suddenly need a vacation. Resources for Childcaring reports that 20 percent of family daycare providers leave the business each year, and Hennepin County licensing suggests the average length of time a family daycare provider stays in business is from two to three years.

Because of this impermanence and unreliability, parents change care often. In the survey sample, 37% of the 139 parents of infants reported that they had changed their childcare at least once in the previous year, and 42 percent of those who had already changed at least once anticipated another change this year.

Thirteen percent had three or more caregivers in the child's first year of life, and one mother reported having three in her first 7 weeks back at work. Psychologists emphasize the need for bonding with one caregiver during this year.

### Inconsistency of quality

The third consideration is the inconsistency of quality. Although Minnesota has high licensing standards, they do not affect the day-to-day interactions between caregiver and child. While most family daycare providers are warm, dedicated and caring people, it is an inexact science, and there are, for the most part, no witnesses to report negative experiences.



Seventy-five percent of parents using caregivers who are not necessarily well trained indicated a strong desire for highly trained care-givers. "Highly trained caregiver" was second only to "sick-child care" on the list of factors to be desired.

Impact of infant care problems on work effectiveness

The lack of infant care options means the process of finding care takes place more often and takes longer for parents of infants. A survey by Childcare Systems, Lansdale, PA, concludes that each time parents change their childcare they lose approximately 8.8 hours from their work. Sources from Childcare Information Network and Resources for Childcaring agree that when seeking care for infants, the figure may be even greater.

Lack of options also means the search for care is a greater source of stress for parents of infants, many of whom are experiencing for the first time the stressful feelings that may accompany putting a child in childcare.

John Fernandez, in his book "Child Care and Corporate Productivity," says stress over work-family conflicts including childcare has greater impact on productivity than absenteeism. It can last days or weeks, thus affecting job performance for a longer time. Focus group participants who were parents of infants told of experiencing stress about locating childcare long before and long after their baby was born.

What are other employers doing?

While more and more employers are providing on-site or near-site childcare, few seem to be responding to the apparent unique needs of parents of infants. Most combine infant care with toddlers and preschoolers in their work-site centers.

America West, Tempe AZ, is one major company that has created an innovative program. In addition to 24-hour childcare for employees' infants, toddlers and preschoolers, a full-time coordinator has recruited a network of 20 family daycare providers. The company pays all start-up costs, provides and supervises ongoing training, enforces strict regulations and subsidizes fees.

### Alternatives for action investigated

The following alternatives were researched:

1. creating an innovative pilot project of small infant care centers in state office buildings, serving seven or eight infants and designed to combine warmth and home-like atmosphere with reliability and professionalism of center care. No playground would be necessary, but a small amount of outdoor space would be desirable for outdoor play.
2. Establishing similar infant-care centers in homes or duplexes near the Capitol Complex area, with a goal of serving approximately 30 to 40 infants.
3. Serving infants along with toddlers and preschoolers in near-site childcare centers, in specially designed, home-like infant-care units.
4. Establishing a program to recruit family daycare providers in the Capitol area based on the model created by America West, Tempe, AZ.

### CONCLUSIONS

Parents of infants indicated they preferred home childcare, but home childcare is hard to find and often unreliable and impermanent, with inconsistent quality. Because of this, parents change care often during their infants' first years, when it is most important to have one caregiver. As a result they feel stress, which negatively affects work effectiveness, and they miss work each time they must look for a new caregiver. Innovative alternatives could help alleviate the problem by combining home-like atmosphere with high quality, permanence and reliability.

### CARE FOR TODDLERS AND PRESCHOOLERS

#### Findings regarding childcare in Capitol Complex area

Research indicates there are currently nine childcare centers in the Downtown St. Paul area, charging competitive daycare center rates and varying in quality. Six report being "usually full," one has several vacancies for preschoolers and two have "a few" vacancies for preschoolers.

#### Do state employees want near-site childcare?

Comments written on the surveys were 99 percent positive about childcare near the Capitol, and survey responses reflected an overwhelming desire on the part of parents to have on-site or near-site childcare.

Childcare "within a few blocks from where I work" received the third-highest number of votes out of 21 choices. Eighty-three percent gave a positive response when asked if they would use such a program, and of the 17 percent who said "probably not," 77 percent were parents of school-age children.

What are the problems with present care?

The respondent's spouse was the only caregiver who received excellent ratings from more than half of their users. More than half the respondents using babysitters, family daycare, center care or latchkey care were not totally comfort-able with their care. Problem areas (in order) were high cost, too few to choose from, inconvenient location, inconvenient hours, poor quality and philosophy disagreement. In addition, respondents spoke of unreliability, inflexibility and impermanence. Characteristics they desired were sick-child care, highly-trained caregivers, location close to work, educational curriculum, parent input and convenient hours.

Unreliability and impermanence

More than 75 percent of the employees surveyed used care that relied on one person. Childcare that depends on one person, no matter how dedicated that person is, can be unreliable when that person has an emergency to deal with, and unreliable childcare is another source of stress, absenteeism and lateness.

One third of all parents responding had changed childcare in the past year at least once, and 11 percent had three or more caregivers in the last year. One-third thought they would probably change again this year.

Are childcare problems having a negative impact on work effectiveness?

Using the Childcare Systems Study referred to in the previous section, the sample population alone has lost

2,877 hours from work due to changing childcare. Sixty-five percent of the parents surveyed said their childcare problems are lowering their effectiveness at work, and more than one-third of respondents said other people's childcare problems lower their own effectiveness.

Focus group participants said that worry over childcare takes their concentration away from work.

Finally, 49 percent of all parents surveyed said they would consider rejecting a promotion because of childcare problems, and 34 percent said they had considered quitting their job because of those problems.

Would childcare in the Capitol area resolve these problems for parents?

Both John Fernandez, in Childcare and Corporate Productivity, and Sandra Burud, in The National Employer Supported Childcare Project (Auburn House, 1984), say that employees of companies providing on-site or near-site care report that having care in such close proximity fosters closeness between parent and child, enables lunch-time visits and easy access to child in case of illness, and makes daily separation easier for both.

Would it benefit the state?

A 1984 study by Stewart Youngblood and Kimberly Chambers-Cook reported in Personnel Administrator (2/84) that "employees with a company-sponsored daycare facility were higher on job satisfaction and commitment, and significantly lower on turnover and absenteeism." One company studied in their research reported a 63 percent drop in employee turnover the year following the establishment of near-site childcare. Turnover costs are estimated by that company to average two months' salary each.

Study shows positive benefits

A 1984 study by Dr. Ann Gilman-Dawson, funded by the U. S. Department of Health and Human Services, found that in more than half the 39 companies studied, turnover was reduced to zero among employees using company sponsored childcare. This study concludes that "the availability of either on-site or off-site child-care positively affects both acceptance and continuance of employment." (This study can be found in the Eric System, PS014568.)

The National Employer Supported Childcare Project

This study of companies with childcare says 85 percent of companies said childcare had a positive effect on recruitment, 65 percent report a positive effect on turnover, 90 percent report a positive effect on morale, 85 percent report a positive effect on public relations and 49 percent report a positive effect on productivity. The study concludes, "Companies overwhelmingly report that childcare advances management aims and has tangible corporate payoffs."

### Alternatives for action investigated

The following alternatives for action were researched:

1. Increasing the number of childcare spaces by mandating the inclusion of space for childcare in all new or renovated state office buildings.
2. Aligning with the Minnesota Children's Center in creating a childcare center as part of a new building on the former site of Mechanic Arts High School.
3. Establishing two childcare centers in portable, modular units to serve children of State employees until permanent structures are built, one within one-half mile of the Capitol, and the other within one-half mile of Lafayette Park. Both centers would also serve children of employees working in Downtown St. Paul.

### CONCLUSIONS:

Parents of toddlers and preschoolers are experiencing the same unreliability and impermanence in childcare as parents of infants, as the majority are using care that relies on one person. In addition, they believe childcare is too expensive, inconvenient, hard to find and of poor quality. Because of childcare problems they miss work, say they would consider rejecting promotions and do consider quitting their jobs.

Eighty-three percent of survey respondents were positive about an on-site or near-site childcare center. Most of the childcare centers presently serving the Capitol area are full. Two have vacancies for older preschool children.

Worksite child-care for state employees in St. Paul would need to serve Lafayette Park and downtown employees as well as the Capitol Complex.

On-site or near-site childcare would offer advantages not available to the majority of survey respondents at the present time. Care would be reliable and permanent, parent input would be available through a parent advisory board, hours would be the same as other state offices, location would be close to work. Other employers are reporting positive results in the areas of employee satisfaction and commitment, recruitment, turnover, productivity and public relations.

## THE NEED FOR LATCHKEY AND SUMMER CARE FOR SCHOOL-AGE CHILDREN

### Findings

One hundred ninety-five survey respondents had 251 children between 5 and 12. Only 8 percent reported having any kind of supervision for these children, and the majority of those were not comfortable with their care. Parents in both focus groups and survey commented that the need for care before and after school and during the summer was a major concern for them.

### Transportation a major issue

Most expressed resignation about their situation, since transportation to care was unavailable while they were at work. Research indicates that worksite latchkey programs are feasible only in small geographic areas, areas where the number of school districts is limited, or where employees are willing to transfer children to the school district in which the company is located. Summer programs, however, have proven highly successful.

### Research

The Childcare Systems Study indicated that telephone calls made to and from school-age children took several hours a month away from work, and concern about the well-being of children after school increased stress and lowered productivity and work effectiveness.

### Alternative for action investigated

Coordinating a summer camp program for older children of state employees with one of several providers in the St. Paul area is an alternative. Such care might include pick-up and drop-off bus service at several points in the Capitol complex area, and five days each week of crafts, outdoor and nature classes, cultural enrichments and physical, emotional and intellectual growth experiences.

### CONCLUSIONS

A latchkey program in the Capitol Complex area would involve prohibitively costly transportation and may be more appropriately handled by individual school districts. An educational summer program, offering a variety of experiences, could have an important impact on children of state employees, while alleviating their parents' stress during summer months.

## SICK-CHILD CARE

### Findings

Care for sick children was the No.1 concern expressed on the survey. Focus group participants indicated that they much prefer to stay home and take care of their sick children. The state has a generous policy that allows parents to do that, using their own sick leave. In spite of wanting to stay home and being allowed to, it is parents' most pressing childcare problem.

### Need to be in two places causes stress

Sources of stress expressed by focus group participants included inability to make up work when children were sick, loss of all their sick leave and vacation time (or not enough available), irritation of supervisors and co-workers, important meetings missed, and a feeling of needing to be in two places at once.

