



Childcare Accelerator Toolkit

Enhancing the Availability of Childcare in Nevada

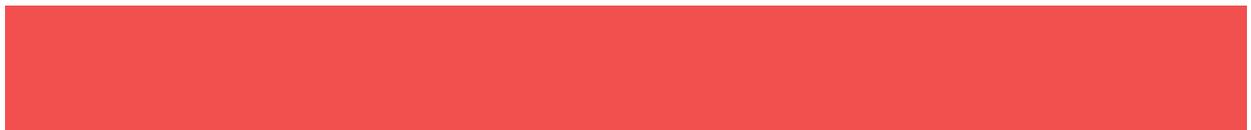


Table of Contents

I.	Executive Summary	2
	Statewide Data	
	Objectives	
	Mission Statement	
II.	Establishing Need	3
	Availability of Care	
	Geo-Mapping Location	
	Internal Business Assessment of Need	
	Employee Assessment of Need	
III.	Navigating Regulatory Requirements	10
	State and Local Regulations	
	Licensing Consultation	
	Checklist of Requirements	
IV.	Reimbursement Structure/Rate Development	15
	Establishing a Competitive Rate by Location	
	Assessing Availability of Programs that Subsidize Care	
V.	Creating Financial Opportunity	17
	Development of Business Plan	
	Establishing a Return on Investment (ROI)	
	Enhancing Employee Recruitment and Retention	
	Available Loans/Grants or other Financial Support	
	Tax Benefits (Federal)	
VI.	Appendix	21
	Employer Survey	
	Employee Survey	
	Employer Based Research	

Executive Summary

Statewide Data

The statewide data is also available broken down by zip code and available upon request.

Number of Daycare Centers in Nevada

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	84	15	46	13
Toddlers	116	22	61	16
Pre-Kindergarten	133	25	72	24
School Age	67	13	40	9

*Churchill, Elko, Humboldt, Lander, Lyon, Nye, Pershing, Storey, White Pine

Number of Family Care Centers in Nevada

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	51	0	94	4
Toddlers	57	1	99	4
Pre-Kindergarten	61	1	101	5
School Age	37	1	72	5

*Churchill, Elko, Humboldt, Lander, Lyon, Nye, Pershing, Storey, White Pine

Number of Group Centers in Nevada

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	4	2	1	7
Toddlers	7	2	1	8
Pre-Kindergarten	7	2	2	8
School Age	4	2	2	5

*Churchill, Elko, Humboldt, Lander, Lyon, Nye, Pershing, Storey, White Pine

Objectives

The objective of this report is to provide Nevada companies with detailed information about the benefits of providing employer-subsidized on-site child care for its employees.

This report details the steps required to obtain a Child Care License and outlines the tools to ensure the success of the child care facility.

This report is supported by research conducted by other companies that provide on-site child care services. The benefits of on-site child care are also supported by peer-reviewed scientific literature.



