

City of Milpitas Child Care Master Plan



City of Milpitas
Adopted April 2, 2002

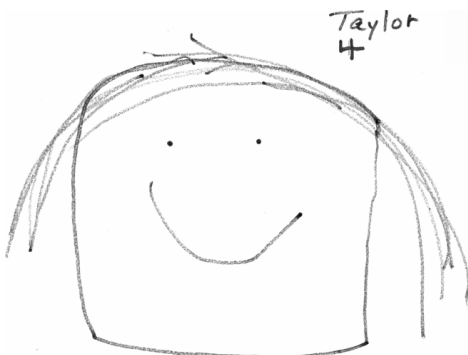
Quality Child Care:
an investment in the future
of children, families and our community.

Presented by the City of Milpitas Child Care Master Plan Task Force

**A community based sub-committee to
the Parks, Recreation and Cultural Resources Commission**

Table of Contents

INTRODUCTION	I
CHAPTER 1. OVERVIEW	1
1.1 Statement of Purpose.....	1
1.2 Report Organization	1
1.3 Definitions	1
1.4 Background	3
CHAPTER 2. CHILD CARE PRINCIPLES & POLICIES.....	11
2.1 Vision & Long-Range Goal.....	11
2.2 Accessibility	13
2.3 Affordability	27
2.4 Environments	35
2.5 Providers.....	46
2.6 City of Milpitas a Model Employer	52
CHAPTER 3. CONCLUSION.....	59
3.1 Implementation Plan	59
GLOSSARY OF CHILD CARE TERMS	79
BIBLIOGRAPHY	85



This page left intentionally blank.

Acknowledgements

City of Milpitas City Council

Henry C. Manayan, Mayor
Robert Livengood, Vice Mayor
Patricia Dixon, Council Member
Jose Esteves, Council Member
Jim Lawson, Council Member



Dylan, age 6

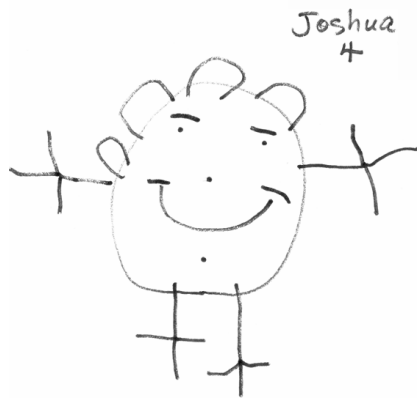
City of Milpitas Parks, Recreation and Cultural Resources Commission

City of Milpitas Staff

Thomas J. Wilson, City Manager
Blair King, Assistant City Manager
Valerie Barone, Planning, Recreation and Neighborhood Services Director
Bonnie Greiner, Recreation Services Manager
Joe Candelaria, Police Sergeant
Lisa Ciardella, Public Services Clerk
Dale Flunoy, Recreation Services Program Coordinator
Michael Lopez, Fire Battalion Chief
Cynthia Maxwell, Administration Principal Analyst
AmyBeth Ogden, Recreation Services Supervisor
Chrissy Rodriguez-Vigil, Recreation Services Preschool Coordinator
Marina Rush, Associate Planner
Jennifer Tagalog, Public Services Supervisor
Carmen Valdez, Human Resources Administrative Analyst II

City of Milpitas Child Care Master Plan Task Force

Marsha Grilli, Co-Chair, Milpitas Unified School District Board President and
Family Child Care Provider
Toby Librande, Co-Chair, City of Milpitas Recreation Services, Child Care Coordinator
Althea Polanski, Co-Chair Alternate, Milpitas Unified School District Board Member
Patricia Dixon, City Council Liaison



Special thanks to all of the dedicated individuals, groups and agencies that helped bring the Milpitas Child Care Master Plan to life...

Bright Horizons

Calaveras Hills High School

Choices for Children

Cisco Family Connection

Cisco Systems

City of Sunnyvale

Community Child Care Council

of Alameda County

Community Child Care Council

of Santa Clara County

Community Family Services

Community Representatives

Department of Social Services

Community Care Licensing

Economic Social Opportunity

Family Child Care Providers

KidCentric

Milpitas Christian Preschool

Milpitas Montessori School

Milpitas Unified School District

Milpitas Unified School District

Child Development Programs

Office of Assembly member J. A. Dutra

Parents

P-TRAC

Santa Clara County Local Child Care Planning

Council

Santa Clara County Office of Education

Social Services Agency – CalWORKS

Tri-Cities Children's Centers

WATCH: Women and Their

Children's Housing

The City of Milpitas management and Child Care Master Plan Task Force members and affiliates thank Toby Librande for her leadership and hard work writing this document.

INTRODUCTION

The City of Milpitas has shown support for and interest in the topic of child care for many years. In 1991, the Milpitas City Council selected the consulting firm Bay Area Economics to conduct a child care needs assessment and to propose strategies for improving the local child care system. Please see *Appendices to the Child Care Master Plan* for the complete documents. Subsequent to these reports, the City of Milpitas has been implementing programs and directing personnel in line with many of the proposed strategies, including the formation of the City of Milpitas Child Care Master Plan Task Force in November 1999.

The Task Force was structured as a community-based sub-committee to the Parks, Recreation and Cultural Resources Commission, charged with the creation of a Milpitas Child Care Master Plan. The Task Force members and affiliates stemmed from many diverse populations in order to represent the child care and Milpitas communities. In total, fifty-three members and affiliates attended Task Force meetings throughout the process, representing twenty-six local and countywide groups and agencies. The Task Force also engaged in a large community outreach campaign that involved a series of community meetings, parent questionnaires and Milpitas business surveys. A total of 120 participants provided the Task Force with feedback through the community outreach component. The input from all of the partners helped to identify key issues and ultimately drove the structure and contents of the plan.

Definition of Child Care

For the purposes of the Master Plan, the working definition of child care is narrow in focus and defined as follows: **Child Care** refers to licensed, unlicensed and license-exempt facilities in which children ages 0 to 12 are cared for by a person or persons other than the child's parents or guardians.

Child Care Vision, Goal, Principles and Policies

The vision and long-range goal statement serve to emphasize the importance and necessity of child care to our community.

Vision

Quality Child Care:
an investment in the future
of children, families and our community.

Long-range Goal

Every child and family has access
to affordable, safe, quality child care.

Under the umbrella of the vision and long-range goal, five facets of child care have been identified: accessibility, affordability, environments, providers and the City of Milpitas as a model employer. Associated with each of these five components is a specific guiding principle, implementation policies and action steps. The guiding principle serves to state the overarching position of the City with regards to the topic. The implementation policies (“what to do”) outline specific projects that support the guiding principles. The actions steps (“how to do it”) delineate the specific processes by which the implementation policies shall be accomplished. Listed below are the guiding principles for each category.

Guiding Principles

Accessibility

The City of Milpitas promotes the retention of existing and the development of new child care facilities within the city limits.

Affordability

The City of Milpitas recognizes the economic challenges facing the families of young children and supports child care funding assistance from government, private and business sources.

Environments

The City of Milpitas acknowledges that quality child care environments promote children's optimal development. Quality environments include safe and secure surroundings, healthy practices and educational experiences.

Providers

The City of Milpitas values child care providers for the service they provide to children, families and our community.

City of Milpitas as a Model Employer

The City of Milpitas strives to provide employees with benefits that improve productivity and address quality of life issues.

Conclusion

Support for quality child care programs serves three functions. First and foremost, quality child care supports children. Children are the greatest assets for each community and our country. In the hands of the youngest citizens lies the future. Current brain research continues to support the theory that the early years are critical and unique times of brain development.¹ Quality learning experiences during the first years of life enhance a child's ability to be ready for school success and life long success.

Secondly, quality child care programs allow parents to work. When parents are confident that their children are in safe and secure learning environments, productivity increases and absenteeism decreases.² When businesses thrive, so does the community.

Finally, child care as an industry supports the economic health and well-being of the City of Milpitas, Santa Clara County and the State of California. Throughout California in 2000, the child care industry employed over 123,000 individuals and generated between \$4.7 and \$5.4 billion in gross receipts or revenues. "These revenues put the licensed child care industry on par with California's major agricultural sectors, making it similar in size to both the livestock industry and vegetable crops

Quality child care programs support children, allow parents to work and enhance the economic health and well-being of the City of Milpitas.

¹ Washington State, Department of Social & Health Services, *Rethinking The Brain – New Insights Into Early Development For Parents, Caregivers And Policy Makers* [Summary Prepared By The National Association Of Child Care Resource And Referral Agencies From Research Taken From "Rethinking The Brain – New Insights Into Early Development: Conference Report – Brain Development In Young Children: New Frontiers For Research, Policy And Practice, Organized By The Families And Work Institute, June 1996] (Washington State: Department of Social & Health Services, 1998).

² Kate Karpilow, Ph.D., California Working Families Project, *Understanding Child Care, A Primer For Policy Makers* (California: California Working Families Project, 1999) 1.

industry. Further, licensed child care is significantly larger than other major industries in the state, including the sporting goods, women's clothing and household appliances industries."³

The City of Milpitas continues to recognize the importance of quality early care and educational experiences for all of our children. By adopting the City of Milpitas Master Plan and refining the current child care system, the City of Milpitas will be enhancing its service to the community. Not only will families and businesses be bolstered to function optimally, but also our youngest citizens will have every opportunity to realize their full potentials.



³ Steven Moss, M.P.P. National Economic Development and Law Center, *Child Care and Its Impact on California's Economy, Executive Summary and Policy Recommendations*, (California: National Economic Development and Law Center as part of the Local Investment in Child Care Project, 2001) i.

CHAPTER 1. OVERVIEW

1.1 Statement of Purpose

The purpose of the City of Milpitas Child Care Master Plan (hereafter referred to as the Master Plan) is to provide civic leaders and policy makers a conceptual overview of the child care field and a practical guide to supporting child care. By understanding and promoting quality child care, our community leaders can positively impact the health, well-being and future of our youngest citizens, families and the community.

1.2 Report Organization

The Master Plan is separated into three chapters. Chapter One introduces the Master Plan and includes the statement of purpose, report organization, definitions and background. Chapter Two presents the vision and goal statements, followed by topical sections relevant to child care. Each section highlights an aspect of child care (accessibility, affordability, environments, providers and the City of Milpitas as a model employer) and includes a guiding principle (statements of philosophy or intent), corresponding implementation policies (breakdown of implementation facets) and action steps. Chapter Three closes the Master Plan with a summary grid of the implementation recommendations. Various support materials are located in the accompanying report, *Appendices to the Child Care Master Plan*.

1.3 Definitions

Child care in its broadest sense consists of all situations in which a child or youth under 18 years of age is under the care and supervision of a person or persons other than the child's parents or guardians. Child care can include licensed, unlicensed and license-exempt facilities. A partial list of such facilities includes: After School Programs, Boys and Girls Clubs, care by a non-relative in that person's home or the child's home, care by a relative in that person's home or the child's home, Child Care Centers, Drop In Programs, Family Child Care Homes, Recreation Programs, Teen Programs and Tutoring Programs. For the purposes of the Master Plan, however, the working definition of child care is narrow in focus and defined as follows:

Child Care: refers to licensed, unlicensed and license-exempt facilities in which children ages 0 to 12 are cared for by a person or persons other than the child's parents or guardians.

Listed below are several “Dimensions of Child Care”⁴ as explained in *Understanding Child Care, A Primer For Policy Makers*, to further describe different aspects of the child care picture.

Family Child Care Homes: provide child care in the home of the provider. Family child care homes are described as small or large, depending on the number and ages of children cared for, but can serve no more than 14 children.

Child Care Centers: provide care in larger facilities and have structured hours of operation. Each child care center serves an average of 49 children.

Licensed Care / License-exempt Child Care: most family child care homes and child care centers are required to be licensed by the state. Licensing establishes requirements for staff ratios, training and health and safety conditions. Some types of child care do not require a license – and are referred to as license-exempt care. This includes care by a relative, care in a child’s own home, some public recreation programs, care for school-age children at their own school and care in a provider’s home when the provider cares for children from one other family besides the provider’s own.

Infant/Toddler Care - School-Age Care: child care for pre-kindergarten children is typically divided into infant care, toddler care and preschool-age care. School-age care refers to before and after school care for children from kindergarten through Grade 9.

Preschool: is a classroom-based, enriched learning experience for children ages 3 and 4 who are not yet attending kindergarten. It is usually part-day and often is closed during the summer. The California Department of Education funds state preschool programs, as does the federal government through Head Start. Some preschools (both public and private) offer additional hours of care to provide full-day care for children of working parents.

Publicly Subsidized Care: refers to child care that is paid for in part or in full with government funds. Subsidies can take different forms, including government-contracted programs and vouchers paid to providers chosen by the parents. Most California programs also have a sliding fee scale for parents. For-profit and non-profit providers may or may not choose to accept clients supported with government subsidies.

Quality Care: typically means providing a healthy and safe environment and care that is appropriate to the child’s background, age and stage of development. Basic health and safety parameters, as well as teacher and director minimum educational requirements, are established through the licensing conditions of Title 22 of the state’s Code of Regulations. Through Title 5, some quality parameters are set through contractual requirements affecting teacher education, training and staffing ratios.

⁴ Karpilow 2.

1.4 Background

Why Is Child Care Vital?

Child care increasingly serves a necessary function for the children, families and businesses in our community. Quality child care impacts our community on three levels by 1) assisting in the optimal development of young children, 2) enabling parents and guardians to work outside of the home thereby supporting a stable and productive workforce and 3) contributing to the overall economic stability of our city and county.

Parents and early childhood educators have long recognized that which research is now supporting, that "the earliest experiences of childhood fundamentally shape a child's capacity to learn and can enable a lifetime of success".⁵ These lasting effects of early experiences can be either beneficial or detrimental in nature, depending on the quality of the experiences. Many researchers have recently documented the results of early childhood experiences on child development. A recent study, *The Children of the Cost, Quality and Outcomes Study Go To School* looked at the effects of center based preschool experiences on school readiness and success. The researchers generalized their findings into four statements:

High quality child care is an important element in achieving the national goal of having all children ready for school.

High quality child care continues to positively predict children's performance well into their school careers.

Children who have traditionally been at risk of not doing well in school are affected more by the quality of child care experiences than other children.

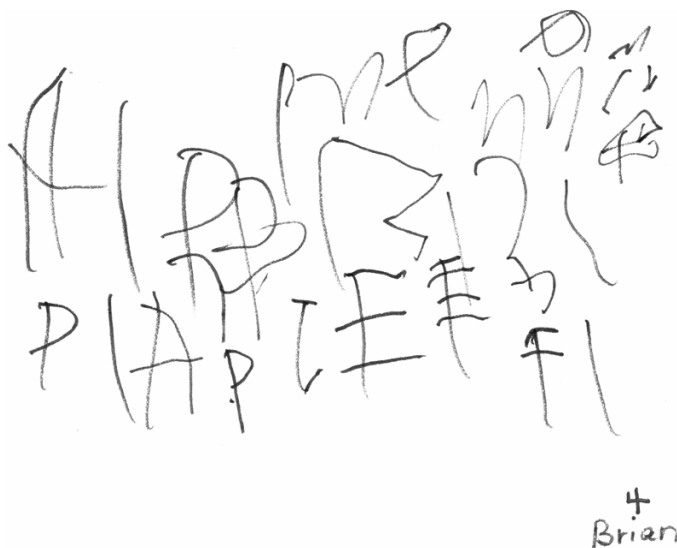
The quality of child care classroom practices was related to children's cognitive development, while the closeness of the child care teacher-child relationship influenced children's social development through the early school years.⁶

⁵ Little Hoover Commission, *Caring For Our Children: Our Most Precious Investment*, (California: Little Hoover Commission, September 1998) iii.

⁶ National Center for Early Development and Learning, *The Children Of The Cost, Quality and Outcomes Study Go To School, Executive Summary*, 1999 <<http://Www.Fpg.Unc.Edu/~NCEDL/PAGES/Cqes.Htm>>.

Quality child care programs also enable parents to work. More mothers are employed and more children are in child care than ever before in our nation's history. Each day an estimated 13 million children younger than six -- including six million babies and toddlers -- spend some or all of their day being cared for by someone other than their parents.⁷ In the United States overall, a significant proportion of preschool children with employed mothers (41 percent) are in care for 35 or more hours per week.⁸ In March 1999, six out of every ten mothers of children under age 3 were in the labor force (i.e., working or looking for work). Seven out of every ten mothers of children age 3 to 5 were in the labor force. In addition, between 1990 and 1999, the labor force participation rate of mothers with children under age 3 increased from 53.6 percent to 60.7 percent.⁹ These statistics all point to the increasing number of two parent or single parent working families and the necessity for quality child care for our community's children.

Child care as an industry also helps drive our local, state and national economy. In 1998, the child care industry in Santa Clara County supported over 12,314 local jobs and generated an estimated \$368 million in final demand.¹⁰ Throughout the State of California in 2000, the child care industry employed over 123,000 individuals and produced between \$4.7 and \$5.4 billion in gross receipts or revenues. "These revenues put the licensed child care industry on par with California's major agricultural sectors, making it similar in size to both the livestock industry and vegetable crops industry. Further, licensed child care is significantly larger than other major industries in the state, including the sporting goods, women's clothing and household appliances industries."¹¹



A thriving and well supported child care industry permits children, families and the overall economy of a region to flourish.

⁷ National School Board Association, *Ten Critical Threats To America's Children: Warning Signs for the Next Millennium, A Report to the Nation, Part 6*, 1999 <http://www.nsba.org/highlights/ten_threats.htm#part6>.

⁸ Jeffery Capizzano & Gina Adams, *The Hours That Children Under Five Spend In Child Care: Variation Across States By Number B-8 In Series*, 2000 <http://Newfederalism.Urban.Org/Html/Series_B/B8/B8.Html>.

⁹ Jacqueline Bhola, U.S. Department Of Labor Women's Bureau, *Work - Related Child Care Statistics*, 2000 <[http://www.Dol.Gov/Dol/Wb/Child care/Ccstats.Htm](http://www.Dol.Gov/Dol/Wb/Child%20care/Ccstats.Htm)>.

¹⁰ Jan Stokely & Stephanie Upp, LINCC Local Investment In Child Care, National Economic Development & Law Center, *Economic Impact Of The Child Care Industry Santa Clara County*, (California: National Economic Development & Law Center, 1999) 13.