### Research

The American Academy of Pediatrics suggests children have from six to 10 illnesses each year. Some mild illnesses may require only one or two days of absence from work. Some need a week or more of home care. One focus group participant said, "One year my daughter got the flu. Then I got the flu and then she got it back. This went on for three weeks and on my job they said I was taking too much sick leave."

### Present options for parents

There are three basic, reliable options open to parents when children are sick. (A fourth option, an emergency baby-sitter, is not reliable or predictable, according to focus group participants.)

#### Staying home

The first option is for a parent to stay home. Focus group participants indicated overwhelmingly that this is what they do, and what they prefer, and it is allowed by the state's generous sick leave policy. They agreed, however, that when an illness lasts more than two days, a meeting can't be missed, or sick leave days have been used up, they would welcome the opportunity to return to work and still have quality care. There are two choices for state employees wanting to do that.

#### Using Chicken Soup

One is to bring them to a sick-child care facility. Chicken Soup, located in Downtown Minneapolis, is the only such facility in the Twin Cities at the present time. The cost of one day of care at Chicken Soup is \$40, a half day, \$30.

### In-home caretaker

The other is to hire a specially-trained caretaker to come to the home. The St. Paul Chamber Task Force pamphlet on sick-child care lists 17 in-home care services offering varying degrees of expertise in sick child care. Their cost ranges from \$5.50 per hour for a baby-sitter trained in CPR to \$19 per hour for a registered nurse.

### Cost of sick care

Thus, providing care for one day for a sick child may cost a parent from \$40 (Chicken Soup) to over \$150 a day for specialized in-home care, and in addition, parents are usually called on to pay their regular childcare fees even though not using the care. Not one of the focus group participants had ever used either of the above options.

### What other employers are doing about sick care

Two major area employers, First Bank Systems and 3M, have created partnerships with sick child care providers.

#### First Bank Systems

First Bank does not allow employees to accrue leave days to care for sick children, although employees may use their 7 sick leave days per year to care for sick children. They pay 75 percent of employees' use of either Chicken Soup or Tender Care for Kids, an in-home care service, and estimate that the program costs about one-third less than the absences of those using it. In addition, they report that the program has greatly enhanced employee relations and the company's public image.

#### 3M Company

3M employees may use up to five days per year (one day at a time) of a special category of leave given in addition to sick leave to enable parents to arrange alternative care for sick children. They also contract with both Chicken Soup and Tender Care for Kids, subsidizing employees' use on a sliding scale. They are still in the evaluation process, but report that the program is being very positively received by employees.

#### Other companies providing sick care

Tender Care also contracts with Cargill, which pays 66 percent of employees' use, and United Hospital/St. Paul Childrens' which reimburses employees on a sliding scale.

Chicken Soup has contracts with Dorsey Whitney, which pays 75 percent of the fee and Faegre and Benson which pays 50 percent. Dayton's, Target and Dayton Hudson Corp. are piloting programs for their employees, paying 75 percent of the costs for non-exempt employees.



### Alternatives for action investigated

The following alternatives for action were researched:

1. Contracting with area hospitals and Chicken Soup, the area's sick-child care facility to care for state employees' children who are mildly ill. Costs of such a program would be \$40 per day, and other employers arranging for this service are subsidizing it from 50 percent to 75 percent.
2. Contracting with specialized home care providers as well as area hospitals and Chicken Soup, offering employees the option to choose either center-based or home-based sick-child care.
3. Including an infirmary for mildly ill children with a near-site childcare program. (Previously, state regulations for licensing made no reference to sick-child care. New regulations will make sick-child care possible by offering licensing procedures.

### CONCLUSIONS

Survey and focus group respondents indicate care of sick children is a major source of stress, even though state policy allows them to use sick leave to do so. They miss more work than they want, and all reliable alternatives for care are perceived as being too costly. Other employers are contracting with area providers, and subsidizing the cost for employees.

### DROP-IN CARE

#### Findings

Five percent of survey respondents indicated a need for drop-in care. Focus group participants confirmed that a place for care in emergencies would alleviate the problem of finding last-minute care.

#### Interviews conducted at the Capitol

Interviews conducted with visitors to the Capitol Complex area to determine their response to drop-in care were inconclusive, with 63 of the 79 interviewed being employees rather than visitors. Of those 16 visitors interviewed, 75 percent said they would not use drop-in care.

#### Research

Drop-in care is costly and difficult to provide, unless there is a predictable clientele, as in shopping malls or fitness centers. Providing drop-in care along with regular care has not proven to be cost-effective because of the difficulty in staffing, and combining babysitting with permanent, developmentally educational childcare has proven to be problematic.

## CONCLUSION

Combining drop-in care with a full-time or part-time care facility may present difficulties that would prove insurmountable. Some problems that may arise are staffing difficulties due to unpredictable clientele and difficulties in providing educational programs while combining occasional babysitting with full time childcare.

## EDUCATIONAL PROGRAMS FOR STATE EMPLOYEES REGARDING CHILDCARE AND OTHER RELATED WORK AND FAMILY ISSUES, STATE POLICIES AND BENEFITS

### Findings

Focus group participants differed radically on their perception of employee benefits offered by the state. Some said they felt gratitude toward their employer and their supervisors for their understanding attitude. Some said they thought only certain departments or agencies were allowed to take sick leave to care for their children, and their supervisors were not understanding or cooperative.

### Research

According to Boston University's Study, Balancing Job and Homelife, (Copyright 1987, Boston University School of Social Work), increasing parents' access to information can decrease levels of stress, offering parents the opportunity to meet with and gain support from others who are experiencing similar problems, and with experts who offer solutions to those problems.

### What other employers are doing

IDS and St. Paul Companies are two companies that have started Work and Family Resource Centers which include extensive libraries. Both companies organize brown bag seminars on all work and family issues including childcare, and have found it to be an important and appreciated contribution to their employees.

### Alternatives for action investigated

The following alternatives for action were researched:

1. Identifying one person in each agency as the resource person for childcare and related work and family issues.
2. Facilitating lunchtime educational seminars, securing speakers with expertise about childcare and related work/family issues.
3. Disseminating new information to management and staff about policies and benefits relating to childcare. (If childcare programs are established for State employees, educational programs will also be needed to create awareness of the new services, their use and their benefits to all employees.)

### CONCLUSIONS

Focus group participants expressed varying perceptions of State policies and benefits. A program designed to educate staff about policies and raise awareness among supervisory staff about work and family issues would help to foster uniformity among agencies and reduce stress. This could be combined with increasing access to information about childcare and related work/family issues.

Identifying one resource person in each agency could facilitate coordination of educational programs throughout the Capitol Complex area.

## FEASIBILITY STUDY

### ABILITY TO PAY

#### Research

The U. S. Bureau of Labor Statistics in the pamphlet Employment and Earnings, Vol.33 No. 1 (January 1986), suggests a family should be able to afford 10 percent of its combined gross income for childcare. For the moderate, dual income family earning \$40,000 per year, \$75 per week (\$3,900 per year) should be affordable. This is what the average childcare center charges for the care of a child 3 or older.

#### Cost of childcare

When families have infants or young toddlers, or two or more children, average childcare center fees take more out of the weekly paycheck than most are ready to pay. The weekly cost of childcare in a Twin Cities center now ranges from \$110 to \$125 for infants, from \$85 to \$110 for toddlers, and from \$70 to \$85 for preschoolers.

The family with two children paying relatively inexpensive, family daycare rates (\$60 to \$70 per week) would have to earn more than \$60,000 per year to stay in the 10 percent range. A family with an infant and a preschooler in a licensed childcare center may be paying \$10,000 per year, needing an income of \$100,000 to stay within that range.

#### Survey and Focus Group Findings

##### How much of their income are state employees paying now?

- . Fifty-eight percent of those responding to the survey had a combined income of less than \$45,000, 43 percent had combined earnings of less than \$40,000 and one third had combined earnings of less than \$35,000 per year.
- . Sixteen percent of survey respondents are earning a combined income of more than \$40,000 and have more than one child needing care.
- . Eighty-three percent of those who responded to the question, "How much are you paying for childcare?" reported they are currently paying \$70 per week or less.
- . Sixty-two percent of parents of infants are paying less than \$70 per week and 47 percent of parents of both toddlers and preschoolers were paying under \$60 per week.
- . A family earning \$45,000 and paying \$70 per week for each of two children is paying \$7,280, or 16 percent of their income for childcare.

When survey respondents were asked to choose the most important factors in childcare, low fees rated eighth out of 21, with factors relating to quality and type of care showing more importance, but 36 percent found childcare to be "too expensive."

Comments about the high cost of childcare appeared on the backs of surveys more than comments about any other factors except sick care and summer care. Focus group participants said that, although they wanted quality to be the most important, price was often the most important factor. Said one, "Out of survival, cost is the most important thing." There was a general feeling that childcare is extremely expensive, but a price worth paying if the care is high quality.

#### Provider research

The following were contacted regarding their capability and willingness to provide a childcare center for children of state employees.

Marjorie Johnson, Child Garden  
Jim and Diane Masters, Master Care  
Phyllis Ettinger, Children's Country Day School  
Claudia McPeak, Rainbow Childcare  
Jackie Olafson, Children's Home Society

#### Findings

None of the providers interviewed were willing to pay capital or major start-up costs. Those who would consider responding to a request for proposal indicated they would pay the costs of equipment and furniture. The maximum amount of rent any of the providers would be willing to pay was \$4.80 per square foot. Their yearly fees range from \$3,900 for a preschooler to \$6,500 for an infant.

#### CONCLUSIONS

Parents are said to be able to afford 10 percent of their combined gross income for childcare. Care in a licensed childcare center averages \$3,900 to \$6,500 a year, so parents with infants, two or more children, or those earning a combined income of less than \$40,000 may be unable to afford that kind of care.

When faced with a choice between quality and cost, parents would like to be able to choose quality, but cost remains an important factor in their selection of care.

The 43 percent of employees earning combined incomes of less than \$40,000 and the 16 percent whose combined income is more than \$40,000 but who have more than one child probably would not be able to afford licensed childcare center fees. The 83 percent who are now paying less than \$70 per week may perceive themselves as not being able to afford licensed childcare center fees.

Based on provider research, it may be infeasible to provide a childcare center without subsidizing capital and major start-up costs. It may also be impossible to secure space at rent low enough for providers to afford.