Establishing Need

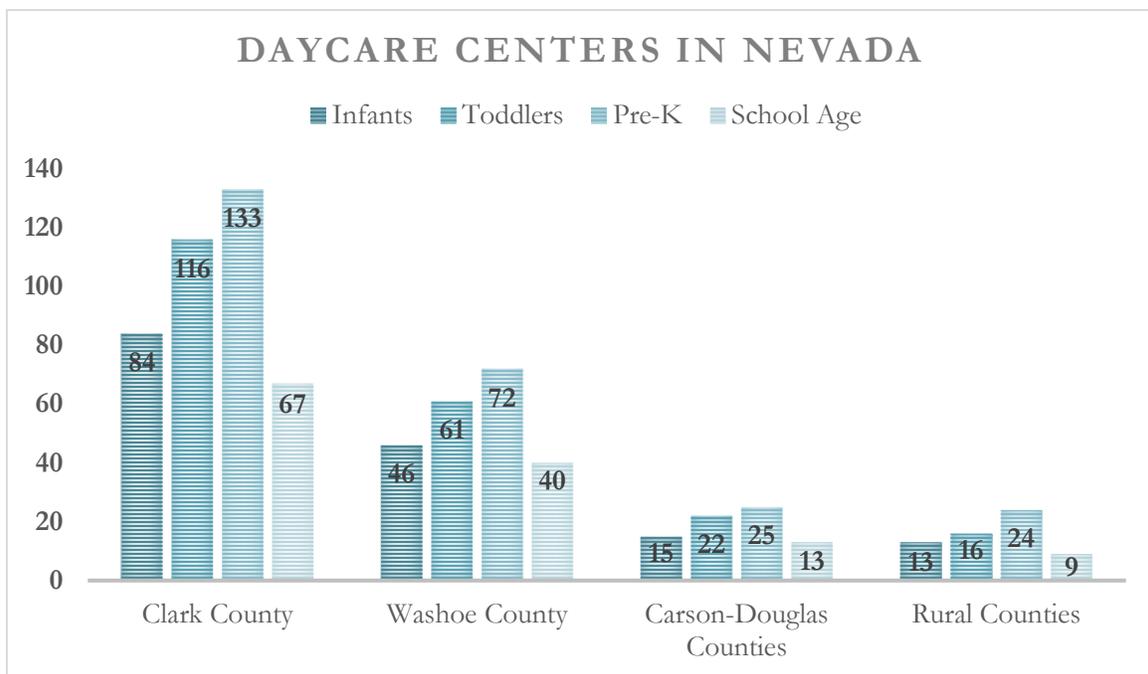
Availability of Care

While data typically represents licensed facilities and it is difficult to determine the number of unlicensed small home providers, there is a lack of quality childcare available.

Number of Daycare Centers in Nevada

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	84	15	46	13
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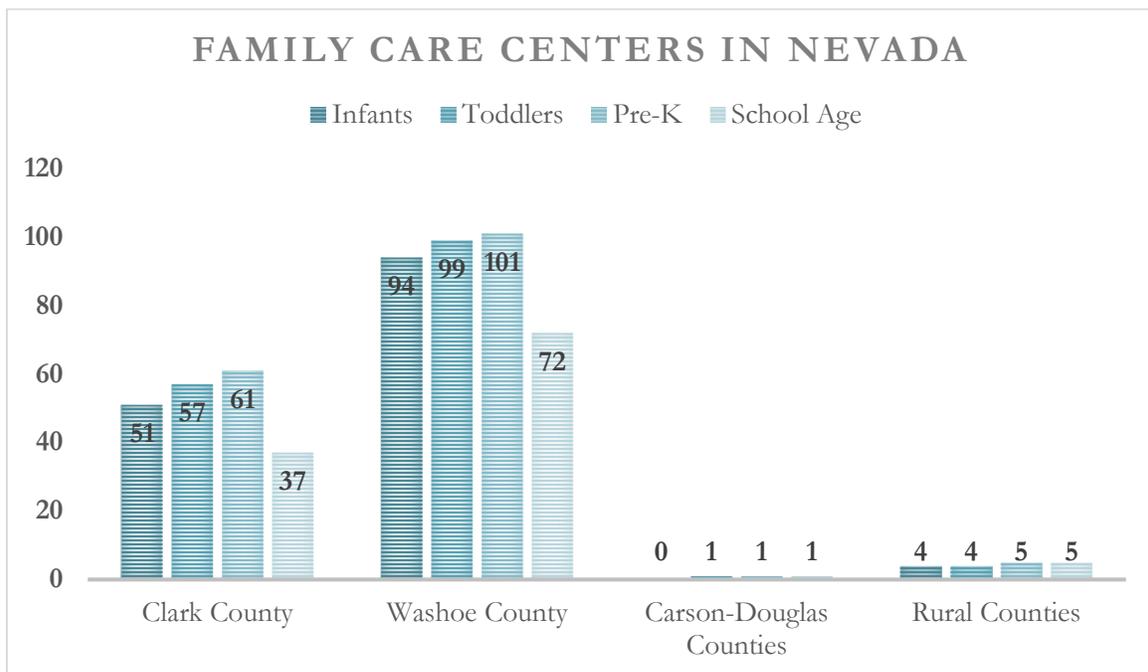


Family care centers are home-based day cares. Family child care providers can care for up to 6 children. Some family child care providers also receive approval to care for 3 additional school-age children. In Nevada, providers must be licensed if they care for more than 4 unrelated children; however, in Washoe County, providers must be licensed if they care for more than 1 unrelated child.