¹¹ Moss i.

Some Statistics on Supply and Demand

Taken from "Understanding Child Care,
A Primer for Policy Makers" California Working Families Project 1999"

From the 1990 Census:

- About 4 million children 13 years or younger have one or more parent in the workforce.
- About 1,297,306 (or 32%) of these children are in child care outside the family.

From the 1999 California Child Care Portfolio:

- There were 558,717 spaces in 9,188 licensed child care centers.
- There were an estimated 259,607 spaces in 30,880 family child care homes.
- Only 4% of spaces in licensed child care centers were designated to serve infants under the age of 2.
- Of the total number of licensed family child care homes, 33% provided evening, overnight or weekend care.

How Much Child Care Is Available In Milpitas?

It is difficult to accurately answer this question because no handy child care supply indicator exists. Although each licensed child care program can care for a specific number of children, the actual number of child care slots available at any particular time does not reflect a simple sum of licensed programs slots, for a variety of reasons.

Parents do not always chose licensed child care.

Individual circumstances affect the supply of child care, for example centers which are having difficulty hiring or retaining staff may be licensed for one number of children, but actually care for fewer children because of the necessity of following child/teacher ratios.

A family child care provider may maintain a current license, but not actually be have an active business.

A provider may care for fewer children than the license permits.

In addition to the problems encountered counting licensed child care slots, another barrier exists with respect to accurately assessing child care supply. No agency oversees license-exempt programs, thus there is no source for hard data regarding child care supply for programs such as after school recreational programs or preschool programs. The City of Milpitas Recreation Services manages two such programs: Stay & Play and the City of Milpitas Preschool. The Stay & Play after school recreational program, currently operates at five elementary school sites and supervises 250 students in recreational activities after school. The City of Milpitas Preschool provides part-time preschool experiences for an average of 225 students per session. While not intended to provide "child care", these programs do in fact serve as child care for some families, contributing to the challenge of accurately assessing the total amount of child care available within Milpitas.

One approach to quantifying child care supply entails reviewing the number and type of licensed child care programs in our community. Currently within the City of Milpitas, there exists a variety of child care programs, including: licensed child care centers, licensed large and small family child care homes, licensed after school programs, license-exempt recreational after school programs and license-exempt programs and providers. The Department of Social Services Community Care Licensing Division oversees licensing of small and large family child care homes as well as child care centers. Child care centers hold separate licenses for infant, preschool and school age care components. As of December 2001, the following numbers of facility types were licensed within the City of Milpitas:

- 0 child care centers for mildly ill children
- 3 infant centers
- 5 school age centers
- 24 preschool child care centers
- 29 large family child care homes¹²



Dylan, age 6

How Much Child Care Is Needed In Milpitas?

How many local residents or employees need or are looking for child care? No one really knows. Like assessing supply, determining demand for child care services is also difficult. In fact, currently "no research strategy has been developed to identify and collect comprehensive information on (supply and) demand."¹³ Within the county and the state, however, there are presently various undertakings designed to begin answering some of these questions. Examples of such programs include the Santa Clara County Children and Families First project, *Community Outreach to Produce An Unduplicated Database of Children Awaiting Child Care in Santa Clara County* and the Child Development Division (CDD) and the Quality Child Care

¹² California Department of Social Services Community Care Licensing Division, Facility Search Form, 2001, <<http://cclcd.ca.gov/docs/search/search.asp>>. Note: due to confidentiality laws, data on the number of small family child care homes is not listed for public information.

¹³ Karpilow 22.

Initiative (QCCI) *Centralized Eligibility List (CEL) Planning Project*. Perhaps as these tools are created and utilized, it will become easier to quantitatively assess how much child care is needed in our community.

Looking at the number of requests for child care resource and referral assistance provides some limited information about local child care demand. Two programs assist inquiring parents in finding child care: the Community Child Care Council of Santa Clara County (the 4Cs) and the City of Milpitas Child Care Program. The 4Cs is a private, non-profit community-based agency that provides a variety of comprehensive services, including child care resource and referral. When parents contact the 4Cs they receive a printout of the licensed facilities within a specific radius of home or work (taken from their data base of registered providers). The City of Milpitas Child Care Program assists parents by phone and provides a folder of child care materials. The City of Milpitas resource and referral folder includes a listing of licensed center and family child care providers (who have consented to be listed with the City) along with information about finding quality child care and general child safety and parenting tips. Families inquiring with both the 4Cs and the City will receive two different lists, which may include the same providers. Between July 2000 and June 2001, the 4Cs received a total of 215 requests for child care resource and referral assistance and the City of Milpitas Child Care Program received a total of 130 requests.

A Brief History of the City Of Milpitas' Involvement with Child Care Issues

The City of Milpitas prides itself on long-standing support and concern for the children, parents and families of our community. Involvement in child care issues has been a hallmark of the leadership of our City for many years. One of the first formal measures was taken in September 1991, when the City Council approved a request for proposals seeking a consultant to conduct a child care needs assessment and to propose alternative strategies. Bay Area Economics, an independent contracting group, was selected to compile the needs assessment (Phase I) and provide suggestions for improving child care services (Phase II). The entire study along with staff recommendations was presented to City Council via "The Child Care Staff Report" in March 1994. Please refer to the document, *Appendices to the Child Care Master Plan*, to view the full reports.

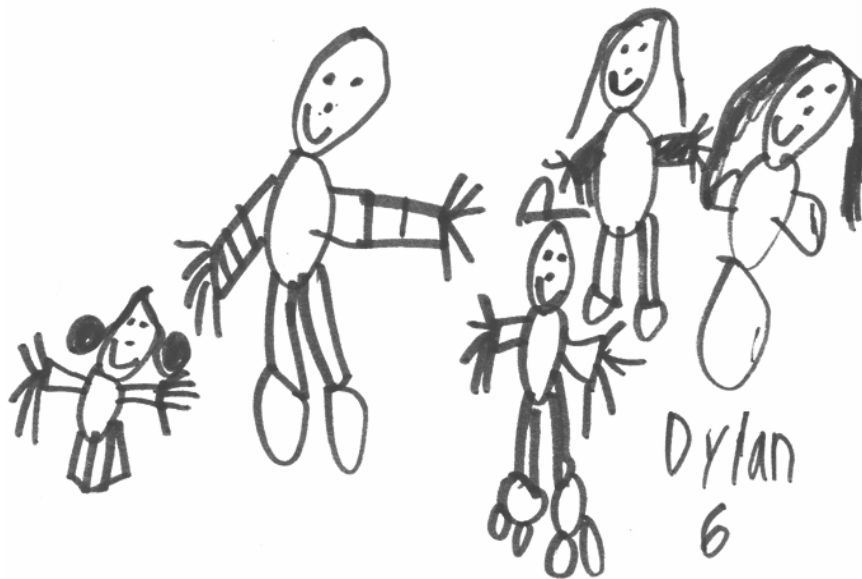
From 1994 to the present, the City of Milpitas has actively pursued and implemented policies and programs that support the child care, examples of which include:

- enacting specific language pertaining to child care in the City of Milpitas General Plan
- creating the Child Care Coordinator position
- funding the Individualized Family Child Care Assistance Program, whereby family child care providers may apply for annual funding
- forming the City of Milpitas Child Care Master Plan Task Force

In 1999, after receiving an update on the Child Care Program, the City Council directed the Parks, Recreation and Cultural Resources Commission (PRCRC) to form a Task Force to develop a Milpitas Child Care Master Plan. In September 1999 the PRCRC Commission directed staff to compose a Master Plan Task Force. The mission of the Task Force was outlined to be: “The Child Care Task Force is a community based sub-committee to the Parks, Recreation and Cultural Resources Commission, charged with the creation of a Milpitas Child Care Master Plan.”

The Task Force Planning Process

In October 1999, 225 individuals within Santa Clara County were invited to participate on the City of Milpitas Child Care Master Plan Task Force. Participation invitation announcements were also made at a variety of countywide early childhood meetings and forums in October and November 1999. To meet the goal of having the Master Plan incorporate the City of Milpitas as a model employer, various city departments were also invited to attend, including Recreation, Fire, Police, Human Resources, Housing and Neighborhood Preservation, Building, Parks, Public Works and Planning. The Task Force members and affiliates stemmed from many diverse populations in order to represent the child care and Milpitas communities. In total, fifty-three members and affiliates attended Task Force meetings throughout the process, representing twenty-six local and countywide groups and agencies. The first meeting of the Child Care Task Force was held in November 1999, with seventeen participants in attendance. The Task Force met monthly between January 2000 and May 2001, with an expanding and rotating group of participants.



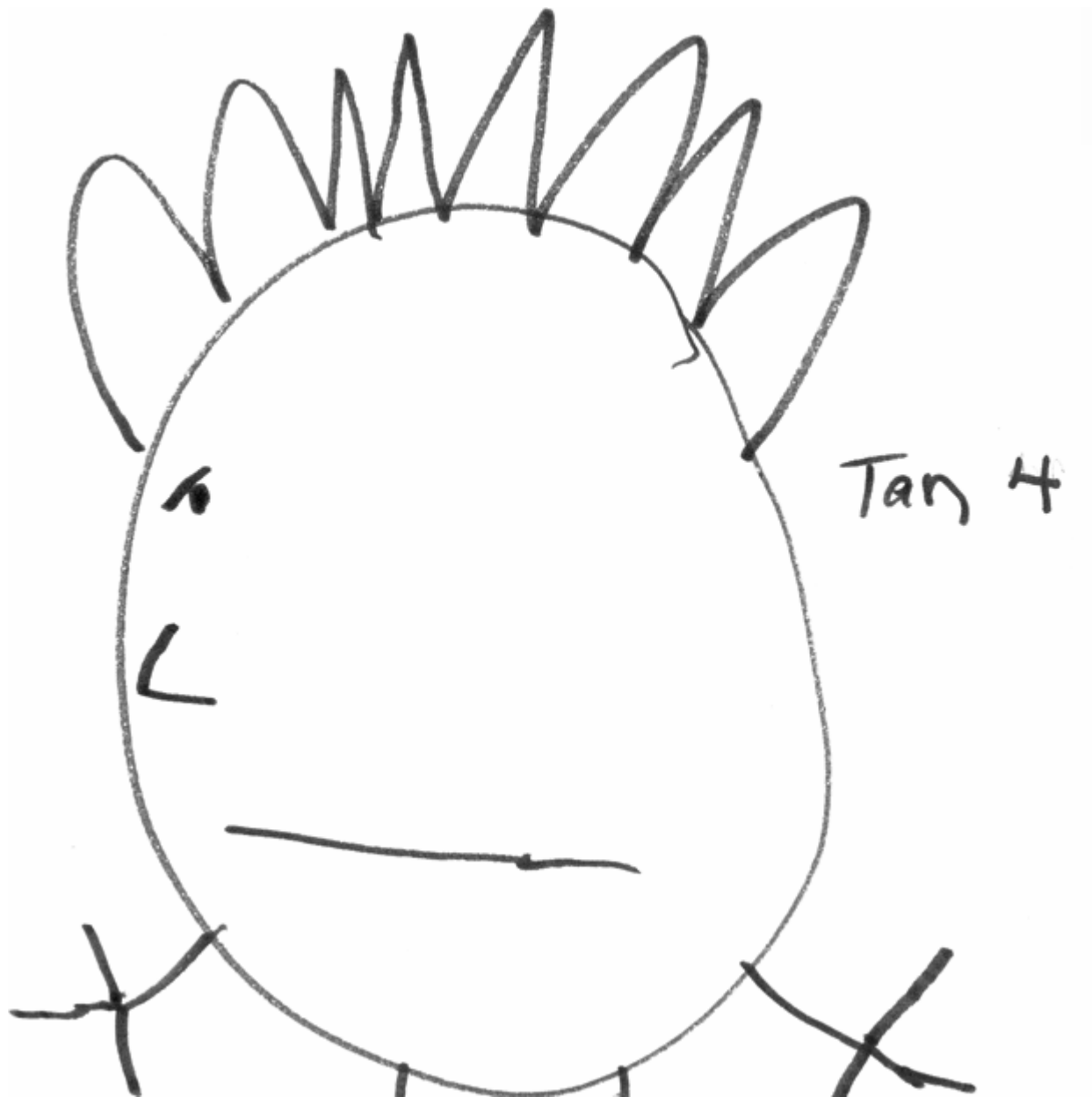
The Child Care Task Force is a community-based sub-committee to the Parks, Recreation and Cultural Resources Commission, charged with the creation of a Milpitas Child Care Master Plan.

The major activities of the task force included:

- defining child care for the purposes of the Master Plan
- establishing the need for community input
- devising the methods for gathering community input
- conducting community meetings
- surveying local businesses and parents
- interpreting the community input data
- creating the vision and goal statements
- identifying components of child care to be included
- approving the final Master Plan

The task force project involved collaboration between City staff and community representatives. Marsha Grilli, Milpitas Unified School Board President and Family Child Care Provider and Toby Librande, City of Milpitas Child Care Coordinator co-chaired the task force. The community participants and affiliates drove the direction and activities of the Task Force, while the comments, concerns and issues raised by the community, (along with input from Task Force members and affiliates), provided the direction and content for the Master Plan document.





CHAPTER 2. CHILD CARE PRINCIPLES & POLICIES

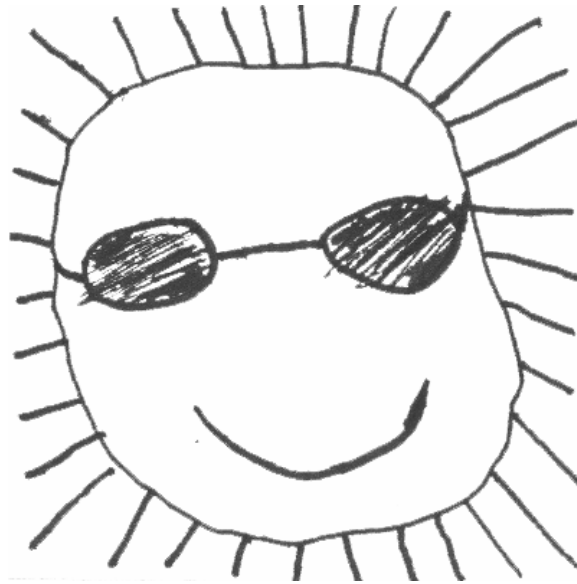
2.1 Vision & Long-Range Goal

Vision

Quality Child Care:
an investment in the future
of children, families and our community.

Long-range Goal

Every child and family has access
to affordable, safe, quality child care.



Jordan, age 9

Child care is an extremely complicated subject. To determine the topical breakdown, the Task Force looked to the community for assistance. In the outreach efforts, the Task Force asked participants about the current state of child care within Milpitas.

The community feedback fell naturally into five components:

- Accessibility
- Affordability
- Environment
- Providers
- The City of Milpitas as a Model Employer

In addition, the community responses illustrated the priorities of child care consumers, highlighted the strengths and weaknesses of the current state of Milpitas child care and suggested specific strategies for improving child care within Milpitas. Issues raised by the community have been incorporated into the vision, goal, section discussions, guiding principles and implementation policies. Summaries of the feedback, as well as specific comments and concerns raised by the community participants are outlined in the *Appendices to the Child Care Master Plan*.

2.2 Accessibility

2.2-G-1 Accessibility Guiding Principle

**The City of Milpitas promotes the retention of existing
and the development of new child care facilities
within the city limits.**

Child care accessibility is overwhelmingly described as the location of the child care program with respect to the consumer's work and/or home. Additional aspects of accessibility include parent and program interactions, convenient hours of operation, transportation and the availability of diverse and inclusive programs.

2.2-I Accessibility Implementation Policies

2.2-I-1 The City of Milpitas demonstrates through supportive language in its General Plan and its regulations within the Zoning Ordinance that the provision of accessible child care is a City priority.

General Plan

The City's current General Plan supports the provision of accessible child care. There are three policies within the General Plan related to child care. Two of the policies encourage the establishment of child care and one policy requires the City to provide information to major employers about existing child care programs and facilities. Please refer to the document, *Appendices to the Child Care Master Plan*, to view the relevant General Plan policies.

There is no discussion within the text of the General Plan, however, on child care. While not a critical deficit, it would be appropriate to strengthen the City's General Plan in order to clearly explain the importance of providing adequate amounts of accessible, affordable, quality child care as a means of building a healthy economy with a strong workforce. Additionally, the General Plan does not clearly express a desire to ensure that child care is provided within close proximity to transit, as suggested within the City's

Midtown Specific Plan (under review). Nor does the General Plan set a policy that directs staff to analyze incoming development for 1) its potential impact on child care demand or 2) a project's potential to augment child care supply. Adding such policies would strengthen the General Plan's support of child care.

One of the City's General Plan policies recommends establishing a program of incentives for developers should they incorporate child care into their developments. Currently, the City offers fee reductions for large family child care homes and has a practice of prioritizing the processing of child care centers. Additional incentives such as density bonuses could be developed to further meet the intent of this existing General Plan policy.

Zoning Ordinance

In 1994, the City Council identified a lack of clear direction in the City's Zoning Ordinance with respect to child care. Council directed the Planning Commission to work on amendments to the Zoning Ordinance that would support the establishment of child care in suitable locations. In 1995, the Planning Commission took child care zoning ordinance amendments to the Council. The Planning Commission's zoning ordinance amendments were adopted and designed to accomplish three goals: 1) to provide clear definitions of the various types of child care facilities, 2) to establish standards to regulate child care facilities and 3) to identify land use districts which were compatible with child care facilities. The revised requirements for each type of child care facility are summarized below.

Small family child care homes are exempt from any review by the City, when established within a legal residence.

Large family child care homes are allowed within all residential districts and are required to obtain a Fire Marshal Clearance and a Use Permit.

Child care centers can be established within all districts except industrial districts and are required to obtain a Fire Marshal Clearance, a Use Permit and any necessary building permits (for establishment, conversion or expansion).

All child care facilities (small and large family child care homes and child care centers) are required to obtain a license to operate from the State of California through the Department of Social Services Community Care Licensing Division (CCL).

Large Family Child Care Homes: are allowed in all residential districts within the City of Milpitas and are required to obtain a Fire Marshal Clearance and a Use Permit. A Fire Marshal Clearance for a large family child care home can currently be accommodated within 2 days of the submittal of a request. Large family child care homes must also obtain an annual fire inspection, for the current fee of \$98.00. Presently, the information related to large family child care home requirements is scattered throughout the Zoning Ordinance and not easily accessible to the non land-use professional.