## LOCATION RESEARCH

### Criteria for research

- . Size  
The size of a center is determined by the number of children needing care. It can be estimated from the survey's demographic data and responses that approximately 600 children may use Capitol area childcare. In seeking space, it was assumed that this number would be best served in multiple centers of no more than 100 children each. A center for 100 children would need 6,500 to 8,500 square feet.
- . Other requirements  
Space was sought on ground floor with two methods of egress to the outside, outdoor space for playground or a playground within two blocks, and pick-up and drop-off space.
- . Environment  
An environment was sought that could be considered safe from both traffic and crime.

### Research in Capitol area

#### Key personnel interviewed:

- . Beverly H. Kroiss, director,  
Property Management Bureau
- . Gary Grefenberg, executive secretary,  
Capitol Area Architectural and Planning Board
- . Paul Mandell, staff planner, CAAPB
- . Bernard J. Steele, manager,  
Ground Services

### Findings

The Capitol Area Architectural and Planning Board has included a childcare center in its renovation design for the Capitol Mall to be constructed on the northwest corner of the mall. The estimated time for completion of this plan is between 1993 and 1995.

At the present time, no unused space was found in state office buildings that was appropriate for childcare.

### Research in Lafayette Park area

#### Key personnel interviewed:

Malcolm McDonald, treasurer, Space Center



### Findings

Although sufficient, appropriate space will be available in the new Labor and Industry building, rent for that space will be from \$10 to \$13 per foot. In addition, the Lafayette Park area will be the site of an unusual amount of construction during the next five years, traffic will be re-routed directly in front of the Labor and Industry building, and all available outdoor space will be used for parking.

### Other space researched

Key personnel interviewed:

- . Larry Bilt, building maintenance supervisor, St. Paul Vocational Technical Institute
- . Jackie Olafson, divisional director, childcare and parent support services, Children's Home Society
- . Mark Collins, branch sales representative, Gelco Space
- . Debbie Hodnet, director, San Gorgonian Childcare Center, Banning, CA
- . Mary Vogel-Heffernan, architect for Minnesota Children's Center

### Findings

The Minnesota Children's Center has proposed construction of a building on the former site of the Mechanic Arts High School football field if it can acquire the land, which is owned by the state. A childcare center is included in the plans. The center intends to raise money to fund the building, which will house several organizations. It would consider leasing the childcare center to the state for use by its employees, or would be open to discussing other cooperative arrangements.

Portable modular classrooms were investigated and found to be a low-cost temporary alternative to construction or major building renovation. St. Paul Vocational Technical Institute reports that they are very satisfactory. A childcare center in Banning, CA, was contacted, and the director confirmed that their center serves 88 children, is constructed from seven portables seamed together, and they are extremely satisfied.

Four vacant lots were found that may be suitable (environment safe from crime and traffic, at least 10,000 square feet) for portable units:

1. lot on corner of Rice and Charles (owned by state)
2. property near park on Marion and Galtier
3. lot on Elfelt and Como
4. lot on Dakota and Rice

### CONCLUSIONS

No unused appropriate space in state office buildings is presently available, but a childcare center is planned as part of the redesigning of the mall, to be completed by 1995.

A cooperative leasing arrangement with the Minnesota Children's Center presents the possibility of serving an unlimited number of children, since the building is still in the design stages. Construction will begin when the land is acquired and the money is assured.

A low-cost temporary alternative may be centers in leased portable classrooms, which could be custom designed and set up within a few weeks on space near the Capitol and Lafayette Park. Those using portables for childcare report they are very satisfactory, and land on which to put them seems to be available. No conclusive research was conducted on costs or availability of land.

Additional study needs to focus on site selection, should the decision to establish childcare be made.



COST OF DAYCARE OPERATIONS

Alternatives researched

- Infant program in state office building: start-up costs
- Infant program in residential units: start-up costs
- Childcare center: start-up, operating and capital costs
- Recruitment program for family daycare providers: first-year costs
- Sick-care program, contract with provider: first year costs
- Sick-care program, infirmary adjacent to childcare center: capital, start-up and operating costs

Findings (All findings regarding costs are based on research of local providers, other providers around the country and consultant's experience.)

Infant program in state office buildings

Approximate start-up costs per unit:

Space renovation (\$25 per square foot, 700 feet).....	\$ 17,500
Furniture and equipment.....	5,000
Total.....	\$ 22,500

(Additional costs may be incurred in making space available, moving, etc.)

Infant program in nearby residential units

Start-up costs per unit:

Space renovation .....	\$ 2,000
Furniture and equipment.....	5,000
Total.....	\$ 7,000

Recruitment program of family daycare providers

Estimated costs, first year:

Program supervisor.....	\$ 25,000
Start-up costs:	
20 units @ \$5,000 .....	100,000
Ongoing training .....	1,200
Total.....	\$126,200

Childcare center, start-up costs

The costs of starting a licensed childcare center, irrespective of the capital costs or the facility in which it is to be housed, can be estimated at \$1,000 to \$1,400 per child. This includes consultant's fees, costs of outdoor playground, appliances, play equipment, furniture, advertising to hire staff and curriculum.

Childcare center, capital costs

The following should be considered when estimating costs for a childcare center:

Approximately 70 square feet per child should be allowed, including hallways, offices, kitchens, bathrooms, etc. (35 square feet of usable or classroom space). Plumbing must be available in at least two areas. The space must be on ground level, with two forms of egress to the outside. Outdoor space must be provided for playground (minimum of 1,000 square feet) and space must be provided for parking while dropping off or picking up children.

Start-up costs for centers housed in portables

For the purpose of estimating start-up costs, figures are given for centers serving 120 children and housed in portable classrooms on lots either owned by the state or acquired for that purpose. Lot costs are not included. Six portable units totalling 7,200 square feet would be used. (Because of the lack of unusable space, 60 feet per child rather than 70 is sufficient in portable classrooms.) They would be custom designed, interiors would be completely finished and units would be seamed together, with an attractive exterior finish.

Estimated costs if leasing portables

Six portable classrooms for two centers, one to serve 70 and the other 50 children -

Set-up charges (seaming and delivery).....	\$ 6,000
Foundation.....	12,000
Skirting .....	4,000
Utilities connections .....	12,000
Total .....	\$34,000

Childcare center, operating expenses

Variables in an operating budget for a childcare center are staff salaries, staff ratios, space costs and parent fees. In order to break even, staff salaries must be very near the industry average, ratios must be at state minimum requirement, rent must be below \$7 per square foot, or parent fees must be at maximum competitive rates.

In the sample budget below, staff ratio is at minimum state requirement. Salaries are above the industry average, but below salaries paid by the state's community colleges.

Sample operating budget for center for 77 children, 16 infants, 21 toddlers and 40 preschoolers

Rent (5,500 square feet @ \$6.50).....	\$35,750.00
Utilities and maintenance .....	16,500.00
Telephone .....	1,800.00
Salaries: (minimum staffing requirements).....	174,600.00
(Director @ \$20,000, 3 Lead Teachers	
@ 16,000, 2 teachers @ \$14,500, 3 assistant	
teachers @ \$12,000, 4 aides @ \$10,400)	
Benefits (18%).....	31,428.00
Worker's compensation and unemployment comp.....	2,500.00
Substitutes.....	5,000.00
Food.....	40,040.00
Consumables .....	10,000.00
Kitchen & paper supplies.....	4,000.00
Office supplies .....	1,000.00
Housekeeping equipment.....	1,000.00
Transportation and field trips.....	1,200.00
Insurance.....	8,000.00
Payment on start-up loan (10 yrs @ 12%).....	5,800.00
Miscellaneous .....	5,000.00
Total.....	\$343,618.00

Revenue

16 Infants at \$120 ea. per week .....	\$ 99,840.00
21 Toddlers at \$90 .....	98,280.00
40 Preschoolers at \$70 .....	145,600.00
Total .....	\$343,720.00

If rent, maintenance, utilities and start-up loan are subtracted from the operating expenses, fees for infants could be reduced to \$85, toddlers to \$75 and preschoolers to \$65.

Costs of sick-care program, yearly contract with provider

Using the experience of First Bank and 3M, it can be assumed that approximately 200 to 300 state employees would use either an in-home or center-based sick-care service for two days each, at a cost of from \$40 to \$90 per day.

If 300 employees were to use the service for one day each at a cost of \$90 per day, and the state were to subsidize 75 percent, as does First Bank, the yearly cost would be \$20,250.

Sick-care program, infirmary adjacent to childcare center

This estimated cost is based on use of a portable unit of 400 square feet to serve maximum of 8 children

Start-up:

purchase and set-up of portable.....\$ 35,000  
equipment .....10,000

Operating costs (per year):

Staffing .....\$ 30,000  
Supplies..... 3,000  
Substitutes..... 2,500  
Food..... 2,500  
Utilities and maintenance..... 1,500  
Insurance ..... 1,000  
Miscellaneous..... 1,000

Total.....\$ 41,500

Revenue:

based on average use of 4 children per day @  
\$40.00 .....\$ 41,600

## OTHER STATE INITIATIVES

Collective bargaining has been responsible for the establishment of on-site childcare in Colorado, Arizona, New York, Illinois, Ohio and Hawaii for state, county, and municipal employees. The following states have established childcare for state employees:

California, Illinois, Wisconsin

Require that childcare space be included in new and remodeled state buildings. California also established \$1,000,000 for a State Employee Child Care Program, modeled after New York's.

Connecticut

Legislature created special bond funding for State agencies and municipalities to build or establish childcare centers and appropriated funds for operating expenses of center for Capitol employees.

Florida

Pilot center serves children of employees of the Department of Highway Safety and Motor Vehicles. The Departments of Education and Law Enforcement have childcare centers included in new-construction plans.

Illinois

Pilot project serves state employees; state gives free space, college subsidizes staff salaries in return for using center as laboratory.

New Jersey

Three pilot projects initiated in 1987 serve employees of the Department of Human Services, Law and Public Safety and Transportation, each housed in property owned by that department and subsidized by state government.

New York

Empire State Daycare Services, Inc., state agency created to establish 30 on-site centers to serve state employees. Space, maintenance and utilities subsidized in all 30 centers.



## Pennsylvania

The state auditor's office organized a childcare center to serve government employees in 1986.

## Washington

After evaluating a pilot childcare project for state employees in Olympia, the legislature approved \$450,000 in 1987 for construction of new center. Similar support is expected for centers throughout the state.

## Wisconsin

State has subsidized rent for pilot childcare center serving children of state employees. Former Gov. Anthony Earl supported the project, present Gov. Thompson is not supportive, and the future of the center is uncertain.