Number of Family Care Centers in Nevada

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	51	0	94	4
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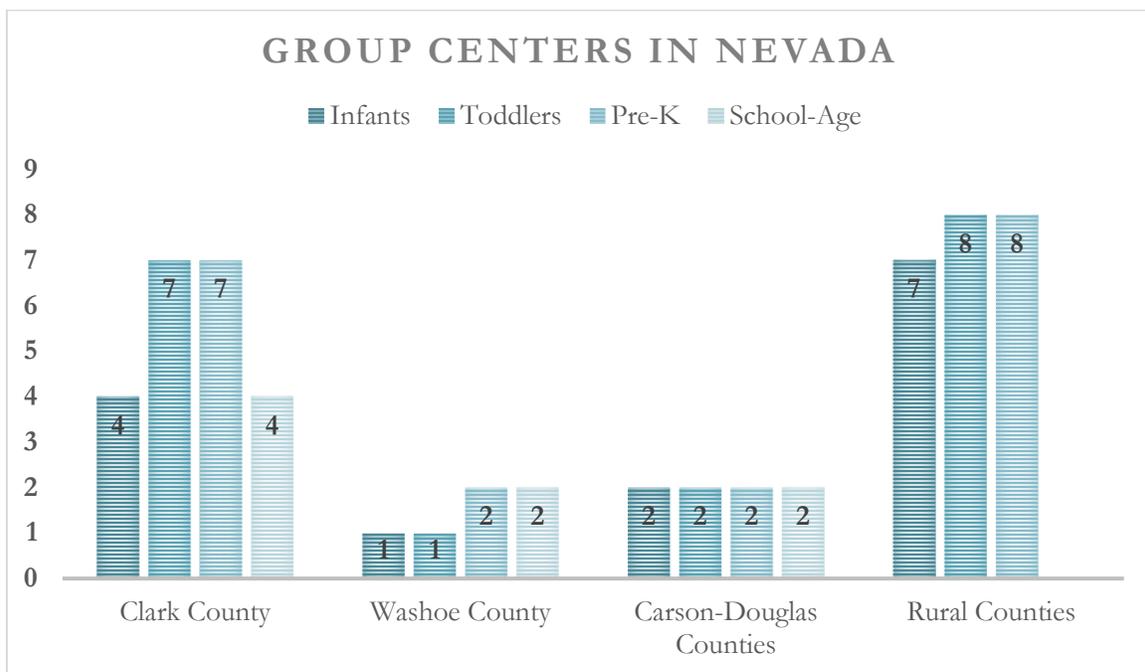


A group center is not in a family home, but rather a commercial space and cares for more children than a family care center. The group center can accommodate up to 12 children. In Nevada, providers must be licensed if they care for more than 4 unrelated children; however, in Washoe County, providers must be licensed if they care for more than 1 unrelated child.