The Use Permit process for a large family child care home currently takes approximately one month from initial application to Planning Commission hearing and requires full noticing of surrounding property owners and residents within a 300 foot distance. Under the Use Permit process, the City 1) evaluates the hours of operation, 2) establishes a fencing requirement for the outdoor play area and 3) sets parking standards. In 1997, the City Council reduced the fees associated with a large family child care home Use Permit application from \$395.00 to \$50.00, well below the actual cost to the City of performing the review. The Council reduced the Use Permit fees in order to facilitate the development of additional large family child care homes.

Many jurisdictions allow large family child care homes with the issuance of an administrative Use Permit as opposed to Milpitas' Use Permit process. An administrative Use Permit is a permit issued by staff when certain performance measures are met. If a use violates a performance measure, the administrative Use Permit is nullified. Such a process allows the City to ensure that specific topics of interest are addressed while significantly lessening the time and financial burden placed on the provider. An administrative Use Permit for large family child care homes would likely address 1) the spacing of child care homes within a neighborhood, 2) the hours of operation and 3) pick-up and drop-off access. Additionally, the process can be established to allow for notification and input from neighbors and when necessary, review by the full Planning Commission. Transition from a Use Permit process to an administrative Use Permit for large family child care homes would preserve the City's interests and control while also supporting the provision of child care within the City.



Dylan, age 6

Transition from a Use Permit process to an administrative Use Permit for large family child care homes would preserve the City's interests and control while also supporting the provision of child care within the City.

Child Care Centers: are treated as businesses within the City's Zoning Code. The Fire Code Clearance and Use Permit requirements mirror those for large family child care homes. The fee for the Use Permit for child care centers is based on time and material costs to the City. This fee can range from a few hundred dollars to a maximum of \$4,000.00. Additionally, depending upon the size and location of the child care center, California Environmental Quality Act (CEQA) regulations may require the preparation of a negative declaration or an environmental impact report. The review time frame and the associated cost for the Use Permit would both increase should either of these reports be required. CEQA requirements are outside the control of the City. The requirement for a Use Permit for child care centers and the expectation for cost recovery are appropriate; therefore no change to either requirement is recommended in this report.

In 1995, when the City was evaluating its treatment of child care within the zoning ordinance, allowing child care centers in industrial areas was considered. At that time, however, the manufacturing community strongly opposed the idea due to concerns that placing sensitive uses (such as child care) within industrial districts would ultimately limit their ability to establish, expand or modify their business practices. Additionally, the Planning Commission and City Council expressed concerns for the safety of children should child care facilities be located within Industrial Zones. Ultimately, the Council decided to prohibit the establishment of child care centers within Industrial Zones.

The City has subsequently permitted the establishment of the Cisco Family Connection child care center within a commercial zoning district directly adjacent to the Milpitas Business Park (an industrially zoned park). The Cisco Family Connection is considered to be a hallmark of business providing for its employees' child care needs. The City is quite proud of the center and of its role in facilitating the Center's development. The controversial issue of proximity between sensitive receptors (children) and industrial businesses was appropriately resolved with this facility to the satisfaction of all parties.

Additionally, early in 2001, Veritas, an international high tech company, began building a corporate campus within the McCarthy Ranch Business Park (an industrially zoned area). Veritas approached the City with a preliminary request to establish an on-site child care facility for their employees. Under current zoning, the City would have had no option but to deny the request, due to the Industrial Zoning of the proposed child care facility. In response to a slowing economy, Veritas temporarily scaled back their development plans within Milpitas. The issue of allowing child care at their corporate campus has thus been deferred. Clearly, the concept of child care in industrial districts is complicated and likely controversial. It seems appropriate, however, for the City to revisit this issue with the community and to consider the appropriateness of allowing child care in certain circumstances within industrial districts.

2.2-I-1

Action Steps

- 2.2-I-1-a1 The City shall update its General Plan text and policies to strengthen support of child care. Specifically, text shall be added that correlates the provision of adequate child care to the establishment of a healthy economy and a strong workforce. Policies shall be added that 1) support the development of child care within transit overlay districts, 2) require incoming projects to be evaluated for their potential impact on child care demand within the City and 3) require incoming projects to be evaluated for their potential to provide child care facilities within the project. The policies will encourage new development to mitigate for any child care need it creates and to incorporate child care facilities when appropriate and feasible.
- 2.2-I-1-a2 The City shall update its Zoning Ordinance to establish an administrative Use Permit process for large family child care homes.
- 2.2-I-1-a3 The City shall evaluate the benefits and problems associated with allowing child care centers within industrial districts. Should the report determine that in some circumstances it is desirable to do so, the City shall modify the Zoning Ordinance accordingly.
- 2.2-I-1-a4 The City shall establish a policy of fast tracking the planning, fire and building application review process for child care centers, whether new or expanding, in order to reduce the time spent in the review and construction process.
- 2.2-I-1-a5 The City shall consider expanding the incentive program to further encourage the incorporation of child care centers into existing and new developments.
-

2.2-1 Accessibility Implementation Policies

2.2-1-2 The City of Milpitas provides potential child care providers with individual assistance in starting their businesses.

To become a licensed child care provider, individuals and organizations need to interface with both City and County entities. Licensing of child care falls under the auspices of the Department of Social Services, Community Care Licensing Division (CCL) of Santa Clara County. The business licensing and zoning issues fall under the auspices of the City of Milpitas. This structure can be confusing to potential child care providers. Currently, there exist three barriers to providers receiving the assistance they need. First, the CCL division does not give out city specific information to potential applicants, because the procedures and conditions for providers vary city by city within the county. Secondly, the Child Care Coordinator and the Planning Department have not formally produced a guide for child care applicants and finally, the majority of potential child care providers do not contact (or even know about) the Child Care Coordinator and/or the Planning Department.

The Department of Social Services, Community Care Licensing Division (CCL) of Santa Clara County oversees the licensing of family child care homes and centers.

The foundation for better communication to potential child care providers already exists. The Child Care Coordinator has developed a good working relationship with the CCL division. CCL has expressed willingness to distribute Milpitas specific brochures or information to participants in their orientation classes. In addition, the Child Care Coordinator and the Planning Department have recently been integrated within the same department, the Planning, Recreation and Neighborhood Services Department.

To surmount the current barriers, the City of Milpitas needs to do three things: 1) provide the CCL division with information for Milpitas potential providers, 2) design a guide for potential providers and 3) "get the word out" about the services offered by the Child Care Coordinator. By implementing the following action steps, the City of Milpitas will be able to better assist and inform potential child care providers, ultimately impacting the quantity of child care available within Milpitas.

2.2-I-2

Action Steps

- 2.2-I-2-a1 The Child Care Coordinator along with the Planning Department shall create a Child Care Program Start-up Guide to assist potential providers. The Guide will: 1) outline the specific steps necessary to open the three types of licensed child care facilities: small family child care homes, large family child care homes and center based programs and 2) list the different types of care new providers could offer, together with the benefits of each to the provider and families.
- 2.2-I-2-a2 The Child Care Program Start-up Guide shall be distributed on a regular and on-going basis to the Community Care Licensing Division to be made available at their new provider orientations. The Guide will also be distributed at City Hall and the Community Center.
- 2.2-I-2-a3 The City of Milpitas Child Care Program shall institute a personalized assistance program for potential providers.
- 2.2-I-2-a4 The services provided by the Child Care Program shall be publicized on a regular basis to the community. Possible publications include the Milpitas Post, the Milpitas Connection Magazine Activity Guide, the Chamber of Commerce, the annual Milpitas Calendar, the City of Milpitas web site and the public access television station.
-



Jordan, age 9

2.2-I Accessibility Implementation Policies

2.2-I-3 The City of Milpitas encourages existing and new child care facilities to offer a variety of child care types in order to meet specific needs.

One aspect of accessibility entails parents being able to find the specific type of child care they need. Family situations and child care needs are extremely diverse and the child care community needs to be able to meet these individual needs by providing a wide range of child care types, including but not limited to:

- before/after school care
- culturally sensitive/languages
- disabled care
- drop-in care
- holiday and vacation care
- infant care
- off hours, evening and weekend care
- school age care
- sick child care
- special needs

Currently, within the City of Milpitas, some but not all of these types of care are available. Specifically, infant care, off hours and evening care, special needs care and disabled care are hard to find. Mildly sick child care, due to stringent regulations, is not available within the City limits.

Presently, the Child Care Coordinator informally counsels new and existing providers as to the lack and/or abundance of certain types of care within Milpitas. To enhance the availability of different types of child care, the City of Milpitas must formally encourage child care providers to consider offering these alternatives.

2.2-I-3

Action Steps

2.2-I-3-a1

When contacted by child care programs which are starting up, remodeling, restructuring or expanding, the Planning Department and the Child Care Coordinator shall formally request that each program consider offering additional types of care.

2.2-I-3-a2

The City of Milpitas shall actively work to facilitate and support programs that serve unmet special needs within the community. Examples include: fast tracking city permits, priority in the *Community Development Block Grant (CDBG) Program* and other funding programs and increased yearly maximum for the *Individualized Family Child Care Assistance Program*.

Additional action step supporting this implementation policy: 2.2-I-2-a1.



2.2-1 Accessibility Implementation Policies

2.2-1-4 The City of Milpitas places a high priority on coordination and collaboration with the Milpitas Unified School District.

Cooperation between the City of Milpitas and the Milpitas Unified School District (MUSD) affects the accessibility of child care for all of the families within Milpitas from two fronts: the early years and the school age years.

Quality early care and educational experiences provide young children the tools they need for school success. Parents and child care providers are a child's first teachers. Parents, child care providers and School Districts must work together in order that children have the opportunity of realizing their full academic potential. With research supporting the importance of early experiences and legislators advocating the role of the government in providing quality learning experiences for young children, the emphasis on collaboration and coordination between Cities and School Districts has and will continue to become increasingly important. The School Readiness Initiative is an example of this increased focus on the early years. "In January 2001, Governor Davis established a School Readiness Task Force with the purpose of developing a comprehensive program to better prepare children to enter school ready to succeed. This statewide School Readiness Initiative will be launched through targeted School Readiness Centers/ Programs that demonstrate a coordinated, research-based approach to early care and education in California."¹⁴



Dylan, age 6

*Parents and
child care
providers are
a child's first
teachers.*

¹⁴ California Children & Families Commission, *School Readiness Initiative*, <<http://www.Ccfc.Ca.Gov/SRI.Htm>>.

Coordination between the City of Milpitas and MUSD must also continue to occur with respect to school age children. The educational system in the United States today requires that parents or child care programs care for school age children before and after school, on in-service days and during the summer. Currently on the elementary school sites in Milpitas, there exist three different after school programs: licensed after school care managed by Milpitas Unified, licensed after school care managed by the YMCA and license-exempt recreational program, "Stay & Play", managed by the City of Milpitas. At each school site, there may be one or two of these programs operating, but there exists no uniformity between all of the elementary school sites. Parental choice is the primary benefit of the current system. Parents have the option of enrolling their child in a licensed program that meets state regulations (the higher cost option) or the recreational program (the lower cost option).

The two largest gaps in the current system, however, are lack of spaces (long waiting lists) and different program goals. All of these aforementioned after school programs have historically maintained long waiting lists. Space considerations, staffing availability and program operating costs all contribute to preventing programs from expanding to meet the community needs. In addition, the after school programs operate with different goals in mind. The licensed after school programs aim to provide a well-rounded curriculum that supports the development of the whole child: socially, emotionally, cognitively and physically. The license-exempt recreational program "Stay & Play" is intended to provide youth with recreational activities after school, not to serve in the function of a child care program. The world has changed since "Stay & Play" began, however and now many parents use this program as a child care program.

The City of Milpitas and the Milpitas Unified School District (MUSD) are proud of the cooperation and partnering that has historically occurred. Examples of coordination between the City and MUSD include:

- The City/School Collaborative - a quarterly meeting between City and School officials
- The Bright Beginnings Task Force - a group which supported the Bright Beginnings Infant/Toddler center prior to its closure in 2000
- Stay & Play recreation programs - for which MUSD shares space for inclement weather
- The Rainbow Theatre Satellite Program - Recreation Services and MUSD co-sponsor theatre productions on-site at elementary schools
- The City of Milpitas Child Care Master Plan Task Force

The City of Milpitas shall continue place high priority on partnering and collaboration with the MUSD for the care of our communities' children and families.

2.2-I-4

Action Steps

- 2.2-I-4-a1 The City of Milpitas shall continue to collaborate with the Milpitas Unified School District to provide quality early childhood experiences for young children.
- 2.2-I-4-a2 The City of Milpitas shall enhance partnering with the Milpitas Unified School District to work towards the goal of providing quality before and after school programs for all of the youth in Milpitas.
- 2.2-I-4-a3 The City of Milpitas together with the Milpitas Unified School District shall research the possibility of collaborating to provide licensed after school care involving a child development component and a recreational component at every elementary school site within Milpitas.

Additional action step supporting this implementation policy: 2.3-I-2-a1.

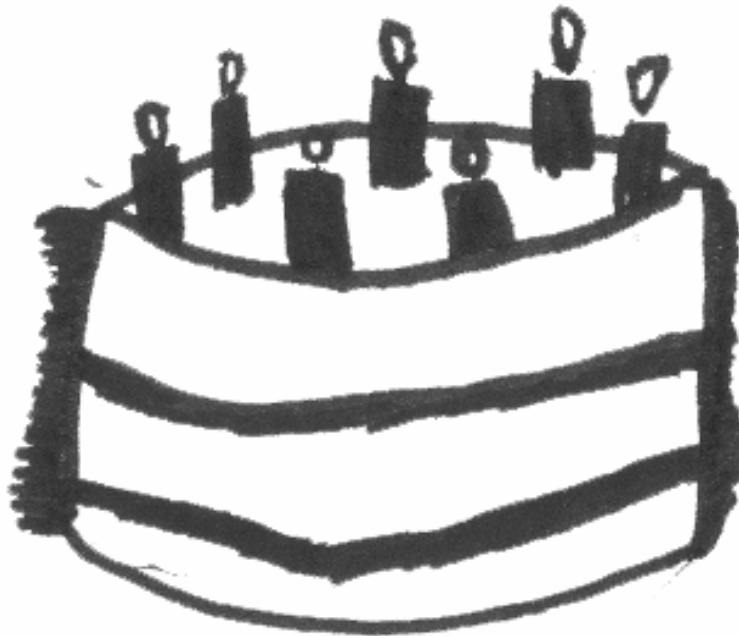


2.2-1 Accessibility Implementation Policies

2.2-1-5 The City of Milpitas assists parents in finding quality child care.

Child care is hard to find. Funding sources are confusing and not centralized. Care for special circumstances and needs is rare, if not non-existent. Parents don't always know where to look or how to find the child care they need. The countywide child care resource and referral agency, the Community Child Care Council of Santa Clara County (4Cs), serves the entire county of which Milpitas is a small section.

The City of Milpitas realizes these barriers and strives to assist parents in finding child care. Beginning in 1994 when the Child Care Coordinator position was created, a major function of this position was to assist parents in finding local child care. Since this time, local child care resource and referral information has been available to inquiring parents. By continuing to fund the Child Care Coordinator position, the City of Milpitas has demonstrated its commitment to helping parents find quality child care.



Jordan, age 9

2.2-I-5

Action Steps

- 2.2-I-5-a1 The Child Care Coordinator shall continue to maintain current lists of licensed child care programs and providers within the City limits.
- 2.2-I-5-a2 The Child Care Coordinator shall continue to provide local child care resource and referral services, informing inquiring parents and individuals about 1) licensed child care programs located within Milpitas, 2) how to assess child care program quality, 3) child care program accreditation and 4) general parenting resources.
- 2.2-I-5-a3 The Child Care Coordinator shall continue to be available to consult with parents regarding specific child care issues and personal situations on a case-by-case basis, including referrals to appropriate agencies.
- 2.2-I-5-a4 The City of Milpitas shall enhance and keep updated the child care resource and referral information available over the City of Milpitas web site.

Additional action step supporting this implementation policy: 2.2-I-2-a4.



Dylan, age 6

2.3 Affordability

2.3-G-1 Affordability Guiding Principle

**The City of Milpitas recognizes the economic challenges
facing the families of young children and
supports child care funding assistance
from government, private and business sources.**

Affordable child care is frequently interpreted as “the going or typical rate for the service provided”. Community respondents strongly indicate that affordability is inextricably linked to the quality of care. Affordability is further described as the cost of care relative to the household budget.

Quality child care is expensive. Current estimates rank child care expenditures only second after housing, for families with young children. In the publication, *How Much is Enough? Basic Family Budgets for Working Families*, Jared Bernstein, Chauna Borchert and Maggie Spade Aguilar state "in the budgets we reviewed, child care expenditures represented the second largest share, after housing."¹⁵ One recent study by the Children's Defense Fund found that "the average annual cost of child care for a 4-year-old in an urban area center is more than the average annual cost of public college tuition in all but one state. In some cities, child care costs twice as much as college tuition."¹⁶ The California Child Care Portfolio 1999, presents data county by county. Listed below are the statistics from 1999 for Santa Clara County¹⁷ indicating the percentage of income needed to pay for infant full time child care in a licensed center, for minimum wage, low-income and median income families. Astoundingly, a minimum wage earning family in 1999 would have had to pay 78% of their family income for full time licensed center infant care!