## CONCLUSIONS

### Regarding need

The Child Care Task Force of the Council on Children, Youth and Families reported to the 1987 Minnesota Legislature that, "While the need for more childcare is growing rapidly, the present childcare system is shrinking. Unless this trend is reversed, Minnesota will not have enough childcare to meet the needs of working families with children."

This lack of affordable quality options in childcare is having a negative impact on the work effectiveness of employees of the State of Minnesota. State employees indicate they are missing work, have considered rejecting promotions, they affect the work of others because of childcare problems, and they have considered quitting. They change childcare often, and feel care is too expensive, not freely available and inconveniently located. Specifically, they need home-like infant care, more options for toddler and preschool care, and care and transportation for school-age children. Lack of alternatives for caring for sick children is a major source of concern for parents, and is lowering productivity and work effectiveness.

### Location near work

From a list of 21 possible characteristics of childcare that included low fees, small group sizes, low staff ratios and educational curriculum, "location within two blocks of work" received the third highest ranking. Eighty-three percent of survey respondents were positive about an on-site or near-site childcare center.

### Ability to pay

Parents are said to be able to afford 10 percent of their combined gross income for childcare. Care in a licensed daycare center averages from \$3,000 to \$6,500 a year, so many parents with infants, two or more children, or those earning less than \$40,000 are unable to afford center care. The 43 percent of State employees earning less than \$40,000 and the 16 percent who earn more than \$40,000 but have more than one child probably would not be able to afford licensed childcare center fees. The 83 percent who are now paying less than \$70 per week may perceive themselves as not being able to afford licensed childcare center fees.

### Potential locations for childcare

No unused appropriate space in state office buildings is presently available. Future plans for redesign of the Capitol Mall include a childcare center to be constructed in 1993-1995. A cooperative arrangement with the Minnesota Children's Center could provide a center on the former site of Mechanic Arts High School when funds are raised and the new building is complete.

A temporary alternative may be childcare centers in portable units, which could be custom designed, leased and set up within weeks. Those using portables report they are very satisfactory, and land on which to put them seems to be available. No conclusive research was conducted on costs or availability of land.

#### Feasibility of unsubsidized childcare

Based on provider research, it may be infeasible to provide a childcare center without underwriting capital and major start-up costs, since no provider interviewed was willing to provide these funds. It may also be impossible to secure space at rent low enough for providers to afford. It also may be counter-productive to establish work-site childcare that is unaffordable to a majority of employees.

#### Estimated costs of establishing daycare

##### Installation costs using portables

Portable units can be custom designed and leased (approximately \$6 per square foot per year) representing no capital investment. This does not include leasing or purchase of land. Installation costs would be approximately \$35,000.

##### Capital costs in renovated space

For 120 children, 8400 square feet would be needed. Renovation costs could be as low as \$12 to \$14 per square foot (\$100,800), or as high as \$30 per square foot (\$252,000).

##### Capital costs for new construction

New construction costs range from \$45 to \$110 per square foot (\$378,000 to \$924,000 for a center for 120 children).

##### Start-up costs

Start-up costs for establishing childcare for 120 children would be approximately \$144,000.

## RECOMMENDATIONS

- . That the state consider mandating the inclusion of space for childcare in all newly constructed or renovated state office buildings.
- . That the state begin preliminary discussions with principals of the Minnesota Children's Center to determine the possibility of establishing a cooperative childcare center in the center's new building.
- . That the state consider underwriting the start-up costs, rent, utilities and maintenance for childcare for state employees in the Capitol Complex area as a pilot, replicable program for which goals are set and achievements carefully evaluated.
- . That the state consider opening two centers in portable units to serve 120 preschool children until a permanent structure is completed.
- . That the state consider establishing an innovative program for the care of infants, either in state office buildings, in nearby residences, or in specially-designed units of near-site childcare centers that would combine home-like design, small group sizes and professional, reliable care.
- . That the state consider coordinating the establishment of a summer-care program for school-age children.
- . That the state consider contracting with a private provider of sick-child care, partially underwriting the cost.
- . That the state consider identifying one person in each agency to serve as a resource person for childcare and other related work and family issues, and that that person be charged with facilitating seminars and disseminating educational material and information on state policies.



APPENDIX



I. SURVEY RESULTS

1. Males - 171 (34%)  
Females - 334 (66%)

2. Sole income?  
Yes - 120 (24%)  
No - 385 (76%)

3. Income amount?

Under \$10,000	- 1	\$30-34,999	- 46 ( 9%)
\$10-14,999	- 8 ( 2%)	35-39,999	- 52 (10%)
15-19,999	- 29 ( 6%)	40-44,999	- 65 (13%)
20-24,999	- 48 ( 9%)	45-49,999	- 64 (12%)
25-29,999	- 33 ( 6%)	\$50,000 or over	-149 (29%)

4. How many children living at home?  
Total children - 665  
Number of infants - 142 (139 parents)  
toddlers - 96 ( 94 parents)  
preschoolers - 176 (163 parents)  
older - 251 (195 parents)

(The number of parents listed in #4 exceeds 421, since many parents fit in more than one category.)

Total number of parents - 421  
Parents with one child - 221 (52% of parents)  
two children - 165 (39%)  
three children - 27 (6%)  
four children - 7 (2%)  
five children - 1

5. Plan children in one year? 16 (3% of total)  
Plan children in two years? 42 (8% of total)

6. Have other people's childcare problems lowered your work effectiveness - yes: 177 (36%)  
Have your own childcare problems lowered your effectiveness?  
Yes: 271 (55% of total, 65% of all parents)

7. What type of childcare are you currently using? (407 responded)  
Spouse - 48 (12% of respondents to question)  
Babysitter, relative or nanny - 91 (22%)  
Licensed family daycare - 103 (25%)  
Unlicensed family daycare - 38 ( 9%)  
Childcare center - 89 (22%)  
Latchkey program - 19 (5%)  
None - 19 (5%)



8. Rate the quality of care (4 best):

Spouse -  
4 - 28 (58% of spouse users)  
3 - 3 ( 6%)  
Babysitter et al. -  
4 - 41 (45% of babysitter users)  
3 - 35 (38%)  
2 - 10 (11%)  
Family daycare - (141 total users)  
4 - 68 (48%)  
3 - 51 (36%)  
2 - 13 ( 9%)  
Childcare Center -  
4 - 40 (45%)  
3 - 38 (43%)  
2 - 3 ( 3%)  
Latchkey -  
4 - 7 (37%)  
3 - 7 (37%)  
2 - 4 (21%)  
None -  
4 - 1 ( 5%)  
3 - 5 (26%)  
2 - 4 (21%)  
1 - 1 ( 5%)

359 rated care (85% of parents)  
185 (52% of those responding) rated it 4 (best)  
139 (39%) rated it 3  
34 ( 9%) rated it 2  
1 rated it 1 (poor)

9. How many different providers have you had in the past year?

2 - 94 (22% of parents)  
3 - 32 ( 8%)  
4 - 7 ( 2%)  
5 - 3 ( 1%)

10. Do you anticipate a change in the coming year?

Yes - 138 (33%)

11. How much do you pay per child per week? (% refers to number of infants, toddlers, etc., responding to this question.

	Infant	Toddler	Preschooler	Older
under \$40	8 ( 7%)	9 ( 8%)	9 ( 8%)	35 (52%)
\$40-49	6 ( 5%)	18 (15%)	18 (15%)	13 (19%)
50-59	21 (19%)	29 (24%)	29 (24%)	11 (16%)
60-69	34 (31%)	25 (20%)	25 (21%)	6 ( 9%)
70-79	12 (11%)	20 (16%)	20 (17%)	2 ( 2%)
80-89	6 ( 5%)	13 (11%)	13 (11%)	
90-99	4 ( 4%)	2 ( 2%)	2 ( 2%)	
100-109	9 ( 8%)	1 ( 1%)	1 ( 1%)	
110-129	8 ( 7%)	2 ( 2%)	2 ( 2%)	
over \$130	2 ( 2%)	1 ( 1%)		
# children	<u>110</u>	<u>120*</u>	<u>119</u>	<u>67</u>

\*Some caregivers refer to 16 months & over as toddlers, so some reported as infants in question 4 appear here as toddlers.

12. What has made you unhappy with childcare in the past?  
(multiple responses)

too expensive - 152 (36% of 421 parents)  
 inconvenient location - 90 (21%)  
 philosophy disagreement - 50 (12%)  
 poor quality - 56 (13%)  
 inconvenient hours - 61 (15%)  
 too few to choose from - 111 (26%)

13. When is care needed?

full-time - 272 (66% of 410 parents responding)  
 part-time - 82 (20%)  
 drop-in - 21 ( 5%)  
 early evenings - 22 ( 5%)  
 nights - 13 ( 3%)

14. How much work have you missed in the last year due to childcare problems?

1-4 hours - 62 (21% of 296 parents responding to question)  
 5-8 hours - 36 (12%)  
 2 days - 42 (14%)  
 3 days - 39 (13%)  
 4 days - 36 (12%)  
 5 days - 69 (23%)

15. Would you consider rejecting a promotion because of childcare problems? Yes - 206 (49% of total parents). Men - 32 - 15% of total - Women - 174 (85%).
16. Have you ever considered quitting your job because of childcare problems? Yes - 144 (34% of total parents). Men - 12 ( 8%). Women - 132 (92%).
17. Check the factors that might make childcare in the Capitol area more attractive than your present childcare. Go back and check again those factors that are most important. (% refers to total parents)

(One point was given for each check, and two points for each double check; the following list is in order of number of points:)

1. sick-child care -	464
2. highly-trained caregiver -	416
3. within two blocks of work -	374
4. same hours and holidays -	352
5. parent participation -	339
6. Montessori-type curriculum -	313
7. infant care -	284
8. lower than competitive fees-	276
9. small group sizes -	266
10. low infant/staff ratios -	227
11. drop-in care -	215
12. competitive fees -	208
13. low toddler/staff ratios -	193
14. reputable caregiver -	192
15. fees less than I pay now -	183
16. latch-key care available -	157
17. within 2 miles of work -	141
18. fees the same as I pay now -	131
19. accessible by bus -	121
20. non-profit sponsorship -	113
21. one primary caregiver -	99

18. If conditions you checked were present would you use it?
- |                        |                            |
|------------------------|----------------------------|
| very likely -          | 174 (41% of total parents) |
| possibly -             | 102 (24%)                  |
| only after observing - | 72 (17%)                   |
| probably not -         | 70 (17%)                   |

19. How could the state be most helpful? (multiple responses)

salary reduction plan -	261 (62% of total)
recruit family daycare provider -	75 (18%)
arrange for center in Capitol area -	180 (43%)
help in finding emergency care -	69 (16%)
help in finding sick-child care -	175 (42%)

Profile of each income group

Under \$25,000 - 84 people (17%)

Ages of children:

Expecting	5 ( 6% of those in this income bracket)
1 Infant	19 (23%)
1 Toddler	19 (23%)
1 Preschooler	21 (25%)
2 Preschoolers	2 ( 2%)
1 School-age	28 (33%)
2 School-age	16 (19%)

Total children - 123 (18% of children)

Planning children in next two years - 1 (11%)

10% of all expectant parents are in this bracket.