Number of Group Centers in Nevada

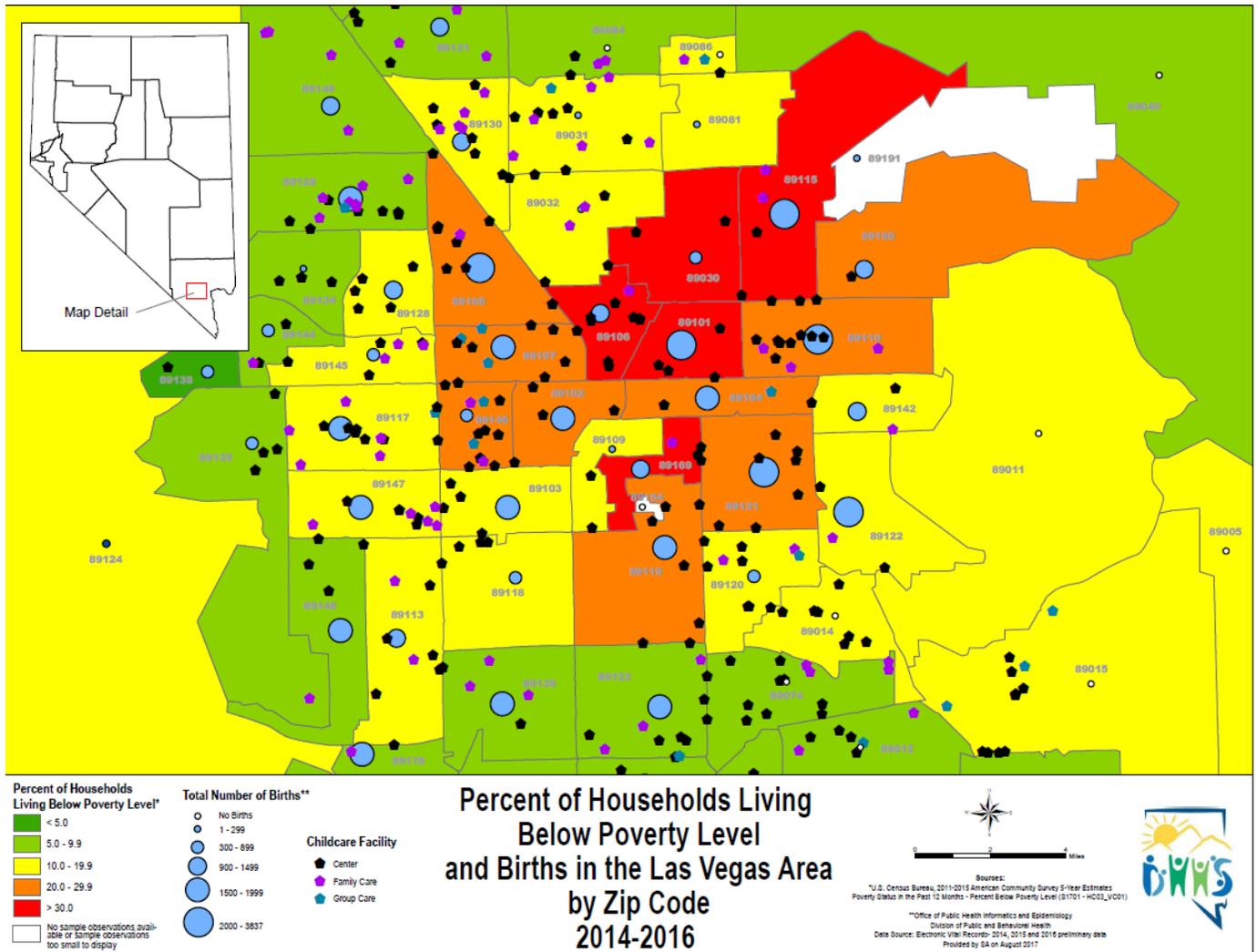
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Geo-Mapping Location

The Department of Health and Human Services has the ability to map births and licensed childcare centers by geographic location to demonstrate the needs vs availability.



Internal Business Assessment of Need

It is important for a company to determine whether it has the infrastructure to provide on-site daycare for its employees. To determine whether there is a need to provide these services, a business must first assess its capabilities to house and manage such a facility.

The business must also decide how it would like to structure the child care facility: whether it would contract with a third-party vendor, collaborate with a non-profit organization or create the facility as an extension of its own company.



Here is a table of items that are essential to determining whether a business can sustain an on-site child care facility. For a more comprehensive questionnaire, please refer to Appendix A: Employer Survey.