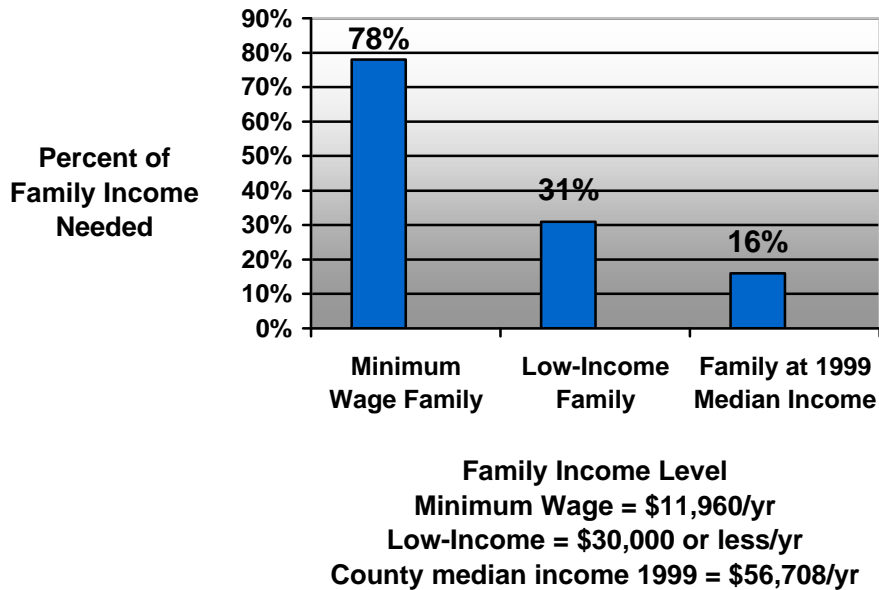
*Quality child
care is
expensive.*

¹⁵ Jared Bernstein, Chauna Borchert & Maggie Spade Aguilar, Economic Policy Institute, *How Much Is Enough? Basic Family Budgets For Working Families*, 2000, < <http://www.epinet.org> >.

¹⁶ Karen Schulman, Children's Defense Fund, *The High Cost Of Child Care Puts Quality Care Out Of Reach For Many Families*, 2000, <<http://Www.Childrensdefense.Org/Pdf/Highcost.Pdf>>.

¹⁷ California Child Care Resource and Referral Network, *The California Child Care Portfolio 1999, Santa Clara County Pages* (California: California Child Care Resource and Referral Network 1999).

**Portion of Income Needed to Pay for an Infant
in a Licensed Child Care Center
Santa Clara County 1999**



Since 1999, the cost for most services has increased - child care included. Listed below are the average weekly fees for infants and preschoolers based upon Milpitas specific data compiled by the 4Cs, as of November 2001:

- Full time infant care in a family child care home = \$153.00
- Full time infant care in a child care center = \$263.00
- Full time preschool care in family child care homes = \$137.00
- Full time preschool care in a child care center = \$163.00¹⁸

A family with one preschooler and one infant in a child care center in November 2001 could thus expect to incur child care expenses totaling over \$22,000.00 annually. With child care costs representing such a large portion of family incomes, it is imperative that the City of Milpitas 1) advocate adequate funding streams to fiscally assist parents, 2) take a leadership role in educating the business community about quality child care and 3) support increased business intervention.

¹⁸ Information compiled by the Community Child Care Council of Santa Clara County, Inc. 2001.

2.3-I Affordability Implementation Policies

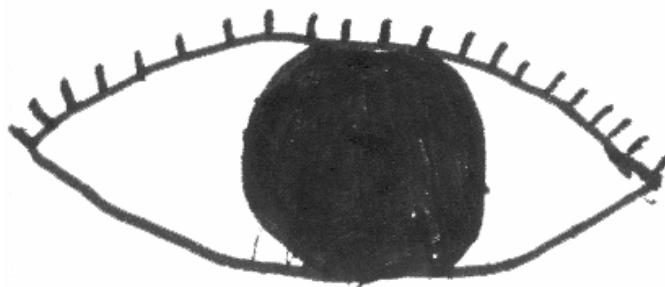
2.3-I-1 The City of Milpitas supports increased levels of federal, state and local funding for child care.

Child care is currently financed by a complex arrangement of federal, state and local funding sources. Low-income families may be eligible for assistance with child care costs based upon family income. Middle-income families, especially in Santa Clara County due to the high cost of living, still need assistance, but generally do not meet income eligibility criteria. The City of Milpitas has historically supported increased funding for child care, most recently by passing the Resolution in Support of SB993, The Early Education and Wage Equity Act of 2001, on April 3, 2001. This bill was unfortunately vetoed, but nonetheless, indicated the City of Milpitas' concern and support for increased funding for child care.

2.3-I-1 Action Step

- 2.3-I-1-a1 The City of Milpitas shall continue to participate on child care and youth services boards and organizations within Santa Clara County and the State of California, in order to advocate 1) increased child care funding at all levels, 2) better wages, working conditions and benefits for child care providers and 3) quality child care.

Additional action step supporting this implementation policy: 2.3-I-2-a2.



Jordan, age 9

2.3-1 Affordability Implementation Policies

2.3-1-2 The City of Milpitas shall educate businesses/planners/developers/city leaders and the general public as to the benefits of a quality child care system to our community.

Communities thrive when quality child care is available for families. Happy, healthy, well cared for children in child care permit parents to work, which in turn supports business and our community. Parents, providers, employers and the larger community need to know that quality child care makes good sense. There are currently a variety of public awareness campaigns in development, including but not limited to: The Children's Defense Fund, The Children and Families First State and County Commissions, the Santa Clara County Local Child Care Planning Council and the Santa Clara County Cornerstone Project.

The City of Milpitas supports educating the wider community with respect to quality child care issues. For example, the Child Care Coordinator spoke to the Rotary Club, January 2000, on "Child Care in Milpitas: How Do the Pieces Fit?" and Mayor Henry Manayan spoke at the Local Investment in Child Care (LINCC) summit, September 2001, on "Child Care Solution Models for City Governments". In addition, the City of Milpitas also strives to educate the public about issues that concern children and families in a broader context, such as the annual Children's Memorial Day ceremony in April, which brings attention to the topics of child abuse and child neglect. Presentations and events such as these provide the City with an opportunity to inform leaders and residents about quality child care and other family issues.



Jordan, age 9

*Happy, healthy, well
cared for children in
child care permit
parents to work,
which in turn
supports business
and our community.*

2.3-I-2

Action Steps

- 2.3-I-2-a1 Child care presentations for groups shall be publicized as part of the efforts to inform the community about the services provided by the Child Care Program.
- 2.3-I-2-a2 An update of child care issues, legislation and Master Plan implementation successes will be presented to the City of Milpitas City Council, City Manager and Department Heads two years following the adoption of the Child Care Master Plan. Additional updates shall be provided as the need arises.
- 2.3-I-2-a3 The City of Milpitas shall post the adopted City of Milpitas Child Care Master Plan on the City of Milpitas web site, in order that interested parties may access the Master Plan at will.

Additional action steps supporting this implementation policy: 2.2-I-5-a2, 2.2-I-5-a4, 2.3-I-1-a1, 2.4-I-3-a1 and 2.6-I-2-a3.



Children's Memorial Day Flag
Children's Welfare League of America

2.3-I Affordability Implementation Policies

2.3-I-3 The City of Milpitas supports increased business community partnering and cooperation to assist employees with child care needs.

The cost of quality child care is too much for families to shoulder alone. "The private sector can play a larger role in supporting quality child care and early education. Currently, only one percent of funds spent on child care in the United States come from employers while parents pay 60 percent of the cost and the government covers 39 percent."¹⁹ Yet businesses reap the benefits of employees having access to quality child care.

The businesses in the City of Milpitas overall have not yet instituted many child care benefits. The Child Care Task Force conducted a study of the benefits provided by local businesses in early 2001. While the response rate for the survey was small, the data collected did give an indication of the current state of the business climate. In general, very few Milpitas businesses offer child care benefits and those that do employ more people. Of the 67 responses, only 15 (22%) provide any type of child care benefit. The most common benefit available is the Dependent Care Reimbursement and is offered primarily by the larger companies. No businesses reported furnishing sick child care, off-hours care, Family Child Care Network, Child Care Center Partnership or Preferred Status, or purchased slots for employees at a particular child care center. The only businesses reporting that they provide on-site child care benefits were child care centers or schools. For more information, please refer to the *Appendices to the Child Care Master Plan*.

The City of Milpitas applauds and supports those businesses that do provide employees with child care benefits. In the late 1990s, Lifescan, the Milpitas Unified School District, Tri-Cities Children's Centers and the City of Milpitas collaborated on the Bright Beginnings Infant/Toddler Child Care Task Force overseeing the Bright Beginnings Infant/Toddler Center. This center, on-site at Calaveras Hills High School, supported the community by providing child care services for teen parents, Lifescan employees, MUSD employees and the general community. By purchasing the spaces in the center, Lifescan

*The City of Milpitas
applauds and supports
those businesses that
provide employees with
child care benefits.*

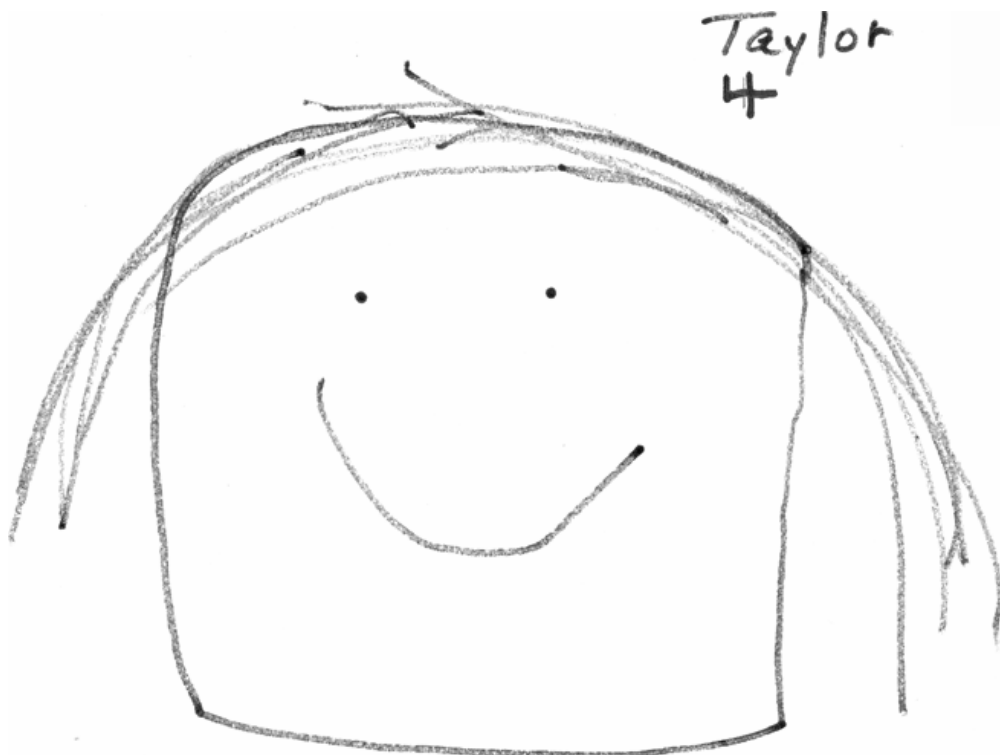
¹⁹Children's Defense Fund, *Business Investment In Child Care*, 2001, <http://www.Childrensdefense.Org/Cc_Partnerships.Htm>.

not only defrayed the cost of child care for some of its employees, but also directly affected the funding pool for the center. Unfortunately, Tri-Cities closed this program early in 2001.

Cisco Systems is another example of a Milpitas model employer. The City of Milpitas worked closely with Cisco Systems to expedite the opening of their onsite child care center, the Cisco Family Connection, early fall of 2000. Staff from the Planning, Fire and Recreation Services Departments joined together to review plans, make suggestions and smooth process for the applicants. The City of Milpitas is proud to support the efforts of businesses like Cisco Systems and Lifescan in providing employees with child care benefits.

Besides directly supporting child care friendly businesses, the City of Milpitas plays a role in advocating business intervention in child care. In September 2001, the City of Milpitas participated in the "Planning for the Future: A Leadership Forum on Child Care and Economic Development in Santa Clara County" hosted by the Local Investment in Child Care (LINCC). The City of Milpitas Mayor spoke on the topic of how cities can support child care, why this support makes for good business and good government and what specific strategies the City of Milpitas has implemented to support child care. In addition, the Work/Life Coordinator for Cisco Systems spoke on the topic of how Cisco Systems and the City of Milpitas worked together to bring about the opening of the on site child care program.

The City of Milpitas has a fine history of encouraging businesses to provide child care friendly policies. By taking the action steps below, this support will continue to grow.



2.3-I-3

Action Steps

- 2.3-I-3-a1 The City of Milpitas shall partner with the Chamber of Commerce to make an annual presentation pertaining to employer sponsored child care options.
- 2.3-I-3-a2 The City of Milpitas shall provide follow-up information and resources for inquiring businesses interested in providing child care benefits.
- 2.3-I-3-a3 The City of Milpitas shall continue to support the efforts of other groups involved in assisting businesses in providing child care benefits, such as the Local Investment in Child Care (LINCC) project.
- 2.3-I-3-a4 The City of Milpitas shall annually notify the Human Resources Directors of the local employers as to the services provided by the Child Care Coordinator, via an informational flyer or brochure.

Additional action step supporting this implementation policy: 2.3-I-2-a1.



2.4 Environments

2.4-G-1 Environments Guiding Principle

**The City of Milpitas acknowledges that
quality child care environments promote
children's optimal development.**

**Quality environments include safe and secure surroundings,
healthy practices and educational experiences.**

Environments for children are defined both by the physical aspects of the program (building facilities, playgrounds, classroom supplies and equipment) as well as the practices of the staff (safety, cleanliness, health and security). Many of the community participants indicated that their highest priority when choosing child care is a safe child care environment. They are also looking for programs that are secure, healthy and involve an educational curriculum.

Research continues to support that childhood environments and experiences make a difference. Quality programs indicate positive outcomes for children. Conversely, the opposite is also true, that the lack of opportunities can result in negative outcomes for children.



Jordan, age 9

The *Fight Crime: Invest in Kids California* studies show some significant findings with respect to quality child care environments:

An over 20-year study of the High/Scope Perry Preschool program shows that denying at-risk children quality child care programs multiplies by five times the risk that they will be chronic lawbreakers as adults.

A 14-year study of 1,000 children who had been enrolled in government-funded Child-Parent Centers shows that they were nearly half as likely to have multiple arrests as teens, compared to children not in the program.

Every dollar invested in the High/Scope Perry Preschool program saved the public over \$7 in crime costs, welfare dependency and other savings ²⁰

In addition, Wheelock College recently published another sobering study, looking at level of quality in child care programs. The authors of this study concluded that:

There is far too little good care and that there is real cause for concern over harm in the supply as a whole; only 14% of center care, 12% of family child care and an even lower percentage of infant care can be rated as good in this country (Cost, Quality and Child Outcomes Study Team, 1995; Galinsky, Howes, Kontos, & Shinn, 1994). This means that 86% of center-based care and 88% of family child care in the United States could cause serious harm to children.²¹

Because of the long lasting impact on children's futures, the City of Milpitas must necessarily do everything possible to maximize the quality of child care environments.

²⁰ Fight Crime: Invest In Kids, *America's Child Care Crisis: A Crime Prevention Tragedy*, 2000
<<http://www.fightcrime.org>>.

²¹ Gwen Morgan, Wheelock College Institute For Leadership And Career Initiatives, *Regulation And The Prevention Of Harm*, 1996, 2000, <<http://institute.wheelock.edu/instlibrary/instharm.html>>.

2.4-I Environments Implementation Policies

2.4-I-1 The City of Milpitas acknowledges that implementation of early childhood best practices enhances child care program quality.

Many organizations publish best practices for early childhood education programs focusing on all aspects of the environment. Accreditation is the one national industry standard for quality child care. Accreditation is a voluntary self-assessment process by which child care programs demonstrate significant compliance with rigorous standards which are usually much higher than the regulations set forth by the states. Two organizations are primarily responsible for child care accreditation: the National Association for the Education of Young Children (NAEYC) manages the Accreditation program for child care centers and school age programs, while the National Association for Family Child Care (NAFCC) oversees family child care accreditation. The NAEYC program outlines the 10 Components of Accreditation:



Jordan, age 9

- Interactions among Teachers and Children
- Curriculum
- Relationships among Teachers and Families
- Staff Qualifications and Professional Development
- Administration
- Staffing
- Physical Environment
- Health and Safety
- Nutrition and Food Service
- Evaluation²²

²² National Association for the Education of Young Children, *NAEYC Accreditation General Information*, 2001, <http://Www.Naeyc.Org/Accreditation/Naeyc_Accred/Info_General-Components.Htm>.

Accreditation represents only one of many tools providers can utilize to measure and improve program quality. There exist many additional programs and guidelines by which providers can assess the quality of their child care environments, such as checklists, observations and lists of best practices. The Santa Clara County Local Child Care Planning Council is presently developing a compilation of these best practices resources. Once these have been assembled and published, the City of Milpitas will have yet another instrument to help providers attain and parents assess quality environments for children.

The City of Milpitas has utilized a three-pronged approach towards educating the community about child care best practices: 1) assisting providers in learning about and implementing best practices, 2) educating consumers in how to assess quality child care environments and 3) directly participating with local groups and organizations striving to increase child care quality.

2.4-I-1

Action Step

2.4-I-1-a1

The City of Milpitas shall continue to educate the public with respect to early childhood care and education best practices by adhering to the implementation policies and corresponding action steps of 2.4-I-2, 2.4-I-3 and 2.4-I-5 listed below.



Dylan, age 6

2.4-I Environments Implementation Policies

2.4-I-2 The City of Milpitas assists providers in learning about and implementing early childhood care and education best practices.

The City of Milpitas has instituted some interesting and unique programs to support providers. Five examples are listed below.