13% of all infants' parents are in this bracket.

20% of all toddlers' parents are in this bracket.

14% of all preschoolers' parents are in this bracket.

24% of all school-age childrens' parents are in this bracket.

26 (31% of those in this bracket) are affected in their work by others' childcare problems.

46 (55% of those in this bracket) are affected in their work by their own childcare problems.

25% of parents in this bracket had two different providers in the past year.

10% had three different providers.

29% anticipate a change again this year.

The following amounts were paid by parents in this bracket for childcare. (% refers to parents in this bracket)

	Infant	Toddler	Preschooler
Under \$40	2	1	1
\$40-49	1	3 (4%)	3 (4%)
\$50-59	2 (3%)	3 (4%)	9 (11%)
\$60-69	7 (8%)	7 (8%)	3 (4%)
\$70-79	1	3 (4%)	2 (3%)
\$80-89	1	1	0
\$90-99	1	0	0
\$100-109	0	0	0
\$110-129	1	0	1

Following are the most important factors in childcare to expectant parents, parents and those planning children. (% refers to all of above in this income bracket.)

Low adult/child ratios	60 (71%)
Close to work	58 (69%)
Low fees*	42 (50%)
Montessori-type curriculum	24 (30%)
Parent participation	25 (30%)
Highly-trained caregivers	19 (23%)
Small groups	15 (18%)
Accessible by bus	14 (17%)

\*2 checks to either "less than competitive" or "less than I pay"

Would use:

very likely	29 (34%)
possibly	16 (19%)
only after observing	15 (20%)
probably not	16 (21%)

What would be most helpful:

Salary reduction plan	44 (52%)
Sick-care help	37 (44%)
Arranging licensed childcare	33 (39%)
Temporary emergency care	15 (18%)
Recruiting family daycare	14 (17%)

\$25,000 to \$34,999 - 78 people (15%)

Ages of children:

Expecting -	8	(10% of those in this income bracket)
1 Infant -	23	(29%)
2 Infants -	1	
1 Toddler -	14	(18%)
2 Toddlers -	1	
1 Preschooler -	28	(36%)
2 Preschoolers -	1	
1 Older -	22	(28%)
2 Older -	10	(13%)
3 Older -	1	

Planning children in next two years: 9 (12%)

Total children: 116 (17% of all children)

16% of all expectant parents are in this bracket.  
17% of all infants' parents are in this bracket.  
16% of all toddlers' parents are in this bracket.  
18% of all preschoolers' parents are in this bracket.  
17% of all older children's parents are in this bracket.

30 (38% of those in this bracket) are affected in their work by others' childcare problems.

40 (51%) are affected in their work by their own childcare problems.

14 (18%) have had two different providers in the past year.  
10 (13%) have had three or more.  
26 (33%) anticipate a change again this year.

The following amounts were paid by parents in this bracket for childcare.

	Infant	Toddler	Preschooler
Under \$40	1	1	1
\$40-49	2 (3%)	0	5 (6%)
\$50-59	4 (5%)	1	1
\$60-69	4 (5%)	4 (5%)	2 (3%)
\$70-79	2 (3%)	0	4 (5%)
\$80-89	1	1	1
\$90-99	0	0	0
\$100-109	1		

Following are the most important factors in childcare to expectant parents, parents and those planning children.

Low fees	70 (90%)
Close to work	63 (81%)
Low adult/child ratio	63 (81%)
Trained caregivers	23 (29%)
Montessori type curriculum	17 (22%)
Parent participation	17 (22%)
Small groups	10 (13%)
Accessible by bus	3 ( 4%)

Would use:

very likely	34 (44%)
possibly	21 (27%)
only after observing	11 (14%)
probably not	8 (10%)

What would be most helpful:

Salary reduction plan	44 (56%)
Arranging licensed childcare	32 (41%)
Sick care help	25 (32%)
Recruiting family daycare	17 (22%)
Temporary emergency care	13 (17%)

\$35,000 to \$45,000 - 118 people (23%)

Ages of children:

Expectant parents -	11 (9% of those in this bracket)
1 infant -	32 (27%)
2 infants -	1
1 toddler -	19 (16%)
1 preschooler -	32 (27%)
2 preschoolers -	3 ( 3%)
1 schoolage -	31 (26%)
2 schoolage -	15 (13%)
3 schoolage -	1

Total children: 155 (24% of all children)

22% of all expectant parents are in this bracket.

24% of all infants' parents are in this bracket.

20% of all toddlers' parents are in this bracket.

21% of all preschooler's parents are in this bracket.

24% of all school-age children's parents are in this bracket.

33 (28% of those in this bracket) are affected in their work by others' childcare problems.

68 (58%) are affected by their own childcare problems.

14 (12%) have had at least two providers this year.

9 ( 8%) have had three or more.

35 (30%) anticipate a change again this year.

The following amounts were paid for childcare by parents in this bracket.

	<u>Infant</u>	<u>Toddler</u>	<u>Preschooler</u>
Under \$40	2 (2%)	1	4 (3%)
\$40-49	2 (2%)	1	4 (3%)
\$50-59	5 (4%)	3 (3%)	5 (4%)
\$60-69	8 (8%)	5 (4%)	5 (4%)
\$70-79	3 (3%)	4 (3%)	3 (3%)
\$80-89	0	3 (3%)	3 (3%)
\$90-99	0	0	0
\$100-109	4 (3%)	0	1
\$110-129	1	0	1

Following are the most important factors in childcare:

Low ratio -	68 (58%)
Low fees -	68 (58%)
Close to work -	65 (55%)
Trained caregivers -	33 (28%)
Parent participation -	27 (23%)
Montessori type curric. -	25 (21%)
Small groups -	14 (12%)
Accessible by bus -	4 (3%)

Would use:

very likely -	42 (36%)
possibly -	23 (19%)
only after observing -	24 (20%)
probably not -	17 (14%)

Most helpful:

Salary reduction	64 (54%)
Sick-care help	45 (38%)
Arranging licensed childcare	41 (35%)
Temporary emergency care	17 (14%)
Recruiting family daycare	12 (10%)



Over \$45,000 - 210 people (42%)

Ages of children:

Expectant parents - 24 (11% of those in this bracket)

1 infant - 57

2 infants - 1

1 toddler - 34

2 toddlers - 4

1 preschooler - 63

2 preschoolers - 7

47% of expectant parents are in this bracket.

42% of infants' parents are in this bracket.

40% of toddlers' parents are in this bracket.

36% of preschoolers' parents are in this bracket.

90 (43%) were affected by others' childcare problems.

115 (55%) were affected by their own.

45 (21%) had two different providers of childcare last year.

16 ( 8%) had three or more.

49 (23%) anticipate making a change this year.

Following amounts were paid by parents in this bracket for childcare:

	Infant	Toddler	Preschooler
Under \$40	2 (1%)	4 (2%)	3 (1%)
\$40-49	1	2	6 (3%)
\$50-59	9 (4%)	3 (1%)	12 (6%)
\$60-69	14 (6%)	10 (5%)	15 (7%)
\$70-79	6 (3%)	12 (6%)	13 (6%)
\$80-89	4 (2%)	9 (4%)	9 (4%)
\$90-99	3 (1%)	1	2 (1%)
\$100-109	4 (2%)	2 (1%)	0
\$110-129	6 (3%)	2 (1%)	1
\$130 & up	2 (1%)	1	

Following are the most important factors in childcare to expectant parents, parents and those planning children.

Trained caregivers -	72 (34%)
Low fees -	70 (33%)
Close to work -	69 (33%)
Low ratio -	69 (33%)
Montessori-type curriculum -	52 (25%)
Small groups -	32 (15%)

Parent participation -	32 (15%)
Accessible by bus -	3 (1%)

Would use:

very likely -	73 (35%)
possibly -	57 (27%)
only after observing -	26 (12%)
probably not -	33 (16%)

Most helpful:

Salary reduction -	121 (58%)
Arranging licensed childcare -	76 (36%)
Help in finding sick care -	69 (33%)
Recruiting family daycare -	27 (13%)
Help in finding emergency care -	24 (11%)

Additional data from the survey

. Sixty-seven percent (89) of parents of infants rated "highly trained caregiver" as either important or very important, and 78 percent of these have their infant in the care of a babysitter, relative, nanny, spouse or family daycare provider.

. Of the 73 who said they probably would not use a Capitol area center, 77% were parents of school-age children.

. Of 51 expectant parents, 53% said they would be very likely to use a Capitol area center, and 84% answered either very likely, possibly, or only after observing. Out of 139 parents of 142 infants, 39% said they would be very likely to use a Capitol area center, and 92% said either very likely or chose one of the two "maybe" answers. Out of 94 parents of 96 toddlers, 45% said they would be very likely to use a Capitol area center and 93% answered either very likely or maybe. Out of 163 parents of 176 preschoolers, 39% said they would be very likely to use a Capitol area center, and 80% answered either very likely or maybe.

. Of the 271 who said their own childcare problems lower their work effectiveness, 84% answered either very likely or maybe and 13% answered very likely.

. Of the 58 people who plan children in one or two years, 45% said they would be very likely to use a center, and 72% answered either very likely or maybe.

. Of the 133 parents of infants, 18% said recruiting family daycare would be most helpful. Forty-three percent said arranging for a licensed childcare center near the Capitol would be most helpful.

. Of the 138 people who anticipate needing to change their

childcare arrangements in the coming year, 57% said they would be very likely to use a Capitol area center.

COMMENTS OF SURVEY RESPONDENTS:

. You have been talking about this for as long as I can remember. I would very much like to see it happen.

. We need hours beyond the usual office hours.

. I would like to become involved in this issue. Please feel free to contact me.

. I work days, wife works nights. Have a 6 year-old in kindergarten and a 15 month old baby. When the 6 year-old starts 1st grade next fall we will likely look for daycare for the baby and my wife would work days to create a more "normal" household.