Day Care Center		
Will the center be run by an outside vendor, 501c3 or company itself?		
Outside Vendor	Nonprofit 501c3	Employer run
<p>Large chain vendor model there is a management fee charged</p> <p>Any surplus revenue from the running of the center goes to the for-profit vendor</p> <p>Vendor is responsible for the day-to-day operations</p> <p>Vendor creates budget, sets tuition rates and salaries, markets the center, hires, trains and supervises the staff with their own criteria and set standards</p> <p>Vendor provides their own benefits package to staff</p> <p>Vendor supported by larger corporate organization</p>	<p>Board members directly influence center and oversees Center Director</p> <p>Board, through the Director oversees day-to-day operations</p> <p>More focus on quality of child care rather than profit</p> <p>Board creates the budget, sets the tuition rates, salaries and benefits, markets the center, and hires, trains and supervises the staff with their own criteria and set of standards</p> <p>Higher salaries may be offered to staff because all income goes directly back into the center</p>	<p>More overall influence on the center operations/structure</p> <p>Employer in collaboration with the center director creates the budget, and sets the tuition rates and salaries</p> <p>The center director markets the center, and hires, trains and supervises the staff with state criteria and standards</p> <p>Run by company's employees</p>
How many children will the center serve?		
What age groups will the center serve?		
Hours of operation?		
Facility		
Location of child care center?		
Existing facility or new building?		
<p>Is activity space available?</p> <p>NAC 432A.250 - At least 35 square feet of indoor space for each child, exclusive of bathrooms, halls, kitchen, stairs, storage spaces, multipurpose rooms and gymnasiums that are not regularly used.</p>		



Does the facility have the following?

- Child rooms (with windows and acoustic separation between rooms)
- Diaper changing area with a sink
- Offices for administrative work
- Bathrooms
- Kitchen
- Storage area
- Laundry on-site
- Common area
- Activity space (35sqft/child minimum)
- Optional outdoor play area (must have 37.5 sqft/child minimum)
- Phones, intercom, walkie talkie communication
- Fire and emergency exit access

Is there an area for convenient vehicular pick-up and drop-off?

Is there adequate parking for parents and staff members?

Funding

What is the funding source to start the child care facility?

Are there enough resources to pay for a third-party vendor contract or funding for caregiver staff recruitment and training ?

Does company offer reduced rate of tuition to employees or is child care free for employees?

Staffing

Can the company hire enough caregiver staff?

Age Group	Ages	# of Children	# of Staff
Infants	6 weeks – 15 months	8 per group	3 per room
Young Toddlers	16 months – 23 months	10 per group	3 per room
Older Toddlers	24 months – 36 months	12 per group	3 per room
Young Preschool	3-4 years	18 per group	3 per room
Older Preschool	4-5 years	20 per group	3 per room

Can the company hire the additional child care facility staff?

- o Director (Must be at least 21 years of age, hold a HS diploma and 15 semester hours in childhood education and 3,000 hours experience in child care facility, OR associate’s degree or higher degree in early childhood education and have at least 1,000 hours experience in child care facility.)



- Assistant Director
- Administrative person

Employee Assessment of Need

It is also important to determine the employee profile of your company to determine if there is a need and/or desire for child care services on-site. A Child Care Needs Assessment survey (please reference Appendix B) can be used to determine what type of child care services that employees would be most interested in utilizing, the number of children, the time of day for pick-up and drop-off, and the days per week that employees would utilize the child care facility.

Here is an example of the type of questions included in the Child Care Needs Assessment Survey:

If you presently have a child or plan to have or adopt a child within the next 2 years, how likely would you be to use the following if it were made available and affordable through our company?

Type of Initiative	Very Likely	Likely	Unlikely	Very Unlikely	Never
A child care center on-site or nearby					
A group of supported certified or registered family child care homes nearby					
Reserved slots in community child care center					
Financial assistance to pay for your choice of child care					
On-site emergency back-up care for when regular child care arrangements are not available					
Drop-in care for short periods of time such as attending meetings or exercising at the gym					
Child care for school-age children during scheduled holidays and school vacation breaks					
A summer child care program or day camp for school-age children					
Afterschool program for school-age children on-site or nearby					



Navigating Regulatory Requirements

State and Local Regulations

- Nevada Child Care Licensing Statutes - NRS Chapter 432A - <https://www.leg.state.nv.us/NRS/NRS-432A.html>
- Nevada Child Care Licensing Regulations - NAC Chapter 432A - <https://www.leg.state.nv.us/nac/nac-432a.html>

Here is a step-by-step table to help navigate the Child Care Licensing Process:

