

Strategy 4: Advocate for on-site, employer-sponsored child care

There is currently a significant lack of high-quality child care in the region. Additionally, the cost of the available high-quality child care is often not affordable for many families. The availability of high-quality, on-site employer sponsored child care would make a tremendous economic difference for many families in the region;ⁱ and will make a significant impact on the availability of a dedicated and well-performing workforce throughout the regionⁱⁱⁱⁱⁱ.

Several recent studies, among them a study completed in 2004 by the Upjohn Institute, authored by Rachel Connelly, et al.^{iv}, indicate that employer sponsored child care not only leads to workforce retention and increasing employee morale (across all employees, including those who do not use the benefit), but is also cost effective for the employer and in most cases employers will see a cost savings in a short period of time^{vvi}.

This model of employer-sponsored child care as a part of the employee benefits package available to all WMRMC employees is a model that has not been implemented in this region until now. This project will make high-quality child care slots available to all children of employees of the hospital—approximately 70 children. This will have the effect of doubling the available child care slots within the communities of Eagar and Springerville.

The Navajo/Apache Regional Partnership Council will encourage and advocate for large employers to sponsor employer-based child care settings for employees^{viiiii}. This strategy would include a training component intended for employers to let them know the requirements, costs, procedures and “employer-felt” benefit information to promote establishing employer-based child care centers. This strategy needs to include a significant portion of communications funding. The report and technical assistance material package will be applicable to other rural areas in Arizona and will be based on data and actual cost figures to implement an employer-sponsored center in Apache County, Arizona, where the costs (in workforce availability and retention, operational, and material cost, once travel is figured in) are arguably higher than in the rest of the State of Arizona.

The final report will incorporate and accomplish the following:

- The marketing and communications package will have an evaluation component that will be developed and handled by the eventual grantee.
- Conduct regional feasibility study related to creating more on-site, employer-sponsored child care centers within Southern Apache and Navajo Counties
- Utilize White Mountain Regional Medical Center’s on-site child care center as the model and utilize the hospital’s data regarding financials related to the child care center, legal requirements, licensing process and requirements, hiring protocols, physical space design and requirements for the child care center itself; as well as collect, analyze, and report the tangible and non-tangible employer cost-benefit information from the hospital.
- Create a high-quality report outlining the benefits to employers of offering on-site employer sponsored child care^{ix}. Components of the final package will be determined by the Navajo/Apache Regional Partnership Council.
- Conduct outreach and follow-up with regional large employers, as well as with groups of small employers and small businesses who may wish to join together to establish a cooperative child care center available to their own employees.
- Conduct employer orientation and technical assistance, as needed, to create a successful child care program; coordinate with existing professional development programs, Northland

Pioneer College, NAU, and other regional child care providers to build the work-force.

- The procedural steps needed to be completed by the employer to open a duly licensed and regulated child care center, able to accept tuition-based children as well.
- The Navajo/Apache Regional Partnership Council may want to have the marketing firm located in this region do this work; another possibility is to contact the State University system to offer a stipend to a graduate student in the Marketing/MBA program, as well as office space and housing, in exchange for his/her completing the marketing package for this strategy.

Additionally, the creation of marketing and communications materials and messaging to target:

- regional medium and large employers,
- groups of small businesses, who may choose to form a cooperative to create their own site
- other rural communities in Arizona

Study guidelines:

- The grantee will ensure that the protocol and methodology of the study, as well as the data collection instrument, will be submitted to the First Things First Evaluation Division for review prior to implementation of the study.
- All data collected will be submitted to the First Things First Evaluation Division.
- All criteria of the study must meet the predetermined questions of the Navajo/Apache Regional Partnership Council.

Lead Goal: FTF will increase availability and affordability of early care and education settings.

Goal: FTF will expand public awareness of, and financial and political support for, early childhood development and health efforts in Arizona.

Key Measures:

1. Current cost of early care and education for families as a proportion to the median income for a family of four
2. Total number of children enrolled and vacancies in lawfully operating early care and education programs as a portion of the total population of children birth to five

Target Population:

Tucson Electric Power Company, Salt River Project, APS, Summit Regional Medical Center, Northland Pioneer College

Additionally, this model could be modified to meet the needs of several small businesses, who may wish to form a group to create a collaborative employer-sponsored child care in the strip mall where they are located, or rent additional space in which to house the center. This model will be applicable to other rural areas across the state, and will be available to go "on the road."

Note: Once the package is created, it can be used for several successive program start-ups.

	SFY2010	SFY2011	SFY2012
Proposed Service Numbers	July 1, 2009 – June 30, 2010	July 1, 2010 – June 30, 2011	July 1, 2011 - June 30, 2012
Proposed service numbers for FY 2011 and FY 2012 will be contingent on the findings of the feasibility study.	Marketing Package Completed	One new Employer-sponsored center	Second new Employer-sponsored center

Performance Measures SFY 2010-2012

1. FY 2010 Creation of PR packet and business-oriented educational materials regarding employer sponsored child care model and actual data from WMRMC.
2. Number of infants and toddlers enrolled in early care and education programs /Actual service number
3. Rates (cost) of early care and education programs/strategic target
4. Percent of parents who report improved affordability of care/ strategic target
5. Performance measures related to the communication and education facets of this strategy will be determined at a later date in collaboration with the regional, evaluation, and communications divisions.

How is this strategy building on the service network that currently exists:

- Availability of on-site, employer-sponsored, child care slots will free up existing slots within the community of private child care centers, making those slots available to other children in the region

What are the opportunities for collaboration and alignment:

- Will require buy-in from regional employers to implement the employer-sponsored child care model. Will require an available workforce of educated and trained staff.

SFY2010 Expenditure Plan for Proposed Strategy (How much of the total allocation will go to this strategy)

Population-based Allocation for proposed strategy	\$50,000
---	----------

Budget Justification:

FY 2010: \$50,000: Regional feasibility and market research study

FY 2011 and FY 2012: \$25,000 For ongoing Technical Assistance to assist one new on-site, employer-sponsored child care center per year

ⁱ<http://www.questia.com/read/29192603?title=In%20the%20Business%20of%20Child%20Care%3a%20Employer%20Initiatives%20and%20Working%20Women>

ⁱⁱ[The Value of Employer-Sponsored On-Site Child Care Centers](#), Rachel Connelly, Deborah S. DeGraff, and Rachel A. Willis, 2004

ⁱⁱⁱ "Work Related Child Care Statistics." <http://www.dol.gov/dol/wb/childcare/ccstats.htm>.

^{iv} "Kids at Work: The Value of Employer-Sponsored On-Site Child Care Centers," published by the W.E. Upjohn Institute for Employment Research in 2004

^v<http://www.questia.com/read/5000250470?title=New%20Realities%20in%20the%20Corporate%20Workplace%3a%20Child%20Care%20in%20the%20Nineties%2c%20in%20SAM%20Advanced%20Management%20Journal>

^{vi} <http://www.brighthorizons.com/>

^{vii} *Meeting the Needs of Today's Workforce: Child Care Best Practices* (1998); World Wide Web: <http://www.dol.gov/dol/wb/>

^{viii} National Child Care Information Center; World Wide Web: <http://nccic.org>

^{ix} "Employer Child Care Growth Slows with the Economy—Status Report 12 on Employer Child Care" (September/October 2002), in *Child Care Information Exchange* No. 147, by Roger Neugebauer