. I never see my wife. The cost of childcare is so prohibitive she can't work during the day, so I finish work and she leaves.

. I have children in 3rd and 6th grade. It would be wonderful to have a place for them on an occasional basis when they were either ill or out of school on a normal workday.

. We really could have used this three years ago. It's about time.

. Since my child has started kindergarten our needs have changed. Flexible scheduling, which is now an option for me, has allowed me to get her off to school and then go to work. I feel the legislature or school districts should schedule younger children for earlier school starting time - in my past position I would have had to get morning as well as afternoon latchkey which is very difficult to arrange.

. There are too few good caregivers. We had an excellent one who had to quit because of medical problems. Luckily we found another excellent one, but they seem few and far between.

. I don't think the state should have to pay for my childcare. I chose to have three children and the taxpayers should not have to pay for it. Don't have kids unless you can afford it.

. I've been waiting to hear that something would be established in the Capitol area. Quality childcare is hard to find and usually the good centers have too long waiting lists.

. Present income is marginal at this time. If income does not rise then either a: I quit and go where there is more money or b: we find suitable daycare at a reasonable cost so wife can earn

enough to supplement income, not just pay daycare.

. It would be nice to drop in, or have lunch together.

. A major concern is school busing. My child will attend kindergarten in two years. Whether we choose a private or public school, the busing problem is the same. Both types of schools use the same public school busing service. Busing services will only bus within the school district where the child lives. That creates a problem. We currently live in Woodbury and use a daycare facility in Maplewood. Since many of the schools do not offer latchkey programs, daycare facilities near the schools are needed. Ideally buses would bus children from the school of the parents' choice (within reason) to daycare facilities of the parents' choice, regardless of what district the child lives in. Also there are too few choices of daycare facilities. Home daycare is becoming a thing of the past, with all the concerns about abuse and/or neglect.

. Although I'm totally happy with my present childcare arrangements, I feel I'm probably a minority and recognize that many parents have childcare problems. The survey is an excellent beginning to solving (hopefully) those problems.

. I have been a state employee for eight years. For six of those years I needed quality daycare; now I don't. It's too late for me, but I'm glad something is being done for the mothers and kids of the future. Good luck in your survey.

. I am extremely "in favor" of state-provided childcare. I will gladly provide further input as to my future expectations, as we presently have no children but are planning for them. Both my husband and I work for the state of Minnesota and could benefit from a state childcare program which is also "price reduced".

. It's hard to find someone who's genuinely concerned with your child's happiness.

. Being a single parent of two children, finding quality daycare that I can afford is impossible. I receive no financial support from the father and have my name on waiting lists for help in daycare costs through the county where I live. People on that list have been signed up since 1/85. It is really quite depressing, but I would "make" more money if I were on AFDC than I do after paying my daycare while being employed. Something must be done. I appreciate your concern.

. Our child had apnea (breathing problems) before the age of 1 year. After that they grow out of it. Our current daycare

center did take our child back into their program which made us

very happy. I would suggest any daycare should take these children and thus all staff would need training in CPR and infant resuscitation. Something has to be done about sick children. We are sick and tired of leaving work to go home and take care of a sick child and still have to pay for that particular period of time at the daycare. Why can't there be a daycare within a daycare - one for the well children and one for the sick children!!!

. We need extra income. My wife needs to work.

. We are expecting our first child. Trying to find daycare has been less than ideal - a near nightmare may be a more appropriate term. There are very few qualified, reasonable daycare providers who are willing to take infants. They all seem to want children no younger than 2 years of age. Unless we can find adequate care that satisfies us, we will be forced to make some radical decisions about work - possibly part-time or quitting altogether. An on-site (or very nearby) daycare would help immensely!

. Hope a Capitol childcare center would be large enough to accommodate all who want it without a waiting list.

. I would most need drop-in or sick child care as we will continue to want childcare near our residence so that either parent can drop off and pick up.

. We're very interested in the Montessori program.

. I don't have children now, but I am concerned about childcare in the future. It is a big concern in my plans.

. The need is great!

. Due to present ages of my children (11 and 15) the need has stabilized. Not so 10 years ago!

. I would like a daycare center in the Capitol area.

. If childcare was available near the office I would be solely responsible for transportation as my husband works in Minneapolis and we live in Minneapolis. Sick care or drop in care would be very helpful.

. I am on maternity leave and probably will be unable to return to my job once my leave is over.

. I'd love the opportunity to visit during lunch.

. We need summer care!

. We need transportation for school-age kids.

. I am now in a situation where my childcare is as close to ideal as it is probably going to get. My child is convenient to his school, his home and the daycare kids are neighborhood kids and they are friends. At this point I would not have him closer to where I work. However before he was school age he was in a different center which was within one mile of my office. I think at that age that was a very positive situation. I was glad he was close by and he was glad he was close by. Due to the lack of facilities near state offices not everyone is that lucky. I think that providing daycare in the Capitol area, especially for infants, toddlers and preschoolers, in a quality setting at an affordable price could be of inestimable value to state employees and to the state as well.

. I would like to see a flexible but structured center. Emergency/sick childcare is needed.

. I would like both my children in the same center, with an educational program for the preschooler.

. If the state does set up or help set up a Capitol area center, I would strongly encourage an aggressive approach in assuring multi-racial and cultural staff and curriculum. I would also encourage the center to have space available for working mothers to come to the center on breaks or lunch for breastfeeding their infants. I would have greatly appreciated such an opportunity. I intend to have another baby soon, and will be breastfeeding.

. We are currently in need of part-time summer daycare only.

. I couldn't use it because there's no transportation for my kids after school, but I feel it's a great idea. I would definitely use it if my kids were younger.

. I really don't see much of a need for the state to get involved in this area. What I do feel the Department of Administration should be providing for all state employees is career counseling, more training for specific advanced positions, etc., on a state-wide basis. Too many departments don't do any training because they have no interest in losing good employees.

. I am very pleased the state is moving in this direction. I am, in particular, most appreciative of Sen. Taylor's role in this area. Sick care is the most difficult because there are days when you need to be at work.

. I have an 8-month-old infant, my first child. I've worked for the State of Minnesota 20 years, progressing to a professional position after obtaining a degree totally outside my full-time work hours. In the seven weeks since I returned to work, childcare has had more of an impact on my work efficiency than eight years of night school. A daycare center with low staff child ratios, convenient to both Capitol and downtown state offices, hours extending to 6 p.m., parking zones for pick-up and drop-off, access to children during lunch, provisions for nursing mothers, and definitely with provisions for care of mildly ill children would be the best benefit other than health insurance.

. My spouse is home because she can provide better childcare than what we have had in the past, and because the expense for two children in full-time daycare made it economically foolish not to stay home.

. It would be beneficial if the state would offer job-sharing or part time hours for mothers with young children.

. Excellent idea! Sure could have used one 3-5 years ago.

. Only for summer latchkey.

. I have a 9-month-old girl who goes to a relative, and my 11- and 12-year-old sons go home after school. I'm the main support of my family since my husband was laid off two years ago, and the cost of daycare has gotten worse, even with my salary increases. With my husband working irregular hours on temporary jobs I certainly can't afford to pay a lot for daycare again. Thanks.

. Why not place centers for school age children in areas other than the Capitol area? This way kindergartners could be taken care of. As children get into school it becomes increasingly difficult to locate childcare within the appropriate school boundaries. Two or three childcare centers within a school district with busing both to and from could solve quite a few problems.

. I have a two-income family. We are doubly insured for health insurance. Why not let me use this for childcare instead?

. A certified nurse on duty, with a separate room for sick kids.

. We feel strongly there are enough people in the DNR/PCA complex to warrant our own daycare center.

. I support the idea of a state-sponsored center, although personal need is no longer very great.

. I am glad this is being looked into. It's a wonderful idea. I can't stress enough the importance of affordable daycare. I am a single parent. My ex-husband does not pay his child support. After I pay my bills there isn't anything left. I make a fairly decent salary, so I don't qualify for assistance of any kind.

. This survey is about five years too late for me, but it's great and sorely needed!

. We need hours covering 2nd- and 3rd-shift employees.

. I think daycare would be an excellent work benefit on both the part of the employer and the employee. If I can assist in any way in determining a workable program please let me know.

. Daycare in the Capitol complex would have been very attractive when my children were younger.

. I hope there will be a center soon, because I live downtown and work downtown and there is no daycare center.

. My husband and I are both state employees, different departments. This will be our first child. Am considerably concerned about childcare, since I will be unable to take much time off work after the birth, and will have to place the infant in care when very young. Discussions with co-workers and friends with small children indicate that this is a serious problem - waiting lists for care may be very long; adequate daycare is very expensive for one child, let alone two or more (we would hope to have a second within perhaps two years). While the Capitol is not necessarily the perfect place for daycare from our point of view (we are both downtown St. Paul), it is perfectly fine.

Also, while our combined household income before taxes looks good on paper in your question, that doesn't mean we have no concerns about paying for childcare. While we are naturally in a better position than a single parent or a couple with a lower income, we also have demands on finances that make daycare costs a big pill to swallow. We know this is simply a matter of "that's the way it is," but like most families, it remains hard. My husband and I each make around the same amount of money, and we need to keep me working in order to make ends meet. Nothing is perfect, but emotionally and financially, the childcare issue (a new one to us) seems like a rough one to deal with; and any possible assistance that can be offered would be great to all of us who want and need to keep doing our jobs while still having some sort of family life. We don't feel our future children have to have the best of everything - we just want them to be safe and ordinarily cared for and be able to continue to work productively



ourselves at the same time. Seems pretty reasonable to us.

. I currently do not have children, but may in the next couple of years. Knowing what some of my friends go through, I believe I would support a childcare location sponsored through work. I also think some people find it cheaper and easier to stay home than to return to work, because childcare is so expensive.

. Good idea for people who have childcare needs.

. It is definitely time to have daycare facilities in or near the workplace!

. Would like to be able to spend a little time with my children to see what they do while I'm at work.

. I work 7:30 to 4:00 Monday through Friday, and on Saturday I spend 2 hours taking my daughter to her dancing lesson. Next fall she will also have piano lessons one week night. I would like to see the state "contract" with a dance studio to give lessons at the daycare center. Music, gymnastics, etc. could be offered too, and parents who choose to enroll their children in these special lessons should be charged extra.

. Regarding a latch-key program, please consider offering transportation to a parochial grade school. Thank you for the opportunity to participate.

. We need sick-care subsidy.

. Wouldn't use a center unless sick care was provided. We need subsidized sick care.