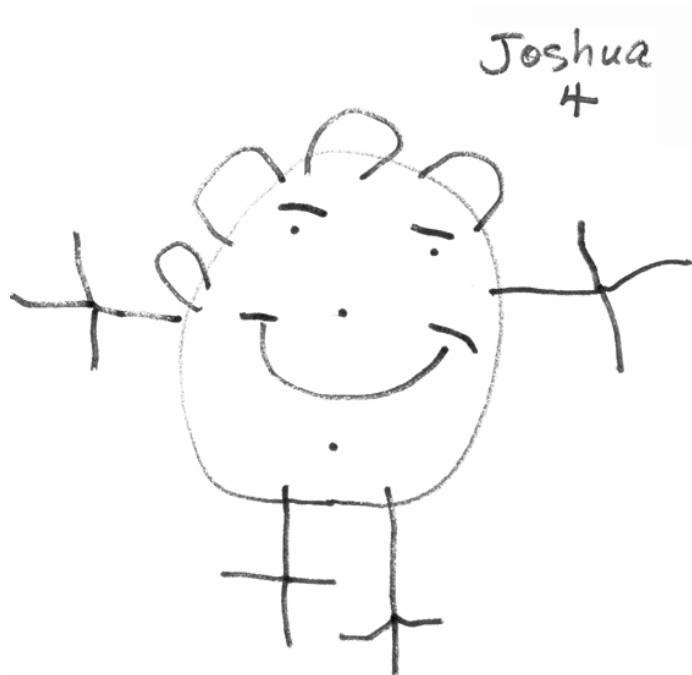
- The Child Care Coordinator currently serves as the staff liaison to the *Milpitas Alliance for Better Child Care*, an informal association of local family child care providers. In the role of staff liaison, the City of Milpitas has been able to arrange a variety of trainings for this group, such as the UC Davis Family Child Care At It's Best series, tax seminars, Licensing Regulations seminars and triage training. The Milpitas Alliance also serves as a support network and open forum for local providers to discuss quality issues.
- The Child Care Coordinator has convened meetings of the *Center Directors Group* periodically since 1998. In this group, local child care center directors and designated staff alternates have come together to discuss quality issues.
- The City of Milpitas funds a grant program designed to enhance the quality of care found within family child care homes, the *Individualized Family Child Care Assistance Program*. Qualifying family child care providers may apply for annual funding assistance of \$250.00 from the City in order to pay for items such as materials, supplies, curriculum programs, early childhood course work fees, accreditation fees and membership dues.
- The Child Care Coordinator is available to all child care providers as a resource. Providers may call with any pressing needs or questions and receive individualized assistance and referrals to appropriate agencies.
- The Child Care Coordinator regularly forwards updates and information pertinent to managing child care businesses to local center based and family child care providers.

The City of Milpitas has demonstrated support for child care providers in a variety of ways. The City of Milpitas shall continue to educate and support child care providers by following the action steps listed below, all of which directly or indirectly impact child care program environments.

2.4-I-2

Action Steps

- 2.4-I-2-a1 The Child Care Coordinator shall continue to liaison with and schedule trainings for the *Milpitas Alliance for Better Child Care* and the *Milpitas Center Directors Group*.
- 2.4-I-2-a2 The City of Milpitas shall continue to finance the *Individualized Family Child Care Assistance Program*, potentially implementing a higher annual maximum dollar amount.
- 2.4-I-2-a3 The City of Milpitas shall continue to encourage child care providers to become accredited. The City of Milpitas shall research the feasibility of creating an Accreditation Fees Grant program to offset the fees of accreditation.
-



2.4-I Environments Implementation Policies

2.4-I-3 The City of Milpitas prioritizes parent education specifically with respect to early childhood best practices.

The City of Milpitas takes every opportunity to educate parents, with support ranging from individualized assistance to community-wide parenting events.

Parents may contact the Child Care Coordinator for any child care related matters. This assistance includes help finding child care, sharing of information regarding assessing quality and health and safety, assistance navigating the Community Care Licensing system and resources for a variety of other issues.

The Child Care Resource and Referral Assistance packets are mailed to inquiring parties and include a range of materials designed to help parents assess quality and raise healthy children.

The Recreation Services Department sponsors bi-annual parenting classes designed to address the needs of today's parents - with such topics as safety, media awareness, appropriate discipline and communication. The workshops include free babysitting and cost only minimal fees or are free. In addition the Recreation Services Department invites other city departments and community organizations to partner in sponsoring the workshops.

2.4-I-3 Action Step

2.4-I-3-a1 The City of Milpitas shall continue to offer bi-annual community parenting workshops at little or no cost to the participants.

Additional action steps supporting this implementation policy: 2.2-I-5-a2, 2.2-I-5-a3 and 2.2-I-5-a4.

2.4-I Environments Implementation Policies

2.4-I-4 The City of Milpitas collaborates with and participates on child care and youth services boards, councils and organizations.

The City of Milpitas has been and is currently active with many child care and youth centered groups. Four examples are listed below.

- **The Cornerstone Project, Public Funding Task Force**
The mission of the *Cornerstone Project* is to "to motivate and empower all individuals and organizations to come together to nurture and develop competent caring and responsible children and youth."²³ The Cornerstone Project utilizes the Developmental Assets approach to building healthy and supportive communities for children and youth. *The Public Policy Task Force* "seeks to maximize the power of public funds to promote asset-building programs for all our children and youth by promoting developmental assets as a common framework used by all public funding agencies throughout Santa Clara Valley in their internal and external allocation of funding, evaluation of programs and training of program providers."²⁴ Staff representing the City of Milpitas Housing and Neighborhood Preservation and Recreation Services, as well as a City of Milpitas City Council member serves on this Task Force.
- **Northeast Regional Partnership Steering Committee of the Children and Families First Commission of Santa Clara County**
The Children and Families First Commission of Santa Clara County is the local Commission administering *Proposition 10* funding. Proposition 10 passed in 1998 and established a tax on tobacco products with the funds being directed to assist all children ages prenatal through five years of age. The local Commission has determined that some of the funding should be directed into neighborhoods, with the intent of customizing the funding stream to maximize the strengths of each neighborhood and fill in the gaps. "The intent of the *Regional Partnerships* is to enhance existing neighborhoods partnerships or develop new partnerships that include: families, neighborhood groups, public and private agencies, community-based organizations, schools and a wide-range of civic, political, grassroots and faith-based groups."²⁵ The *Northeast Partnership* is comprised of four areas: 1) Alviso, 2) Berryessa, 3)

²³ The Cornerstone Project, *Building Our Community From The Youth Up*, 2001, <<http://Www.Thecornerstoneproject.Com>>.

²⁴ The Cornerstone Project, *Building Our Community From The Youth Up*, <<http://Www.Thecornerstoneproject.Com/Pages/Join.Htm>>.

²⁵ Children and Families First Commission of Santa Clara County, *The Planning and Implementation Guide for the Regional Partnership Plan*, San Jose, CA, 2001.

Milpitas and 4) the Orchard School District. Currently, the Child Care Coordinator sits on the *Northeast Partnership Steering Committee*, representing the City of Milpitas and child care providers, parents and children.

- **Santa Clara County Local Child Care Planning Council (LPC)**
"The primary mission of the LPC is to plan for child care and development services based on the needs of families in the local community."²⁶ The Child Care Coordinator holds a voting seat on this council and currently serves as co-chair for the Coordination and Quality Sub-Committee.
- **The California Child Care Coordinators Association (CCCC)**
This association of California Child Care Coordinators meets once a year and recently formed bi-laws. The City of Milpitas Child Care Coordinator attends the annual conference and holds member status.

City participation with organizations such as those listed above accomplishes a number of goals: 1) staff remains informed of current issues and trends, 2) information is brought back to the City and shared with the appropriate local groups and individuals and 3) Milpitas' commitment to families and children can be demonstrated. The City of Milpitas has been and will continue to be a contributing member within the child care and youth services community.

2.4-I-4

Action Step

2.4-I-4-a1

The City of Milpitas staff contributes to the activities of child care and youth services boards, councils and organizations in order to 1) share knowledge and city programs, 2) bring new information to the City organization and 3) network with other individuals and organizations.

Additional action steps supporting this implementation policy: 2.3-I-1-a1 and 2.3-I-3-a3.

²⁶ Santa Clara County Office of Education, Santa Clara County Local Child Care Planning Council, 2001, <<http://Www.Sccoe.Org/>>.

2.4-I Environments Implementation Policies

2.4-I-5 The City of Milpitas supports the establishment of more stringent child care regulations and increased monitoring of licensed child care programs.

The Department of Social Services, Community Care Licensing Division (CCL) regulates child care both by setting standards and monitoring compliance. California has six different documents regulating health and safety in child care facilities:

- Child Day Care Centers: Division 12, Chapter 1 (2-15-2001)
- General Licensing Requirements: Division 6, Chapter 1 (3-8-2000)
- Family Child Care Homes For Children: Title 22, Division 12, Chapter 3(2/15/01)
- Infant Care Centers (3-8-2000)
- Child Care Center for Mildly Ill Children (3-8-2000)
- Child Care Center for School Age Children (3-8-2000)²⁷

These regulations guiding child care in California are more strict than in some other states, but could still stand improvement. For example, the areas of teacher qualifications and child/teacher ratios fall significantly short of the criteria set by NAEYC accreditation. In addition, child care centers are visited by CCL only annually or upon receipt of complaint and family child care homes are visited only once every three years or upon receipt of complaint. Within the California legislature there has been recent interest in raising the levels of monitoring, but at this time the local CCL district office has instituted no changes in process.

The City of Milpitas has no formal jurisdiction over the licensing of these facilities; although through the Child Care Coordinator, the City of Milpitas serves as a liaison between child care providers and the state in child care issues.

²⁷ National Resource Center For Health And Safety In Child Care, *California's Rules For Child Care Facilities*, 2000, 2001, <<http://nrc.uchsc.edu/ca/Calif.htm>>.

2.4-I-5

Action Steps

- 2.4-I-5-a1 The City of Milpitas shall continue to participate in the Department of Social Services Community Care Licensing Division community gatherings to give input into forthcoming regulations.
- 2.4-I-5-a2 The Child Care Coordinator will continue to work closely with Community Care Licensing, acting as a representative for the interests of the children, families and child care providers of Milpitas.

Additional action steps supporting this implementation policy: 2.2-I-2-a2, 2.3-I-1-a1, 2.4-I-2-a1, 2.4-I-2-a3 and 2.4-I-4-a1.



Dylan, age 6

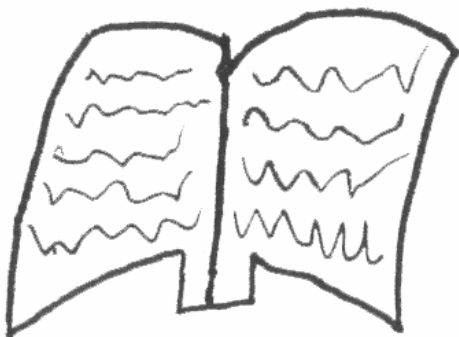
2.5 Providers

2.5-G-1 Providers Guiding Principle

**The City of Milpitas values child care providers
for the service they provide to children,
families and our community.**

Providers, for the purposes of the Master Plan, are considered to be licensed, unlicensed and license-exempt individuals who care for children when the parents or guardians are not present. Generally when discussing providers, the community participants reference child care center staff, family child care providers and school age program staff.

The quality of child care programs hinges on the people caring for the children. Well trained, well recognized and well paid individuals provide quality care. The problem is that most child care providers are not well trained, well recognized or well paid. The most prominent organization to address the needs of child care workers is the Center for the Child Care Workforce. "The central mission of CCW is to improve the quality of child care by improving child care jobs for teachers and providers - retaining and rewarding a skilled and stable child care workforce, by assuring better compensation, working conditions and opportunities for leadership and professional growth in this field."²⁸ CCW's policy paper, *Overview of the Staffing Crisis*, explains that the job conditions for child care workers are "woefully inadequate"²⁹, citing poverty level earnings, poor benefits, high turnover and lack of influence.



Jordan, age 9

*Well trained, well
recognized and
well paid
individuals provide
quality care.*

²⁸ The Center For The Child Care Workforce, *An Introduction To CCW*, 2001, <http://www.ccw.org/about_us/index.html>.

²⁹ The Center For The Child Care Workforce, *Overview Of The Staffing Crisis*, 2001, <http://www.ccw.org/about_us/staffcrisis.html>.

The problems facing the child care workforce are wide spread and in fact, industry wide. There is some hope, however. Many states including California have begun to address this issue utilizing a variety of approaches. Strategies directed towards increasing compensation for child care workers can be separated into five categories: 1) training and mentoring programs, 2) Professional Development Programs, 3) Programs to Improve Reimbursement Rates, 4) Employee Benefit Programs and 5) Wage Initiatives.³⁰ The City of Milpitas can address these issues only by joining forces with organizations throughout the county, state and nation to impact the child care industry - thereby bringing about significant and lasting changes for child care providers.

2.5-I Providers Implementation Policies

2.5-I-1 The City of Milpitas supports increased federal, state and county funding for child care provider recruitment and retention plans.

Now, more than ever before, funding streams are being earmarked for the recruitment and retention of early childhood educators. There are two current State level policy initiatives that are designed to improve child care jobs, both of which are being packaged under the developing CARES (Compensation And Retention Encourage Stability) initiative in Santa Clara County:

AB212: \$15 million for compensation for teachers in state-subsidized programs. 56 out of 58 California counties have applied for this funding

Children & Families Commission (Prop 10): Matching grants for counties implementing child care compensation/retention programs. 45 out of 58 counties have submitted letters of intent for a state matching grant³¹

The City of Milpitas must stay informed with respect to current activities in order to advocate for better wages and benefits for the child care workers in Milpitas. By active participation in the Santa Clara County Local Child Care Planning Council, the Child Care Coordinator can continue to share current information with City Staff and providers within Milpitas.

³⁰ Byeric C. Twombly, Maria D. Montilla and Carol J. De Vita, The Urban Institute, *State Initiatives To Increase Compensation For Child Care Workers*, prepared for the Foundation for Child Development, 2001, <<http://Www.Urban.Org/Employment/Childcare-Workerscomp.Html#Pol>>.

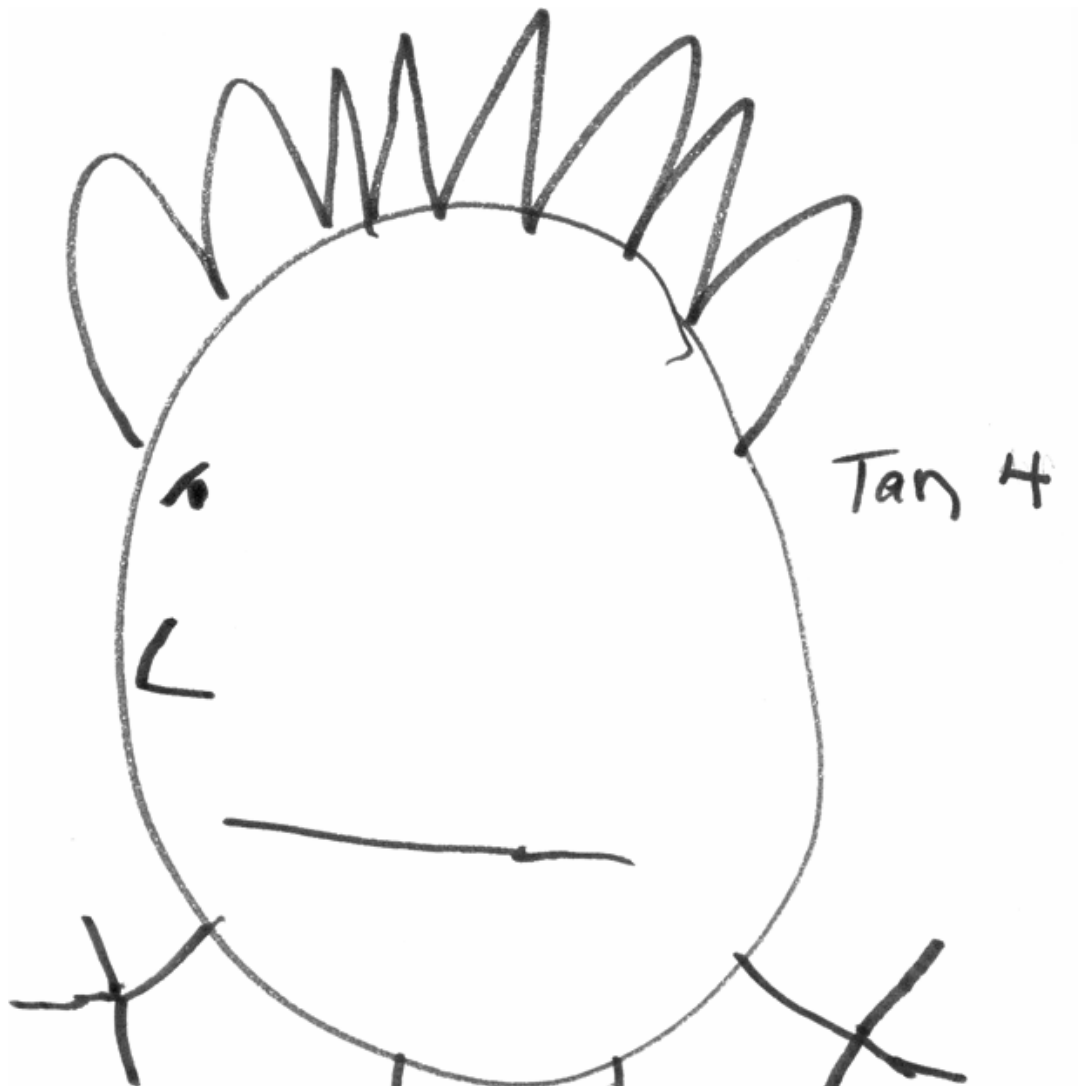
³¹ Center For The Child Care Workforce, *What's Happening In California?* 2001, <<http://Www.Ccw.Org/Whatsnew/States/California.Html>>.

2.5-I-1

Action Step

2.5-I-1-a1

The City of Milpitas shall support increased federal, state and county funding for child care provider recruitment and retention plans through the aforementioned action steps 2.3-I-1-a1, 2.3-I-2-a2 and 2.4-I-4-a1.



2.5-I Providers Implementation Policies

2.5-I-2 The City of Milpitas acknowledges that educated, well-trained child care providers are the key to quality child care programs.

Currently, California educational and training requirements for child care providers are minimal. Small family child care home providers must only attend an orientation provided by the licensing agency and provide documentation of education, training or experience providing family home care. No formal education requirement for small family child care providers currently exists within the California regulations. The educational and training regulations for child care center staff are also minimal. Fully qualified child care center teachers need only have 12 units of undergraduate early childhood education coursework.

California's standards, while not as rigorous as NAEYC accreditation guidelines, do provide a baseline level of educational and training requirements. The City of Milpitas must approach child care provider training regulations from two directions: 1) assisting providers in attaining and exceeding the requirements and 2) advocating for increased standards (see 2.4 Environments, 2.4-I-5 Implementation Policy).

2.5-I-2 Action Step

2.5-I-2-a1 The City of Milpitas shall continue to advocate for educated, well trained child care providers, via Implementation Policies 2.4-I-2, 2.5-I-1 and 2.5-I-3.



Jordan, age 9

2.5-I Providers Implementation Policies

2.5-I-3 The City of Milpitas supports child care providers in attaining and exceeding educational and training requirements.

The City of Milpitas currently supports the education and training of child care providers both formally and informally. Formal strategies include:

- Scheduling trainings for the Milpitas Alliance for Better Child Care, the Center Directors Group and parent workshops (which providers are invited to attend)
- Disseminating information about upcoming educational and training opportunities to the providers in Milpitas
- Funding the Individualized Family Child Care Assistance Program which may be used to directly offset early childhood course fees for family child care providers

Informal strategies include:

- Assisting inquiring child care providers with resource information upon request
- Appreciating child care providers, via the annual *Child Care Providers Appreciation Event* - this Month of the Young Child event invites all of Milpitas' child care providers to be pampered and appreciated once each year
- Formally recognizing the service child care providers perform, via the *Blue Ribbon Child Care Program* - this annual Month of the Young Child event connects child care providers and public officials, bringing much needed recognition to child care providers while providing public officials with a hand-on experience with child care

The City of Milpitas utilizes both formal and informal strategies to support early childhood educators in becoming well trained. By taking the actions steps indicated below, the City of Milpitas shall continue to prioritize the education and training of child care providers.

2.5-I-3

Action Steps

- 2.5-I-3-a1 The City of Milpitas shall continue to disseminate information regarding child care educational and training opportunities to providers within Milpitas.
- 2.5-I-3-a2 The Child Care Program shall continue to assist inquiring child care providers with resource information upon request.
- 2.5-I-3-a3 The Child Care Program shall continue to take every opportunity to recognize and appreciate child care providers, through events such as the Blue Ribbon Child Care Provider Week and the Annual Child Care Provider Recognition Event.
- 2.5-I-3-a4 The City of Milpitas shall research the feasibility of coordinating with community colleges to offer early childhood education classes at a satellite location in Milpitas.

Additional action steps supporting this implementation policy: 2.4-I-2-a1, 2.4-I-2-a2 and 2.4-I-2-a3.



Dylan, age 6

2.6 City of Milpitas a Model Employer

2.6-G-1 Model Employer Guiding Principle

**The City of Milpitas strives to provide employees
with benefits that improve productivity
and address quality of life issues.**

The City of Milpitas aims to be a model employer in work and family policies. This wide-ranging support for employee needs currently sets the City of Milpitas apart as an employer that values people. Recent research indicates that family friendly work/life policies are critical to work force productivity and commitment. “Employees who have supportive work environments (including some flexibility and control over their work, fair and respectful supervisors and a culture that accepts people as they are and that values differences) report greater job satisfaction and more commitment to helping their companies succeed.”³²

In addition, “research shows that work environments that don't respect employees' family and personal needs have significantly higher rates of turnover, higher recruitment and training costs, higher error rates, higher rates of customer turnover, poor customer service and reduced sales and profits”.³³ Specifically, unsupported child care issues can have a negative impact on workers' performance. “29 percent of employed parents experienced some kind of child care breakdown in the past three months and those child care breakdowns were associated with absenteeism, tardiness and reduced concentration at work (1997 National Study of the Changing Workforce, Families and Work Institute)” and “less than 5 percent of companies offer back-up or emergency child care, though this is generally one of the most critical needs mentioned by employees in surveys and directly affects absenteeism, tardiness and turnover. (1998 Business Work-Life Study, Families and Work Institute)”³⁴

*Work/life policies relating to
supporting families with
children generally fall into
one of two categories:
flexible work schedules and
dependent care benefits.*

³² WFD, Inc., *The Value of Commitment*, 2001, <<http://www.wfd.com/worklife/worklifefr.htm>>.

³³ WFD, Inc., *Why Work-Life?* 2001, <<http://www.wfd.com/worklife/worklifefr.htm>>.

³⁴ WFD, Inc., *The Value of Commitment*, 2001, <<http://www.wfd.com/worklife/worklifefr.htm>>.

Work/life policies relating to supporting families with children generally fall into one of two categories: flexible work schedules and dependent care benefits. Examples of flexible work schedule policies include: flextime, compressed workweeks, part-time jobs, temporarily reduced hours and job sharing.³⁵ Dependent care benefits include: information and referral services, flexible human resource policies, financial assistance and direct assistance.³⁶ Each component is addressed with implementation policies and action steps below.

2.6-I Model Employer Implementation Policies

2.6-I-1 The City of Milpitas provides employees with opportunities for flexible work schedules in order to support the needs of working parents.

The City of Milpitas has historically offered flexible work schedules on a case-by-case basis. All of the items listed above (flextime, compressed work weeks, part-time jobs, temporarily reduced hours and job sharing) have at one time been granted to individual employees. Flexible work schedules have not been widely promoted or supported within the organization overall because of a desire to ensure that employees are available for the public during expected work hours. By enacting the action steps below, the City of Milpitas will further support working parents.

2.6-I-1 Action Steps

- | | |
|------------|--|
| 2.6-I-1-a1 | The City of Milpitas shall continue comprehensive and uniform practices that support positions that offer flexible work schedules. |
| 2.6-I-1-a2 | Managers shall be encouraged to implement flexible work schedules throughout the organization, as it meets operational needs. |
-

³⁵ Montgomery Work/Life Alliance, *Family Oriented Personnel Policies*, 2000, <<http://www.worklifemontgomery.org/fopp3.html>>.

³⁶ Joe Ballinger & GERALYN McClure, Stephen F. Austin State University, *Perceptions of Rural Small Business Owners and Managers toward Child Care Assistance*, viewed on website 2001, <<http://www.sbaer.uca.edu/Research/1991/SBIDA/91sbi148.htm>>.

2.6-I Model Employer Implementation Policies

2.6-I-2 The City of Milpitas provides employees with in-house child care resource and referral assistance and information.

The City of Milpitas, through the Child Care Coordinator position, has been offering Child Care Resource and Referral information since 1994. The Child Care Coordinator assists each employee by telephone or e-mail and follows up with a package of materials designed to guide parents in finding quality child care in Milpitas. The benefit of the present system includes having a local child care resource expert on staff, allowing for personalized assistance. To improve staffing of the resource and referral service, an additional part-time, benefited, Child Care Coordinator Position was approved by City Council for the fiscal year 2001-2002 (this position has not yet been filled, however, due to budget constraints). The system is not currently widely utilized by employees, perhaps due in part to a lack of promotion of the service. By enacting the actions steps below, this valuable service can further support employees who are searching for quality child care.

2.6-I-2 Action Steps

- | | |
|------------|---|
| 2.6-I-2-a1 | The Child Care Resource and Referral service shall regularly be announced and explained to Department Heads and City Staff. |
| 2.6-I-2-a2 | The Human Resources Department will educate new City staff as to the availability of this service and refer inquiring staff to the Child Care Program for assistance. |
| 2.6-I-2-a3 | The Child Care Coordinator will continue to produce the "Recreation Services Family Corner" article in the quarterly City of Milpitas Employees Newsletter with the focus on quality early childhood information. |

Additional action steps supporting this implementation policy: 2.2-I-5-a1, 2.2-I-5-a2, 2.2-I-5-a3 and 2.2-I-5-a4.

2.6-I Model Employer Implementation Policies

- 2.6-I-3 The City of Milpitas offers Flexible Human Resource Policies, enabling employees with different needs to choose and alter benefits options to be responsive to personal circumstances.

The City of Milpitas provides family and medical care leave for eligible employees as required by State and Federal Laws. The Family and Medical Leave Policy, for the City of Milpitas, sets forth the procedure for utilization and can be requested from the Human Resources Department. Rights and obligations which are not specifically set forth in the policy, are set forth in the Department of Labor regulations implementing the Family and Medical Leave Act of 1994 (FMLA) and the California Family Rights Act (CFRA).

2.6-I-3 Action Step

- 2.6-I-3-a1 The City of Milpitas shall continue to provide family and medical care leave for eligible employees.
-



Jordan, age 9

2.6-I Model Employer Implementation Policies

- 2.6-I-4 The City of Milpitas provides employees with a pre-tax assistance program toward child care expenses.

The City of Milpitas currently provides for a Dependent Care Assistance Program (DCAP) by which employees may put aside part of their pay, pre-tax, for child care costs. This benefit allows for a maximum of \$5,000.00 annually to be set-aside on a pre-tax basis. Employees access these funds by submitting child care receipts for reimbursement.

2.6-I-4 Action Step

- 2.6-I-4-a1 The City of Milpitas adheres to current laws and statutes providing for the pre-tax flexible spending accounts for dependent care.
-

Handwritten signature: Brian

4
Brian

2.6-I Model Employer Implementation Policies

2.6-I-5 The City of Milpitas supports programs that help employees meet their child care needs.

The City of Milpitas operates a variety of children and youth programs such as: 1) the City of Milpitas Preschool on-site at the Community Center, 2) the after school "Stay & Play" program at local elementary schools, 3) the Teen Center, 4) the Kid Fit Club drop-in child care center at the Sports Center, 5) Rainbow Theatre and 6) a variety of child/parent classes and activities. These programs are designed to meet the needs of the community as well as provide supplemental support for the needs of the City employees. City employees currently are eligible to register for these programs with the same registration rights as residents - regardless of their actual resident status. By allowing City employees the same registration rights as residents, the City of Milpitas demonstrates its commitment to its employees.

1.

2.6-I-5

Action Step

2.6-I-5-a1

The City of Milpitas shall continue to permit City employees to access City operated and sponsored child and youth programs at the same priority level, registration schedule and cost as the City of Milpitas residents.



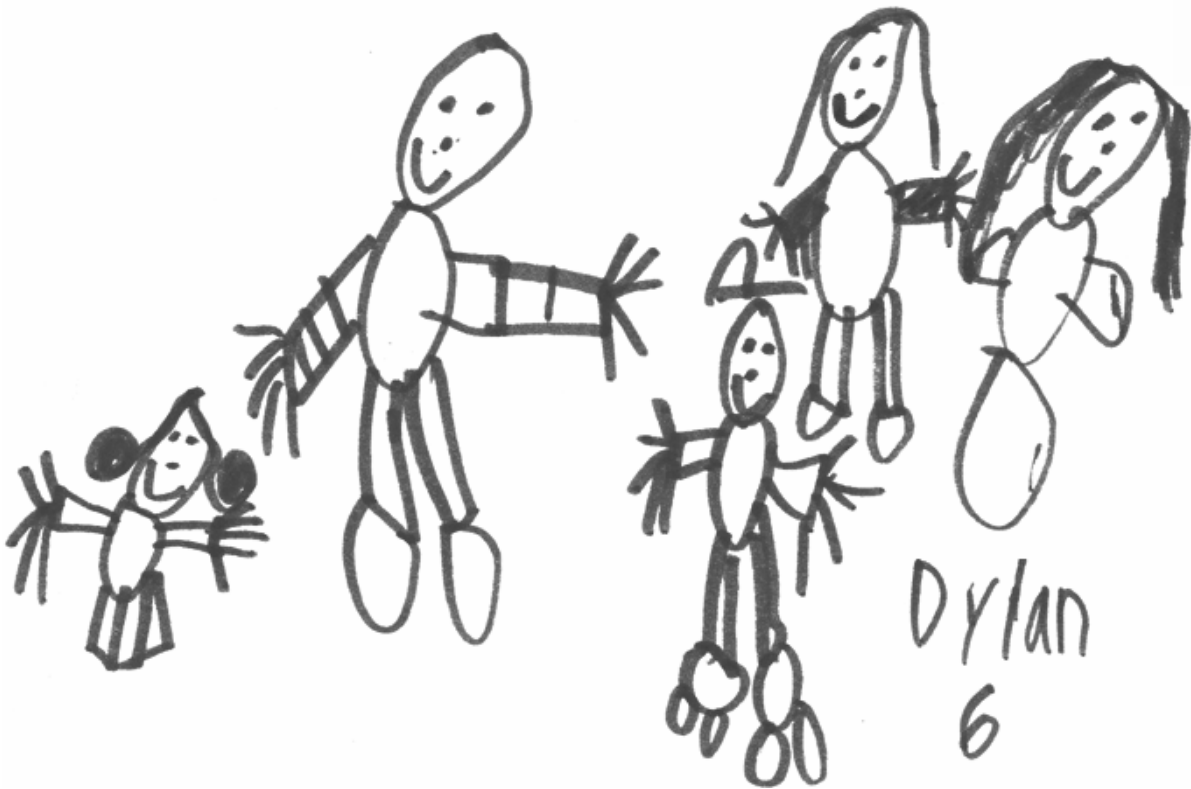
Jordan, age 9



CHAPTER 3. CONCLUSION

3.1 Implementation Plan

Incorporated into the Master Plan are guiding principles, implementation policies and concrete action steps. The Implementation Matrix outlined below compiles all of these elements.



2.2 ACCESSIBILITY

**The City of Milpitas promotes
the retention of existing and the
development of new child care facilities
within the city limits.**

Implementation Matrix

2.2-I-1	The City of Milpitas demonstrates through supportive language in its General Plan and its regulations within the Zoning Ordinance that the provision of accessible child care is a City priority.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.2-I-1-a1	The City shall update its General Plan text and policies to strengthen support of child care. Specifically, text shall be added that correlates the provision of adequate child care to the establishment of a healthy economy and a strong workforce. Policies shall be added that 1) support the development of child care within transit overlay districts, 2) require incoming projects to be evaluated for their potential impact on child care demand within the City and 3) require incoming projects to be evaluated for their potential to provide child care facilities within the project. The policies will encourage new development to mitigate for any child care need it creates and to incorporate child care facilities when appropriate and feasible.	Planning Division	Staff time; Project will be added to work program	Fiscal Year 2002/2003 To be accomplished with yearly General Plan clean up.
2.2-I-1-a2	The City shall update its Zoning Ordinance to establish an administrative Use Permit process for large family child care homes.	Planning Division	Staff time; Project will be added to work program	Fiscal Year 2002/2003
2.2-I-1-a3	The City shall evaluate the benefits and problems associated with allowing child care centers within industrial districts. Should the report determine that in some circumstances it is desirable to do so, the City shall modify the Zoning Ordinance accordingly.	Planning Division	Staff time; Project will be added to work program	Fiscal Year 2002/2003
2.2-I-1-a4	The City shall establish a policy of fast tracking the planning, fire and building application review process for child care centers, whether new or expanding, in order to reduce the time spent in the review and construction process.	Planning Division	Staff time; Project will be added to work program	Fiscal Year 2002/2003
2.2-I-1-a5	The City shall consider expanding the incentive program to further encourage the incorporation of child care centers into existing and new developments.	Planning Division	Staff time; Project will be added to work program	Fiscal Year 2002/2003

Implementation Matrix

2.2-I-2	The City of Milpitas provides potential child care providers with individual assistance in starting their businesses.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.2-I-2-a1	The Child Care Coordinator along with the Planning Department shall create a Child Care Program Start-up Guide to assist potential providers. The Guide will: 1) outline the specific steps necessary to open the three types of licensed child care facilities: small family child care homes, large family child care homes and center based programs and 2) list the different types of care new providers could offer, together with the benefits of each to the provider and families.	Planning, Recreation & Neighborhood Services Department	Staff time; Printing costs	Fiscal Year 2002/2003
2.2-I-2-a2	The Child Care Program Start-up Guide shall be distributed on a regular and on-going basis to the Community Care Licensing Division to be made available at their new provider orientations. The Guide will also be distributed at City Hall and the Community Center.	Child Care Coordinators	Staff time; Reprint costs; Mailing	Fiscal Year 2002/2003 and ongoing
2.2-I-2-a3	The City of Milpitas Child Care Program shall institute a personalized assistance program for potential providers.	Child Care Coordinators	Staff time	After completion of Start-Up Guide, and ongoing
2.2-I-2-a4	The services provided by the Child Care Program shall be publicized on a regular basis to the community. Possible publications include the Milpitas Post, the Milpitas Connection Magazine Activity Guide, the Chamber of Commerce, the annual Milpitas Calendar, the City of Milpitas web site and the public access television station.	Recreation Services Department, Information Services	Staff time; Advertising costs	Fiscal Year 2001/2002 and ongoing

Implementation Matrix

2.2-I-3	The City of Milpitas encourages existing and new child care facilities to offer a variety of child care types in order to meet specific needs.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.2-I-3-a1	When contacted by child care programs which are starting up, remodeling, restructuring or expanding, the Planning Department and the Child Care Coordinator shall formally request that each program consider offering additional types of care.	Child Care Coordinators, Planning Department	None; Currently included in work plan and budget	After completion of Start-Up Guide, and ongoing
2.2-I-3-a2	The City of Milpitas shall actively work to facilitate and support programs that serve unmet special needs within the community. Examples include: fast tracking city permits, priority in the <i>Community Development Block Grant (CDBG) Program</i> and other funding programs and increased yearly maximum for the <i>Individualized Family Child Care Assistance Program</i> .	Planning, Recreation & Neighborhood Services Department, Fire Department	Staff time	Fiscal Year 2002/2003
Additional action step supporting this implementation policy: 2.2-I-2-a1				

Implementation Matrix

2.2-I-4	The City of Milpitas places a high priority on coordination and collaboration with the Milpitas Unified School District.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.2-I-4-a1	The City of Milpitas shall continue to collaborate with the Milpitas Unified School District to provide quality early childhood experiences for young children.	Recreation Services Department Staff	None; Currently included in work plan and budget	Ongoing
2.2-I-4-a2	The City of Milpitas shall enhance partnering with the Milpitas Unified School District to work towards the goal of providing quality before and after school programs for all of the youth in Milpitas.	Recreation Services Department Staff	Staff time; Program cost for any expansion	Ongoing
2.2-I-4-a3	The City of Milpitas together with the Milpitas Unified School District shall research the possibility of collaborating to provide licensed after school care involving a child development component and a recreational component at every elementary school site within Milpitas.	Recreation Services Department Staff	Staff time; Program cost for any expansion	Upon hire of Child Care Resource and Referral Coordinator
Additional action step supporting this implementation policy: 2.3-I-2-a1				

Implementation Matrix

2.2-I-5 The City of Milpitas assists parents in finding quality child care.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.2-I-5-a1	The Child Care Coordinator shall continue to maintain current lists of licensed child care programs and providers within the City limits.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
2.2-I-5-a2	The Child Care Coordinator shall continue to provide local child care resource and referral services, informing inquiring parents and individuals about 1) licensed child care programs located within Milpitas, 2) how to assess child care program quality, 3) child care program accreditation and 4) general parenting resources.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
2.2-I-5-a3	The Child Care Coordinator shall continue to be available to consult with parents regarding specific child care issues and personal situations on a case-by-case basis, including referrals to appropriate agencies.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
2.2-I-5-a4	The City of Milpitas shall enhance and keep updated the child care resource and referral information available over the City of Milpitas web site.	Child Care Coordinators, Information Services	Staff time	Fiscal Year 2002/2003
Additional action step supporting this implementation policy: 2.2-I-2-a4				

2.3 AFFORDABILITY

The City of Milpitas recognizes the economic challenges facing the families of young children and supports child care funding assistance from government, private and business sources.