. It's about time the problems of childcare are addressed. I have nothing but horror stories to describe my children's time in daycare. There appears to be little recognition of how concerns about our children affect our work lives. Unfortunately, men are much less affected in their work lives by problems with their children than women are. Generally I get the call if my child is sick, not my husband.

There is also a need for an educational campaign for co-workers - those with grown children or no children who make their negative feelings about working women with small children very clear. I have heard professional co-workers (women with school-age children) say that they will never hire (or never again hire) a woman with pre-school children. I have never heard this comment about men with pre-school children.

The state should be setting an example for keeping working families - not lagging behind the times. I appreciate the fact that you're asking for our opinions.

. We would very much like a well-organized and balanced program, where educational curriculum is taught in a fun and interesting manner, in a caring, loving and nurturing environment - well-equipped facilities, large outdoor and indoor play areas, child-sized toilets, sinks, etc.

. I believe a licensed childcare center for state employees would be ideal. There is always conflict between employees with children and without.

. Our major problem is with sick-child daycare. We have looked into such care from Children's Hospital, and at \$7 or \$8 per hour (\$9) it is unaffordable, so we take time off. My wife and I rotate the burden. Because our daughter is older now we sometimes leave her at home, but we go home at noon to check on her.

We have a back-up family daycare home that will take either or both children, but they have just gotten a cat. The 5 year-old is allergic to cats so we may have to find a new back-up daycare.

. It has been our experience that parents who don't want full-time daycare are not well served by the system. We need part-time care to allow my wife to pursue part-time employment.

. Early evenings are difficult to schedule with daycare and work. I need care longer than normal hours since I work longer hours.

. I want supervisors to have an open, accepting attitude when dealing with employees about childcare needs - e.g., being gone when kids are sick.

. I think this is a very good idea, but a little late for me. I would've appreciated having my young children close at hand during the day so I could spend my lunches with them, etc.

. I currently pay \$284 per month on the Minneapolis Parents Assistance Fund sliding fee scale, but it is pegged to gross income and family size only. This makes pay raises almost undesirable because they jump the gross higher and my fee goes up out of net, which increases less.

. We need transportation of children after school to latch-key program from Minneapolis.

. We need summer care for older kids.

. How about a location not downtown, but in a residential area where there is little traffic and lots of green space and trees and space to play outside.

. I would be very supportive of efforts to provide quality daycare near the Capitol Complex. Please contact me directly if there is some way that can assist in these efforts.

. A daycare near work would be great for preschoolers, but our school-aged children couldn't use it. I would, however, like to see a program for holidays and summer for the school-aged kids.

. How about having small centers in each building?

. I am a supervisor of a unit of 14 people. Several have small children in daycare. Arranging for daycare, time lost in getting to and from daycare, and taking off work to provide care for ill children reduces their productivity. A good childcare center near the Capitol would be attractive to many of them.

Also, I am the parent of a newborn. My wife will soon return to work, and I am in charge of finding daycare. It is a hassle. We are interested in center care, but centers that take infants are few. I have visited four, two of which would require long commutes. I am not impressed with the cramped quarters they all have, and the poor training some of them give their staff. As a result of this, I have considered quitting my job to care for the infant until it is old enough to go into a toddler program. I'd rather work, but my parenting duties come first.

What parents want first is quality care. Second, they want close availability to home or work. The legislature should show leadership on this issue and take steps to make childcare available in the Capitol area. This is something we preach to employers, many of whom are ahead of the state government in arranging for such care.

. As a supervisor of persons who have children needing daycare, I am faced on a regular basis with problems of absenteeism due to inadequate childcare providers. I believe it would be advantageous to both employees and management if centrally located state-operated childcare centers were established. The costs for such care could be proportionate to the salary of parents and be deducted from paychecks. Employees of these centers could be state employees who have passed examinations appropriate for these types of duties.

. I would be most interested in infant care, since that seems to be the hardest to obtain. Don't forget, we have a lot of employees who don't work in the Capitol complex, like those who work in the American Center, Metro Square, Capitol Square, etc. Thanks.

Parents share some experiences with childcare. . .

I go to work earlier than our childcare center opens.

Our daycare is located too far from work.

Too many kids attend our daycare center.

It's hard to schedule vacations and other times off.

My children are in my aunt's home in the morning; we pay her, then my husband takes care of them in the afternoon, because money is short. He is on Social Security. Thank you.

I don't like paying for days the baby isn't there. Also, the sitter's own child is too rough.

Our center will not give non-prescription medication without doctor's consent. Most doctors will not give consent for non-prescription medication.

I feel my orders are not always taken seriously.

Our provider must be paid for holidays we take off, but she's inflexible about taking children when she wants holidays off.

My provider doesn't allow enough parent participation.

Many pre-school facilities were full with long waiting lists.

Developmental needs are going unmet with too many children.

In my present licensed center I am concerned with the turnover of teachers. Had four different people over last summer.

The days my center is closed don't correspond with state holidays, so we have to take time off from work.

There are no summer programs available. We need activities for older children on a drop-in basis.

I have to drive 10 miles out of my way to have him in a place we feel is good.

Part-time scheduling is not available.

If my sitter is ill with no notice, I have to find someone.

I didn't like the means of discipline they used when they thought my child was hyperactive.

Problem areas of my family daycare - 1. not enough individual attention 2. If the provider cancels (sick) at the last minute, I'm in a bad situation. I either have to find back-up or miss work. 3. Not much flexibility with working hours.

One of the biggest problems we have encountered in childcare, and we have encountered many problems, is racism and cultural insensitivity. I am white American and my husband is African.

We have not found any centers at all for infants through 2 years old that have a culturally diverse curriculum and staff. Children's Home Society at Cedar Riverside came the closest.

The cost of daycare is so high!

We used family daycare, but it was lacking in educational development in the 3 to 5-year-old age group.

Two providers in seven weeks back at work. Provider is not flexible. I have to leave work by 4:45 - reduces my efficiency.

Would like more of an educational environment.

No hot lunch - too many kids/demands - too many new teachers.

No back-up when my family daycare can't take them.

High turnover in daycare staff.

Ratio of caregivers to children is a problem!

We're not close enough to visit during midday.

When provider is ill it's hard to find back-up.

Too many children for individual attention. I can't quit work - need the income.

They've been having trouble keeping a qualified teacher for the 2-1/2- to 3-1/2-year age group. Also seem to have too many children to adequately watch them all. Availability of staff to discuss the day's events in person is poor. Have to call during the day or leave notes to communicate with teachers.

My child is bored in the latchkey program. Not enough stimulation.

There is no one for my toddler to play with at present care. I did quit one job because I couldn't find childcare.

She doesn't always follow my instructions. Jenny needs to learn more - like ABC's, counting. She needs a curriculum.

My babysitter calls up sick a lot.

Other children's behavior problems - bad habits - too many children to allow personal attention - poor condition of playground and play materials.

Lack of nutritious meals - too much T.V.

Hours of care don't accommodate my job demands - travel, late meetings, legislative responsibilities.

Inadequate attention to child discipline techniques, excessive preference shown for own children, refused parental input, one-sided contract. We want reasonable sick-care policy, caregivers trained in CPR and 1st aid, warm, caring environment.

My childcare is too far from my office.

Family daycare provider was pregnant, had health problems - premature labor - had to find temporary care.

It's not easy to trust anyone.

Lack of permanence is a problem.

According to our daycare provider's rules, parents must pay even when the child is not there. If my child is sick 3 days out of the week or we take a vacation for the whole week I still must pay the full \$75. This does not hold true when she takes a vacation 4 weeks a year. During that time we must try to find someone else to care for our child. A center would not close up 4 weeks out of the year.

My childcare provider takes the whole summer off.

Our childcare problems are 1. after school for kindergartner, and 2. sick-child care.

Child-staff ratio is a problem. We want the general atmosphere to be bright, open, stimulating. We want parent participation to include regular communication regarding child's development.

We've experienced poor morale within the center and personality problems between individual teachers.

Our center is closed several weeks of the year, and we have not been able to find alternative daycare during those times.

## INTERVIEWS WITH PROVIDERS

### Those interviewed:

Administrators, Ramsey County Hospital and  
Bethesda Hospital  
Marjorie Johnson, Child Garden  
Jim and Diane Masters, Master Care  
Phyllis Ettinger, Children's Country Day School  
Claudia McPeak, Rainbow Childcare  
Jackie Olafson, Children's Home Society  
Susan Wolfe, Chicken Soup,  
Kathy Meara, Wilder Children's Programs  
Lyle Swanson, St. Paul Public Schools  
Vince Gillespie, City of St. Paul  
Dave Reisinger, St. Paul Skyway YMCA

Those interviewed constitute a very small sample of providers who are considered high quality, with more staff than state minimum requirements and paying higher-than-average staff salaries.

### Findings:

#### SICK CARE

#### Susan Wolfe, director, Chicken Soup

Chicken Soup is planning on expanding to a St. Paul site, when new licensing rules are in force. They would consider leasing a site near the Capitol in order to serve state employees. They would charge \$40 for a full day of care and \$30 for a half day.

#### Bethesda Hospital and Ramsey County Hospital

Both would be willing to consider the possibility of establishing a sick-child care service.

#### B. INFANT AND YOUNG TODDLER CARE:

Jim and Diane Masters, Master Care, an infant care program that combines qualities of family daycare with center care.

The Masters would consider being a provider of infant care for state employees. They would consider providing service in state-owned office buildings, designing space to fit their home-like programs.

They would be unwilling to pay major start-up or renovation costs, and fees would depend on costs of space, utilities and maintenance, ranging from \$85 to \$125 per week.



They would also be willing to consider providing service in rented duplexes in nearby Crocus Hill. They could pay all start-up costs and would charge parents their normal fee of \$125 per week.

C. INFANT, TODDLER AND PRESCHOOLER CARE:

Marjorie Johnson, director, Child Garden, a downtown Minneapolis Montessori-type center serving more than 200 infants, toddlers and preschoolers in two locations.

Ms. Johnson would be willing to consider being a provider for a center located in the Capitol area. She would be unwilling to pay any major start-up costs, but would purchase equipment (toys, furniture and appliances). Maximum rent she could afford to pay would be \$6 per square foot. She charges \$120 for infants, \$100 for toddlers and \$85 for preschoolers per week. She would need a minimum of 100 children to break even at the above rates.

Jackie Olafson, Director, Children's Home Society Childcare Programs.

Children's Home Society has several centers, and is providing childcare services for St. Paul Area Vocational Technical Institute in portable classrooms.

Ms. Olafson says CHS would be willing to consider being a provider for a center located in the Capitol area. She would be unwilling to pay any major start-up costs, but would purchase equipment. Maximum rent they could pay would be approximately \$4.80 per square foot. Fees charged range from \$110 to \$120 for infants, \$80 to \$92 for toddlers and \$75 to \$85 for preschoolers.

Kathy Meara, Wilder's Children's Programs

Ms. Meara believes Wilder would be willing to consider providing services to state employees on Capitol property. They would be unwilling to pay major start-up costs, and would charge \$117.50 for infants, \$85 for toddlers, and \$75 for preschoolers. Maximum rent they could pay would be \$3.80 per square foot.

D. SUMMER CARE:

Dave Reisinger, St. Paul Skyway Y.M.C.A.

Mr. Reisinger would be willing to consider providing a special summer camp program for school-age children of state employees. Children could be bused to (or dropped off at) the Skyway Y.M.C.A., and from there to various activities. He felt the weekly fee may be approximately \$60.

Lyle Swanson, director of community education, St. Paul Public Schools, and Vince Gillespie, Parks and Recreation, City of St. Paul

Mr. Swanson and Mr. Gillespie's departments work together to operate a summer camp program for St. Paul residents. They would consider providing a special program for state employees' children. If they served ages 5 through 12, fees would be \$68 to \$72 per week. If they served children 3rd grade and older, fees would be \$60 to \$65. (They would be willing to consider lower fees for St. Paul residents only.)

Phyllis Ettinger, director, Children's Country Day School

Ms. Ettinger would be willing to consider offering a special summer program serving preschoolers through 3rd grade for children of state employees. Their present summer camp offers extensive activities from gymnastics to horseback riding, includes developmental curriculum, and the fee is \$90 per week.

CHILDCARE CENTERS SERVING CAPITOL AREA

KINDERCARE 325 Cedar St.

For profit

Open to public

Serves: 12 Infants, 12 Toddlers, 20 Preschoolers

Vacancies: Infants - 0, Toddlers and Preschoolers - several

Staff ratios: State minimum requirements

DOWNTOWN DAYCARE 499 Wacota - First Baptist Church

Non-profit

Open to public

Serves: 16 Infants, 19 Toddlers, 60 Preschoolers, 11

Kindergarteners, 4 Latchkey

Vacancies: 1 in 4 to 5 year old bracket

Staff ratios: State minimum requirements

CHILDREN'S HOSPITAL - 345 Smith Ave.

Non-profit

Open to public

Serves: 24 Infants, 30 Toddlers, 26 Preschoolers

Vacancies: None (waiting list of over 100 families)

Staff ratios: NAEYC minimum requirements

MACDONALD MONTESSORI - 175 Western Ave.

Non-profit

Open to public

Serves: 18 Toddlers, 70 Preschoolers, 18 Kindergarteners

Vacancies: 2 or 3 in each category

Staff ratios: State minimum requirements

SANDCASTLE - 485 View St.

Non-profit (affiliated with St. James Parish, housed in parish school, open to public)

Serves: 32 Infants, 14 toddlers, 60 preschoolers

Vacancies: None

Staff ratios: NAEYC minimum requirements

SALVATION ARMY 401 West 7th

Non profit

Serves: preschoolers only, two days a week

ST. PAUL VOCATIONAL TECHNICAL INSTITUTE DAYCARE CENTER

Non profit

Open to students first, staff second, public last

Serves: 12 Infants, 23 Toddlers, 22 Preschoolers

Vacancies: filled immediately from student waiting list

Staff ratios: Infant - 1-4, Toddler - 1-5, P.S. - 1-10

CRICKET CHILDCARE - 1171 Jackson

For profit

Serves: 14 toddlers, 30 preschoolers, 5 latchkey

Vacancies: 2 in older toddler room

Staff ratios: Toddler - 1-5, Preschooler - 1-10

ST. BERNARD'S - 197 W. Geranium Ave.

non-profit

Serves: 33 preschoolers

Vacancies: several

Staff ratios: State minimum requirements

#### INTERVIEWS WITH CHILDCARE CENTERS ON STATE PROPERTY

Childcare centers that are on state property and operate within or near state facilities were contacted in an effort to determine if those unsubsidized childcare services were successfully

meeting the needs of state employees.

The following names were given to the Daycare Connection to interview:

Happy Hearts Christian Child Care, Minnesota Veterans Home  
Happy Hearts Christian Child Care, Oak Terrace Nursing Home  
A Child's Delight, Inc., Faribault Academy for the Deaf  
Carousel Nursery School and Daycare Center, Cambridge Regional  
Treatment Center.

1. Happy Hearts Christian Child Care, Minnesota Veterans Home

This childcare center never moved into Minnesota Veterans Home. They started to negotiate a lease with the home, but the renovation necessary was too expensive, and they were expected to pay the entire cost.

2. Happy Hearts Christian Child Care, Oak Terrace Nursing Home

This is a for-profit center housed on the grounds of the nursing home about one-quarter mile from the complex. They have been there for 3 years. They serve about 100 children and are licensed for 112 (16 infants, 35 toddlers, and 61 preschoolers).

Their fees are moderate (\$90, \$75 and \$65). Their curriculum is religious in nature. They staff according to state minimum requirements. Their arrangement with Oak Terrace is simply that of any lessor. They estimate that 10% of their clientele are employees of Oak Terrace, and the rest are from the community.

The director stated that their landlord has been rather difficult to deal with. She believes they would prefer the childcare center not be there. She feels each time the lease must be renegotiated it gets more difficult. They are required to supply all their own maintenance, fix anything broken, etc.

The director of Oak Terrace says he is delighted with the center and very grateful to have it on the premises. By requiring the center to be responsible for their own maintenance they are able to charge minimal rent. He feels the staff is appreciative of the center.

The center interacts with Oak Terrace programatically, with a foster grandparent program, musical offerings by the children, etc., but it is the feeling of the center director that if Oak Terrace had created some incentives, more employees would be using the center. She didn't elaborate on what those incentives could be.

### 3. A Child's Delight, Inc., Faribault Academy for the Deaf

This non-profit center was on the grounds of the academy until about one month ago. They served 70 children, 6 weeks to 12 years, and charged low fees (\$75 per week for infants, \$62.50 for toddlers, preschoolers and school-age children). They estimate that 30% of their clientele were (and still are in their new facility) state employees.

A Child's Delight, Inc., enjoyed their facility on the academy grounds. They paid low rent (about \$1.45 per square foot) and felt the space was "beautiful." When it was time to renegotiate the lease this time, however, they say they were told the rate would go up. They could not afford to pay any more, so they combined operations with another facility they ran a couple of miles away. All but about two state employees made the move with them.

The director of the Academy for the Deaf felt the childcare center simply wanted to consolidate their operations. He had no communication with them prior to the move, and had no idea who may have told them their rent would be raised. He received written notice that they were moving a few weeks before they left.

### 4. Carousel Nursery School, Cambridge Regional Treatment Center

This facility is on the grounds of Cambridge Treatment Center. They serve 78 children (4 infants, 7 toddlers and the rest preschoolers and school age children), charge moderate rates (\$80, \$65 and \$55) and have no vacancies. They pay rent of about \$1.80 per square foot.

The director estimates 25% of their clientele are state employees, but it is her perception that most state employees "are barely aware of" their existence.

Their relationship with the treatment center is purely that of landlord-tenant. They purchase food from the food service and pay regular cafeteria rates.

They use "a little above" state minimum staffing requirements, and each teacher is charged with developing her own curriculum based on general guidelines.

#### CONCLUSION:

As a result of this investigation it appears that these unsubsidized childcare centers may be meeting the needs of those state employees who are using them. The center housed in

Faribault was so successful in meeting the needs of those 30% of their clientele who were state employees that they moved with them to a new location to keep the same caregivers. Of the two remaining centers, only 10% of one's clientele and 25% of the other's are state employees.

All childcare providers do not provide the same quality service, and the state has been completely uninvolved in any selection process - so uninvolved that one of the centers is openly religious in nature. The result is catch as catch can. There is no uniformity, no direction and no plan, and there seems to be uniformly little communication between the state facility and the childcare center on its grounds.

Center directors feel that there is no commitment on the part of any state facility to the success of the program. While the centers are unsubsidized, however, the rent charge for each is so minimal (none are paying over \$3 per square foot) that in a sense they are being subsidized.

b. INTERVIEWS WITH VISITORS AND EMPLOYEES ON CAPITOL GROUNDS:

Interviews took place on Wednesday, November 4, in the Transportation Building, the State Office Building, and the State Capitol.

Seventy-nine people were interviewed. Sixteen of these were visitors to the Capitol area, and 64 were employed in the area. While the primary purpose was to interview visitors, those who were employed were interviewed as well in order to maximize the opportunity.

Following are the questions asked visitors, and their responses:

1. DO YOU HAVE CHILDREN LIVING AT HOME WHO NEED DAYCARE?

YES -11  
NO - 5

2. WHAT KIND OF CARE DO YOU PRESENTLY USE?

SPOUSE - 1  
RELATIVE - 1  
BABYSITTER/HOUSEKEEPER/NANNY - 5  
LICENSED FAMILY DAYCARE - 4

3. IF DROP-IN CARE WERE AVAILABLE IN THE CAPITOL AREA WOULD YOU USE IT?

YES - 3

NO - 12

4. WHAT DAYS? All responded that they didn't know.

Following are the questions asked those who responded that they were employed in the Capitol area:

1. DO YOU HAVE CHILDREN LIVING AT HOME WHO NEED DAYCARE?

YES - 23 (36%)

NO - 41 (56%)

2. WHAT KIND OF CARE DO YOU PRESENTLY USE?

SPOUSE - 2 (3%)

RELATIVE - 10 (16%)

BABYSITTER/HOUSEKEEPER/NANNY - 2 (3%)

LICENSED FAMILY DAYCARE - 8 (13%)

UNLICENSED FAMILY DAYCARE - 1 (2%)

3. WOULD AN UNSUBSIDIZED CHILDCARE CENTER ON CAPITOL GROUNDS SERVE YOUR CHILDCARE NEEDS?

YES - 8 (35%)

NO - 15 (65%)

IF YES, WHEN?

FULL TIME - 8 (100%)

PART TIME - 0

IF NO, WHY NOT?

TOO MUCH MONEY: 10 (67%)

INCONVENIENT LOCATION: 3 (20%)

OTHER: 2 (13%)

KIDS HAPPY WHERE THEY ARE - 1

NOT ENOUGH CARE NEEDED - 1

a