Implementation Matrix

2.3-I-1	The City of Milpitas supports increased levels of federal, state and local funding for child care.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.3-I-1-a1	The City of Milpitas shall continue to participate on child care and youth services boards and organizations within Santa Clara County and the State of California, in order to advocate 1) increased child care funding at all levels, 2) better wages, working conditions and benefits for child care providers and 3) quality child care.	Planning, Recreation & Neighborhood Services Department	None; Currently included in work plan and budget	Ongoing
Additional action step supporting this implementation policy: 2.3-I-2-a2				

2.3-I-2	The City of Milpitas shall educate businesses/planners/developers/city leaders and the general public as to the benefits of a quality child care system to our community.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.3-I-2-a1	Child care presentations for groups shall be publicized as part of the efforts to inform the community about the services provided by the Child Care Program.	Child Care Coordinators, City Staff	Staff time; Travel	Ongoing
2.3-I-2-a2	An update of child care issues, legislation and Master Plan implementation successes will be presented to the City of Milpitas City Council, City Manager and Department Heads two years following the adoption of the Child Care Master Plan. Additional updates shall be provided as the need arises.	Child Care Coordinators	Staff time	Two years after adoption of the Master Plan, and as needed
2.3-I-2-a3	The City of Milpitas shall post the adopted City of Milpitas Child Care Master Plan on the City of Milpitas web site, in order that interested parties may access the Master Plan at will.	Child Care Coordinators, Information Services	Staff time	Upon adoption of Master Plan
Additional action steps supporting this implementation policy: 2.2-I-5-a2, 2.2-I-5-a4, 2.3-I-1-a1, 2.4-I-3-a1, 2.6-I-2-a3				

Implementation Matrix

2.3-I-3 The City of Milpitas supports increased business community partnering and cooperation to assist employees with child care needs.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.3-I-3-a1	The City of Milpitas shall partner with the Chamber of Commerce to make an annual presentation pertaining to employer sponsored child care options.	Child Care Coordinators	Staff time; Travel	Upon hire of Child Care Resource and Referral Coordinator
2.3-I-3-a2	The City of Milpitas shall provide follow-up information and resources for inquiring businesses interested in providing child care benefits.	Child Care Coordinators	Staff time	Upon hire of Child Care Resource and Referral Coordinator
2.3-I-3-a3	The City of Milpitas shall continue to support the efforts of other groups involved in assisting businesses in providing child care benefits, such as the Local Investment in Child Care (LINCC) project.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
2.3-I-3-a4	The City of Milpitas shall annually notify the Human Resources Directors of the local employers as to the services provided by the Child Care Coordinator, via an informational flyer or brochure.	Recreation Staff	Staff time; Printing costs; Mailing costs	Upon hire of Child Care Resource and Referral Coordinator
Additional action step supporting this implementation policy: 2.3-I-2-a1				

2.4 ENVIRONMENTS

The City of Milpitas acknowledges that quality child care environments promote children's optimal development.

Quality environments include safe and secure surroundings, healthy practices and educational experiences.

Implementation Matrix

2.4-I-1 The City of Milpitas acknowledges that implementation of early childhood best practices enhances child care program quality.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.4-I-1-a1	The City of Milpitas shall continue to educate the public with respect to early childhood care and education best practices by adhering to the implementation policies and corresponding action steps of 2.4-I-2, 2.4-I-3 and 2.4-I-5 listed below.	Refer to specific Implementation Policies and Action Steps.		

2.4-I-2 The City of Milpitas assists providers in learning about and implementing early childhood care and education best practices.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.4-I-2-a1	The Child Care Coordinator shall continue to liaison with and schedule trainings for the <i>Milpitas Alliance for Better Child Care</i> and the <i>Milpitas Center Directors Group</i> .	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing, Expansion upon hire of Child Care Resource and Referral Coordinator
2.4-I-2-a2	The City of Milpitas shall continue to finance the <i>Individualized Family Child Care Assistance Program</i> , potentially implementing a higher annual maximum dollar amount.	Child Care Coordinators	None; Redistribution of existing budget	Fiscal Year 2002/2003
2.4-I-2-a3	The City of Milpitas shall continue to encourage child care providers to become accredited. The City of Milpitas shall research the feasibility of creating an Accreditation Fees Grant program to offset the fees of accreditation.	Child Care Coordinators	Staff time for research; Budget for new grant program if deemed feasible	Upon hire of Child Care Resource and Referral Coordinator

Implementation Matrix

2.4-I-3 The City of Milpitas prioritizes parent education specifically with respect to early childhood best practices.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.4-I-3-a1	The City of Milpitas shall continue to offer bi-annual community parenting workshops at little or no cost to the participants.	Recreation Staff	None; Currently included in work plan and budget	Ongoing
Additional action steps supporting this implementation policy: 2.2-I-5-a2, 2.2-I-5-a3, 2.2-I-5-a4				

2.4-I-4 The City of Milpitas collaborates with and participates on child care and youth services boards, councils and organizations.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.4-I-4-a1	The City of Milpitas staff contributes to the activities of child care and youth services boards, councils and organizations in order to 1) share knowledge and city programs, 2) bring new information to the City organization and 3) network with other individuals and organizations.	Planning, Recreation & Neighborhood Services Department	None; Currently included in work plan and budget	Ongoing
Additional action steps supporting this implementation policy: 2.3-I-1-a1, 2.3-I-3-a3				

Implementation Matrix

2.4-I-5	The City of Milpitas supports the establishment of more stringent child care regulations and increased monitoring of licensed child care programs.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.4-I-5-a1	The City of Milpitas shall continue to participate in the Department of Social Services Community Care Licensing Division community gatherings to give input into forthcoming regulations.	Child Care Coordinators	Staff time; Travel	Ongoing, expansion upon hire of Child Care Resource and Referral Coordinator
2.4-I-5-a2	The Child Care Coordinator will continue to work closely with Community Care Licensing, acting as a representative for the interests of the children, families and child care providers of Milpitas.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
Additional action steps supporting this implementation policy: 2.2-I-2-a2, 2.3-I-1-a1, 2.4-I-2-a1, 2.4-I-2-a3 and 2.4-I-4-a1.				

2.5 PROVIDERS

**The City of Milpitas values
child care providers for the service
they provide to children, families
and our community.**

Implementation Matrix

2.5-I-1	The City of Milpitas supports increased federal, state and county funding for child care provider recruitment and retention plans.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.5-I-1-a1	The City of Milpitas shall support increased federal, state and county funding for child care provider recruitment and retention plans through the aforementioned action steps 2.3-I-1-a1, 2.3-I-2-a2 and 2.4-I-4-a1.	Refer to specific Implementation Policies and Action Steps.		

2.5-I-2	The City of Milpitas acknowledges that educated, well-trained child care providers are the key to quality child care programs.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.5-I-2-a1	The City of Milpitas shall continue to advocate for educated, well trained child care providers, via Implementation Policies 2.4-I-2, 2.5-I-1 and 2.5-I-3.	Refer to specific Implementation Policies and Action Steps.		

Implementation Matrix

2.5-I-3 The City of Milpitas supports child care providers in attaining and exceeding educational and training requirements.				
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.5-I-3-a1	The City of Milpitas shall continue to disseminate information regarding child care educational and training opportunities to providers within Milpitas.	Child Care Coordinators, Preschool Coordinator	None; Currently included in work plan and budget	Ongoing
2.5-I-3-a2	The Child Care Program shall continue to assist inquiring child care providers with resource information upon request.	Child Care Coordinators, Preschool Coordinator	None; Currently included in work plan and budget	Ongoing
2.5-I-3-a3	The Child Care Program shall continue to take every opportunity to recognize and appreciate child care providers, through events such as the Blue Ribbon Child Care Provider Week and the Annual Child Care Provider Recognition Event.	Child Care Coordinators, Preschool Coordinator	None; Currently included in work plan and budget	Ongoing
2.5-I-3-a4	The City of Milpitas shall research the feasibility of coordinating with community colleges to offer early childhood education classes at a satellite location in Milpitas.	Child Care Coordinators, Recreation Staff	Staff time	Upon hire of Child Care Resource and Referral Coordinator
Additional action steps supporting this implementation policy: 2.4-I-2-a1, 2.4-I-2-a2, 2.4-I-2-a3				

2.6 CITY OF MILPITAS AS A MODEL EMPLOYER

**The City of Milpitas strives
to provide employees with benefits
that improve productivity
and address quality of life issues.**

Implementation Matrix

2.6-I-1	The City of Milpitas provides employees with opportunities for flexible work schedules in order to support the needs of working parents.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.6-I-1-a1	The City of Milpitas shall continue comprehensive and uniform practices that support positions that offer flexible work schedules.	City Management	N/A	Ongoing
2.6-I-1-a2	Managers shall be encouraged to implement flexible work schedules throughout the organization, as it meets operational needs.	City Management	N/A	Ongoing

2.6-I-2	The City of Milpitas provides employees with in- house child care resource and referral assistance and information.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.6-I-2-a1	The Child Care Resource and Referral service shall regularly be announced and explained to Department Heads and City Staff.	Child Care Coordinators, City Management	Staff time	Upon hire of Child Care Resource and Referral Coordinator
2.6-I-2-a2	The Human Resources Department will educate new city staff as to the availability of this service and refer inquiring staff to the Child Care Program for assistance.	Human Resources Department, Child Care Coordinators	Staff time	Ongoing
2.6-I-2-a3	The Child Care Coordinator will continue to produce the "Recreation Services Family Corner" article in the quarterly City of Milpitas Employees Newsletter with the focus on quality early childhood information.	Child Care Coordinators	None; Currently included in work plan and budget	Ongoing
Additional action steps supporting this implementation policy: 2.2-I-5-a1, 2.2-I-5-a2, 2.2-I-5-a3, 2.2-I-5-a4				

Implementation Matrix

2.6-I-3	The City of Milpitas offers Flexible Human Resource Policies, enabling employees with different needs to choose and alter benefits options to be responsive to personal circumstances.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.6-I-3-a1	The City of Milpitas shall continue to provide family and medical care leave for eligible employees.	City Staff	N/A	Ongoing

2.6-I-4	The City of Milpitas provides employees with a pre-tax assistance program toward child care expenses.			
Reference #	Action Steps	Staff/Dept	Fiscal Impact	Timing
2.6-I-4-a1	The City of Milpitas adheres to current laws and statutes providing for the pre-tax flexible spending accounts for dependent care.	Human Resources Department	N/A	Ongoing

2.6-I-5	The City of Milpitas supports programs that help employees meet their child care needs.			
Reference #	Action Step	Staff/Dept	Fiscal Impact	Timing
2.6-I-5-a1	The City of Milpitas shall continue to permit City employees to access City operated and sponsored child and youth programs at the same priority level, registration schedule and cost as the City of Milpitas residents.	Recreation Services Department	None; Currently included in work plan and budget	Ongoing

GLOSSARY OF CHILD CARE TERMS

4C Council. See Community Child Care Council of Santa Clara County, Inc. The

4Cs. See Community Child Care Council of Santa Clara County, Inc., The

AB212. See Assembly Bill 212.

Accreditation. Accreditation is a voluntary self-assessment process by which child care programs demonstrate significant compliance with rigorous standards which are usually much higher than the regulations set forth by the states.

Assembly Bill 212. The 2000-2001 Budget Act allocated \$15 million for child care worker retention programs as specified in Chapter 547 of the Statutes of 2000 (AB 212—Aroner). Legislation requires the California Department of Education (CDE) to develop guidelines for use by local child care and development planning councils (LPCs) in developing county plans for the expenditure of these funds. Also known as the CARES (Compensation And Retention Encourage Stability) initiative.³⁷

Blue Ribbon Child Care Program. A City of Milpitas annual Month of the Young Child event which connects child care providers and public officials, bringing much needed recognition to child care providers while providing public officials with a hand-on experience with child care.

California Child Care Coordinators Association (CCCC), The. This association of California Child Care Coordinators meets once a year and recently formed bi-laws. The City of Milpitas Child Care Coordinator attends the annual conference and holds member status.

California Family Rights Act (CFRA), The. The California Family Rights Act (CFRA) was established to ensure secure leave rights for the following: Birth of a child for purposes of bonding, placement of a child in the employee's family for adoption or foster care, for the serious health condition of the employee's child, parent or spouse and for the employee's own serious health condition.³⁸

CARES. The Compensation And Retention Encourage Stability Initiative, see Assembly Bill 212.

CCCC. See the California Child Care Coordinators Association.

CCL. See the Department of Social Services Community Care Licensing Division.

CCW. See the Center for the Child Care Workforce.

CDBG. See the Community Development Block Grant (CDBG) Entitlement Communities Program.

CDD. See the Child Development Division.

CDE. The California Department of Education.

CEL. See the Centralized Eligibility List Planning Project.

Center for the Child Care Workforce (CCW). A network devoted to improving the quality of child care by improving child care jobs for teachers and providers - retaining and rewarding a skilled and stable child care workforce, by assuring better compensation, working conditions and opportunities for leadership and professional growth in this field.

Centralized Eligibility List (CEL) Planning Project. The goal of the centralized child care eligibility lists (CELs) project is to simplify the process for parents by allowing them to sign up for all child care subsidy programs at one time and in one place.

CFRA. See the California Family Rights Act.

Child Care Center Partnership or Preferred Status. An arrangement between a child care center and a business, where the employees of the business receive preferential treatment at the child care center. This can be in the form of fee reductions, priority registration, etc.

Child Care Centers. Facilities that provide child care for larger groups of children, are not located within a family home and have structured hours of operation.

³⁷ California Department of Education Child Development Division, *Implementation of Chapter 547, Statutes of 2000 (Assembly Bill 212—Aroner) Frequently Asked Questions*, 2002
<http://www.cde.ca.gov/cyfsbranch/child_development/AB212_faq.htm#q1>.

³⁸ State of California Department of Fair Employment and Housing, *Statutes & Laws*, 2001
<<http://www.dfeh.ca.gov/cfra.htm>>.

Child Care Coordinator. An employee of a city, county or school district that interfaces with the public and private sectors in order to increase the availability of quality child care.

Child Care. Licensed, unlicensed and license-exempt facilities in which children ages 0 to 12 are cared for by a person or persons other than the child's parents or guardians.

Child Development Division (CDD). The division of the California Department of Education, focused on early childhood development. The Budget Act of 2001 appropriated \$2.1 billion for the California Department of Education's (CDE), Child Care and Development Program in a mix of State (58 percent) and federal (42 percent) funds.³⁹

Children and Families First Commission of Santa Clara County. The governing body responsible for administration of the Proposition 10 tobacco tax funds, designated for children prenatal through age 5.

Children and Families First Northeast Regional Partnership. One of regional partnership areas designated by the Children and Families First Commission of Santa Clara County, comprised of Alviso, Berryessa, Milpitas and the Orchard School District.

City of Milpitas Child Care Master Plan Task Force, The. The Child Care Task Force is a community-based sub-committee to the Parks, Recreation and Cultural Resources Commission, charged with the creation of a Milpitas Child Care Master Plan.

City of Milpitas Child Care Program, The. The program administrated by the City of Milpitas Recreation Services Child Care Coordinator. The mission of the Child Care Program is to advocating for quality child care and to supporting and educating child care providers, parents and the general public.

City of Milpitas General Plan, The. A general plan is defined as "a comprehensive, long-term general plan for the physical development of the county or city and any land outside its boundaries which in the planning agency's judgment bears relation to its planning." The State of California established three overall guidelines for a general plan: 1) the general plan must be comprehensive, 2) the general plan must be internally consistent and 3) the general plan must be long-range.⁴⁰ The General Plan for the City of Milpitas may be viewed in its entirety at < <http://www.ci.milpitas.ca.gov>>.

City of Milpitas Preschool, The. A part-day preschool program managed by the City of Milpitas Recreation Services Preschool Coordinator. This program for 2-5 year olds is intended to develop social, physical, emotional and intellectual areas within a developmentally appropriate setting.

Community Child Care Council (4Cs) of Santa Clara County, Inc., The. The 4C Council (Community Child Care Council) of Santa Clara County, Inc., is a private, non-profit community-based agency that provides a variety of comprehensive services. These services include child care resource and referral, provider resources and lending library, child care payments to providers on behalf of qualified families and food subsidy payments to family day care providers who provide nutritious meals to children. The Council also provides training and technical assistance to providers. Founded in 1972, the 4C Council is designated by the California Department of Education to provide child care resource and referral services in Santa Clara County.⁴¹

Community Development Block Grant (CDBG) Entitlement Communities Program. CDBG provides eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities and/or improve community facilities and services, principally to benefit low- and moderate-income persons.⁴²

Compensation And Retention Encourage Stability (CARES) Initiative.

See Assembly Bill 212.

Coordination and Quality Sub-Committee, The. A sub-committee to the Santa Clara County Local Child Care Planning Council (LPC), focused on coordination and dissemination of child care information.

³⁹ California Department of Education, *Child Care and Development Program Summary Fiscal Year 2001-02*, 2001 < http://www.cde.ca.gov/cyfsbranch/child_development/programs.htm>.

⁴⁰ Welcome to the City of Milpitas, *General Plan*, 2001 < <http://www.ci.milpitas.ca.gov>>.

⁴¹ Community Child Care Council of Santa Clara County, Inc, *Who We Are*, 2002 <<http://www.4c.org>>.

⁴² U.S. Department of Housing and Urban Development, *Homes and Communities*, 2000 <<http://www.hud.gov/progdesc/cdbgent.cfm>>.

Cornerstone Project, The. The mission of the Cornerstone Project is to "to motivate and empower all individuals and organizations to come together to nurture and develop competent caring and responsible children and youth." The Cornerstone Project utilizes the Developmental Assets approach to building healthy and supportive communities for children and youth.

DCAP. See Dependent Care Assistance Program.

Department of Social Services Community Care Licensing Division (CCL). Community Care Licensing is a Division of the California Department of Social Services. Community Care includes non-medical care for dependant Californians. Dependant care is provided in care centers or providers' homes and includes child care, 24-hour residential services and adult day care. The Community Care Licensing Division supervises care facilities to promote the health and safety of all persons in community care settings.⁴³

Dependent Care Assistance Program (DCAP). A benefit program by which employees may put aside part of their pay, pre-tax, for child care costs. This benefit allows for a maximum of \$5,000.00 annually to be set-aside on a pre-tax basis. Employees access these funds by submitting child care receipts for reimbursement.

Dependent Care Reimbursement. See Dependent Care Assistance Program (DCAP).

DSS. The Department of Social Services.

Early Childhood Funders Group (ECF), The. The ECF, an informal group of over 59 funders, has been meeting quarterly in the Bay Area since 1995. The ECF meets to share information and discuss emerging issues in child care and child development.⁴⁴

ECF. See the Early Childhood Funders Group.

Family and Medical Leave Act of 1994 (FMLA). FMLA requires covered employers to provide "eligible employees" with twelve (12) weeks of job-protected medical leave in the event of a "serious health condition" of the eligible employee, the birth of a child, the placement of a child for adoption, or to care for a spouse, son, daughter or parent in the event of a "serious health condition." To be eligible for FMLA benefits, an employee must have 1) worked for a least twelve (12) months and 2) worked at least 1250 hours in the previous twelve months.⁴⁵

Family Child Care Homes. Facilities where child care is offered in the home of the provider. Family child care homes are described as small or large, depending on the number and ages of children cared for, but can serve no more than 14 children.

Family Child Care Network. A group of designated family child care homes serving a specific population, such as a school district or a business.

FMLA. See Family and Medical Leave Act of 1994.

General Plan. See City of Milpitas General Plan.

Individualized Family Child Care Assistance Program. A City of Milpitas Recreation Services program whereby eligible family child care providers may apply for annual funding.

Infant/Toddler Care. Care for children under 2 years of age.

Large Family Child Care Homes. Family child care homes where care for no more that fourteen children is offered. In the City of Milpitas, large family child care homes are allowed within all residential districts and are required to obtain a Fire Marshal Clearance and a Use Permit.

Licensed Care. Most family child care homes and child care centers are required to be licensed by the Department of Social Services Community Care Licensing Division. Licensing establishes requirements for staff ratios, training and health and safety conditions.

License-exempt Child Care. Child care settings which do not require a license. Examples of license-exempt care are after-school recreation programs (i.e. The Stay & Play program), preschool programs with limited hours (i.e. the City of Milpitas Preschool), nanny care, care by a relative, care in a child's own home and care in a provider's home when the provider cares for children from only one other family besides the provider's own. The California Code of Regulations, Title 22, Division 12 outlines license and license-exempt program criteria.

LINCC. See Local Investment in Child Care.

⁴³ State of California Department of Social Services Community Care Licensing Division, *Welcome from the CCL Deputy Director*, 2000 <<http://cclcd.ca.gov/docs/message.htm>>.

⁴⁴ Centralized Eligibility List, *Quality Child Care Initiative*, 2001 <<http://www.celproject.org/introduction.html#anchor209306>>

⁴⁵ The Law, *Basic Information Regarding the Major Federal Employment Statutes*, 1999 <<http://www.workerslaw.com/>>.

Local Child Care Planning Council (LPC). See Santa Clara County Local Child Care Planning Council (LPC).

Local Investment in Child Care (LINCC). An initiative that was launched in 1997 by the National Economic Development & Law Center with the support of the David and Lucile Packard Foundation. The LINCC project is designed to build the capacity of local child care planning councils and countywide resource and referral agencies in California to bridge the gap between child care planning and economic development.

LPC. See Santa Clara County Local Child Care Planning Council (LPC).

Milpitas Alliance for Better Child Care. An informal association of Milpitas area family child care providers.

Milpitas Center Directors Group. An informal association of Milpitas area child care center directors.

Milpitas Unified School District (MUSD). The Milpitas area school district which is comprised of nine elementary schools, two middle schools, two high schools, one community school and adult education. The MUSD is overseen by an elected five member Governing Board.

Month of the Young Child. April has been designated as the Month of the Young Child in line with Week of the Young Child championed by the National Association of Early Childhood Educators (NAEYC) since 1971. Milpitas has formally recognized the Month of the Young Child with a City Council proclamation and special events since 1999.

MUSD. See Milpitas Unified School District.

NAEYC. See National Association for the Education of Young Children (NAEYC), The.

National Association for the Education of Young Children (NAEYC), The. The National Association for the Education of Young Children (NAEYC) is the nation's largest and most influential organization of early childhood educators and others dedicated to improving the quality of programs for children from birth through third grade.⁴⁶ This group oversees the most widely recognized Child Care Center Accreditation Program.

Northeast Partnership Steering Committee, The. A group of community members and agency affiliates supporting the first Phase of the Children and Families First Commission of Santa Clara County's Regional Partnership Plan.

Off-hours Care. Child care which serves parents working non-traditional hours, such as evenings and weekends.

Preschool. A classroom-based, enriched learning experience for children ages 3 and 4 who are not yet attending kindergarten. It is usually part-day and often is closed during the summer. The California Department of Education funds state preschool programs, as does the federal government through Head Start. Some preschools (both public and private) offer additional hours of care to provide full-day care for children of working parents.

Preschool-age Care. Care for children ages 2 to 6 years of age.

Proposition 10. California's Proposition 10 passed in 1998 and established a tax on tobacco products with the funds being directed to assist all children ages prenatal through five years of age. Locally, the Children and Families First Commission of Santa Clara County oversees these funds.

Public Policy Task Force of the Cornerstone Project, The. The Public Policy Task Force is a sub-committee of the Cornerstone Project, which "seeks to maximize the power of public funds to promote asset-building programs for all our children and youth by promoting developmental assets as a common framework used by all public funding agencies throughout Santa Clara Valley in their internal and external allocation of funding, evaluation of programs and training of program providers." Staff representing the City of Milpitas Housing and Neighborhood Preservation and Recreation Services, as well as a City of Milpitas City Council member serves on this Task Force.

Publicly Subsidized Care. Child care that is paid for in part or in full with government funds. Subsidies can take different forms, including government-contracted programs and vouchers paid to providers chosen by the parents. Most California programs also have a sliding fee scale for parents. For-profit and non-profit providers may or may not choose to accept clients supported with government subsidies.

Purchased Slots. A program by which businesses contract with specific child care centers to subsidize the cost of child care for their employees, by purchasing "slots" or child care places in part or in full. These slots are then reserved for children whose parents work for this business.

QCCI. See the Quality Child Care Initiative.

⁴⁶ National Association for the Education of Young Children, *About NAEYC*, 2001 <<http://www.naeyc.org/about/default.asp>>.

Quality Care. Typically (quality care) means providing a healthy and safe environment and care that is appropriate to the child's background, age and stage of development. Basic health and safety parameters, as well as teacher and director minimum educational requirements, are established through the licensing conditions of Title 22 of the state's Code of Regulations. Through Title 5, some quality parameters are set through contractual requirements affecting teacher education, training and staffing ratios.

Quality Child Care Initiative (QCCI), The. The Quality Child Care Initiative - a partnership of Bay Area foundations, corporations and local governments - is a project of the Early Childhood Funders Group (ECF). The Quality Child Care Initiative (QCCI) was created in July 1997 in order to promote the need for quality child care in response to welfare reform.

Santa Clara County Children and Families First Commission, The. See Children and Families First Commission of Santa Clara County.

Santa Clara County Local Child Care Planning Council (LPC). A council under the auspices of the Santa Clara County Office of Education (SCCOE). "The primary mission of the LPC is to plan for child care and development services based on the needs of families in the local community." The Child Care Coordinator holds a voting seat on this council and currently serves as co-chair for the Coordination and Quality Sub-Committee.

Santa Clara County Office of Education (SCCOE). The Santa Clara County Office of Education provides instructional, administrative, business and technical support services to the county's 32 school districts. The Santa Clara County Board of Education is the elected governing body of the Santa Clara County Office of Education (SCCOE). Its seven members serve four-year terms and are elected from different regions of the county.⁴⁷ The SCCOE also oversees the Santa Clara County Local Child Care Planning Council (LPC).

SCCOE. See the Santa Clara County Office of Education.

School-Age Care. Care for school age children, including before and after care when school is in session and vacation care when school is not in session.

School-Age Child. Care for children ages 6 through 12 years of age.

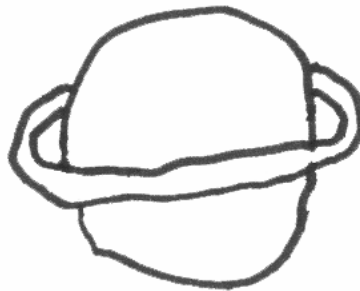
Sick Child Care. Child care for children who are mildly ill. The regulations guiding this type of child care are rigorous and so there are very few licensed sick child care centers in Santa Clara County.

Small Family Child Care Homes. Family child care homes where care for no more than eight children is offered. These are allowed by right and are exempt from any review by the City of Milpitas, when established within a legal residence.

Stay & Play. An after school recreational program managed by the City of Milpitas Recreation Services. Stay & Play currently operates at five elementary school sites and supervises 250 students in recreational activities after school.

WATCH. See Women and Their Children's Housing.

Women and Their Children's Housing (WATCH). The WATCH program is a second step clinical treatment and transitional housing program for formerly battered women and their children in Santa Clara County.⁴⁸



Jordan, age 9

⁴⁷ Santa Clara County Office of Education, *About SCCOE*, 2002 <<http://www.sccoe.org/supandboard/aboutsccoe/default.asp>>.

⁴⁸ Women and Their Children's Housing, *Home*, 2001 <<http://www.watchworks.org/watch1/home.html>>.



BIBLIOGRAPHY

About NAEYC. National Association for the Education of Young Children. 2001

<<http://www.naeyc.org/about/default.asp>>.

About SCCOE. Santa Clara County Office of Education. 2002

<<http://www.sccoe.org/supandboard/aboutsccoe/default.asp>>.

America's Child Care Crisis: A Crime Prevention Tragedy. Fight Crime: Invest In Kids.

2000 <<http://www.Fightcrime.org>>.

An Introduction to CCW. Center for the Child Care Workforce. 2001

<http://www.ccw.org/about_us/index.html>.

Ballinger, Joe & McClure, Geralyn. *Perceptions of Rural Small Business Owners and Managers toward Child Care Assistance.* Stephen F. Austin State University.

Viewed on website 2001

<<http://www.sbaer.uca.edu/Research/1991/SBIDA/91sbi148.htm>>.

Basic Information Regarding the Major Federal Employment Statutes. The Law. 1999

<<http://www.workerslaw.com/>>.

Bernstein, Jared, Borchert, Chauna & Spade Aguilar, Maggie. *How Much Is Enough?*

Basic Family Budgets For Working Families. Economic Policy Institute. 2000 <

<http://www.epinet.org> >.

Bhola, Jacqueline. *Work - Related Child Care Statistics.* U.S. Department Of Labor

Women's Bureau. 2000 <[http://www.Dol.Gov/Dol/Wb/Child care/Ccstats.Htm](http://www.Dol.Gov/Dol/Wb/Child%20care/Ccstats.Htm)>.

Building Our Community From The Youth Up. The Cornerstone Project. 2001

<<http://Www.Thecornerstoneproject.Com>>.

Business Investment In Child Care. Children's Defense Fund. 2001

<http://Www.Childrensdefense.Org/Cc_Partnerships.Htm>.

California Child Care Portfolio 1999, The. California Child Care Resource and Referral Network. California: California Child Care Resource and Referral Network, 1999.

California's Rules For Child Care Facilities. National Resource Center For Health And Safety In Child Care. 2000, 2001 <<http://nrc.uchsc.edu/ca/Calif.htm>>.

Capizzano, Jeffery & Adams, Gina. *The Hours That Children Under Five Spend In Child Care: Variation Across States By Number B-8 In Series.* 2000

<http://Newfederalism.Urban.Org/Html/Series_B/B8/B8.Html>.

Caring For Our Children: Our Most Precious Investment. Little Hoover Commission. Sacramento: Little Hoover Commission, September 1998.

Child Care and Development Program Summary Fiscal Year 2001-02. California Department of Education. 2001

<http://www.cde.ca.gov/cyfsbranch/child_development/programs.htm>.

Children Of The Cost, Quality and Outcomes Study Go To School, The, Executive Summary. National Center for Early Development and Learning. 1999

<<http://Www.Fpg.Unc.Edu/~NCEDL/PAGES/Cqes.Htm>>.

Cibulskis, Ann and Ritzdorf, Marsha. *Zoning for Child Care.* Chicago: American Planning Association, December 1989.

Constantouros, Tony & Jerome-Robinson, Starla. *City of Milpitas Child Care Staff Report.* Milpitas, Ca: City of Milpitas, March 1994.

Employer-Sponsored Child Care Centers. Texas Work & Family Clearinghouse. 2001

<<http://spider.twc.state.tx.us/svcs/workfamch/esccc.html>>.

Facility Search Form. California Department of Social Services Community Care

Licensing Division. 2001 <<http://cclld.ca.gov/docs/search/search.asp>>.

Family Friendly Policies. Texas Work and Family Clearinghouse. 2001

<<http://www.twc.state.tx.us/svcs/workfamch/wfchp.html>>.

Family Oriented Personnel Policies. Montgomery Work/Life Alliance. 2000

<<http://www.worklifemontgomery.org/fopp3.html>>.

FAQ: Employer-supported Childcare. Work & Family Connection. Viewed on website

2001 <http://www.workfamily.com/open/faq_childcare.htm#Firststeps>.

General Plan. Welcome to the City of Milpitas. 2001 <<http://www.ci.milpitas.ca.gov>>.

Homes and Communities. U.S. Department of Housing and Urban Development. 2000

<<http://www.hud.gov/progdesc/cdbgent.cfm>>.

Implementation of Chapter 547, Statutes of 2000 (Assembly Bill 212—Aroner)

Frequently Asked Questions. California Department of Education Child

Development Division. 2002 <<http://www.cde.ca.gov/cyfsbranch/>

child_development/AB212_faq.htm#q1>.

Information compiled by the Community Child Care Council of Santa Clara County, Inc.

San Jose: 4Cs 2001.

Karpilow, Kate Ph.D. *Understanding Child Care, A Primer for Policy Makers.*

California: California Working Families Project, August 1999.

Morgan, Gwen. *Regulation And The Prevention Of Harm*. Wheelock College Institute For Leadership And Career Initiatives. 1996, 2000

<<http://Institute.Wheelock.Edu/Instlibrary/Instharm.Html>>.

Moss, Steven, M.P.P. *Child Care and Its Impact on California's Economy, Executive Summary and Policy Recommendations*. California: National Economic Development and Law Center as part of the Local Investment in Child Care Project, 2001.

NAEYC Accreditation General Information. National Association for the Education of Young Children. 2001 <http://Www.Naeyc.Org/Accreditation/Naeyc_Accred/Info_General-Components.Htm>.

Overview Of The Staffing Crisis. The Center For The Child Care Workforce. 2001 <http://www.ccw.org/about_us/staffcrisis.html>.

Phase I Report: Milpitas Child Care Needs Assessment. Bay Area Economics. Berkeley, Ca: BAE, July 1992.

Phase II Report: Milpitas Child Care Needs Assessment- Strategies to Improve the Child Care System. Bay Area Economics. Berkeley, Ca: BAE, May 1993.

Planning and Implementation Guide for the Regional Partnership Plan, The. San Jose: Children and Families First Commission of Santa Clara County, 2001.

Quality Child Care Initiative. Centralized Eligibility List. 2001 <<http://www.celproject.org/introduction.html#anchor209306>>.

Rethinking The Brain – New Insights Into Early Development For Parents, Caregivers And Policy Makers. Summary Prepared By The National Association Of Child Care Resource And Referral Agencies From Research Taken From “Rethinking The Brain – New Insights Into Early Development: Conference Report – Brain Development In Young Children: New Frontiers For Research, Policy And Practice, Organized By The Families And Work Institute, June 1996. Washington State: Department of Social & Health Services, 1998.

Santa Clara County Local Child Care Planning Council. Santa Clara County Office of Education. 2001 <<http://Www.Sccoe.Org/>>.

School Readiness Initiative. California Children & Families Commission. 2001 <<http://Www.Ccfc.Ca.Gov/SRI.Htm>>.

Schulman, Karen. *The High Cost Of Child Care Puts Quality Care Out Of Reach For Many Families.* Children’s Defense Fund. 2000 <<http://Www.Childrensdefense.Org/Pdf/Highcost.Pdf>>.

Statutes & Laws. State of California Department of Fair Employment and Housing. 2001 <<http://www.dfeh.ca.gov/cfra.htm>>.

Stokely, Jann & Upp, Stephanie. *Economic Impact Of The Child Care Industry Santa Clara County, LINCC Local Investment In Child Care.* California: National Economic Development & Law Center, 1999.

Ten Critical Threats To America's Children: Warning Signs for the Next Millennium, A Report to the Nation, Part 6. National School Board Association. 1999 <http://www.nsba.org/highlights/ten_threats.htm#part6>.

Twombly, Byeric C., Montilla, Maria D. and De Vita, Carol J. *State Initiatives To Increase Compensation For Child Care Workers*. The Urban Institute, prepared for the Foundation for Child Development. 2001 <<http://Www.Urban.Org/Employment/Childcare-Workerscomp.Html#Pol>>.

Value of Commitment, The. WFD, Inc. 2001, <<http://www.wfd.com/worklife/worklifefr.htm>>.

Welcome from the CCL Deputy Director. State of California Department of Social Services Community Care Licensing Division. 2000 <<http://cclld.ca.gov/docs/message.htm>>.

What's Happening In California? Center For The Child Care Workforce. 2001 <<http://Www.Ccw.Org/Whatsnew/States/California.Html>>.

Who We Are. Community Child Care Council of Santa Clara County, Inc. 2002 <<http://www.4c.org>>.

Why Work-Life? WFD, Inc. 2001 <<http://www.wfd.com/worklife/worklifefr.htm>>.

Women and Their Children's Housing Home Page. 2001 <<http://www.watchworks.org/watch1/home.html>>.



Dylan, age 6