Obtaining Child Care License (Must be posted in facility and renewed annually)
<p>Step 1: Apply for Business License Apply on Nevada Secretary of State website: https://www.nvsilverflume.gov/startBusiness</p> <ul style="list-style-type: none"> • Sole Proprietorship • General Proprietorship • Limited Liability Company • Corporation
<p>Step 2: Register with Centralized Licensing and Inspections Online Application (CLICS) http://dpbh.nv.gov/Reg/CLICS/CLICS - Home/</p>
<p>Step 3: Sign up for Nevada Child Care Provider Licensed Application Process (LAP) Training http://dpbh.nv.gov/Reg/ChildCare/dta/Training/Child_Care_Licensed_Application_Process_Training/</p> <ul style="list-style-type: none"> • First Wednesday of each month from 9 to 11 a.m. at Rawson Neal Hospital 1650 Community College Drive, Las Vegas, NV 89146 • Next trainings in 2018: February 7, March 7, April 4, May 2, June 6, July 11, August 1, September 7, October 3, November 7, December 5
<p>Step 4: Complete Child Care Licensing Application online</p> <ul style="list-style-type: none"> • If applying for licensure in any county EXCEPT Washoe County https://nvdpbh.aithent.com/login.aspx?BusinessUnit=CCP • If applying for licensure in Washoe County https://www.washoecounty.us/hsa/files/WCDSS%20301B%20Family-Group%20Child%20Care%20Home%20Application.pdf
<p>Step 5: Complete Consent and Release form for Background Check</p>
<p>Step 6: Submit fingerprints</p>
<p>Step 7: Write Facility Statement</p> <ul style="list-style-type: none"> • NAC 432A.390, Develop Standards for Programs – Every licensee of a facility shall develop a program to meet the basic needs of children for: • Good health and normal physical development; Optimal mental growth;



- Stimulating language and communicative experiences;
- The attention, acceptance and affection of others;
- Opportunities to experience success and to test mental, physical and social skills;
- Self-identity and a sense of competence and worth;
- The security provided by gentle discipline;
- Relations with others which set forth the rights of adults and the rights of children;
- Learning experiences planned with the aid of the child's parents which ensure harmony with the life style and cultural background of the child;
- Activities which facilitate social growth and adjustment; and
- The time and opportunity to learn independence and personal care.

Step 8: Write Disaster Plan

- NAC 432A.280 Plan for Emergencies – Each licensee shall develop an appropriate plan to ensure that the staff of his or her facility is prepared to respond in an emergency, including, without limitation, a fire or natural disaster.

Step 9: Acquire Training Certificate

Step 10: Get Tb test

Step 11: Purchase equipment and arrange child care facility

Step 12: Schedule Health inspection

Step 13: Schedule Fire inspection

Step 14: Schedule initial inspection towards licensure

Licensing Offices:

Southern Nevada Child Care Licensing Office
3811 W. Charleston Blvd Suite 210 Las Vegas, NV 89102
(702) 486-3822

Northern Nevada Child Care Licensing Office
727 Fairview Dr Suite E Carson City, NV 89701
(775) 684-4463

Rural Nevada Office
1010 Ruby Vista Dr Suite 101 Elko, NV 89801
(775) 753-1237

Washoe County
(775) 337-4470

Insurance

Step 16: Obtain General liability insurance (Required by the state of Nevada)

- Obtainable through many different insurance carriers



- Protects NV business owners from direct or indirect damages to another party
- Helps pay for damages caused by the actions of your business, or your employees
- Pays for property damage and personal injuries involving customers, visitors and sub-contractors
- Choice regarding insurance deductibles and policy limits within their coverage.

Licensing Consultation

The Division of Public and Behavioral Health (DBPH) – Child Care Licensing Unit licenses, regulates and monitors all facilities located outside Washoe County. The DBPH enforces the state child care licensing regulations, which are the minimum requirements for child care in Nevada.

For companies interested in providing on-site child care within Washoe County, the application would be submitted through Washoe County’s web portal instead of DBPH.

https://www.washoecounty.us/hsa/childrens_services/child_care_and_early_childhood_services/licensing/%20requirements/index.php

There is additional licensing for specialty child care centers that deliver care to disabled children, have additional isolation rooms for sick children, and multigenerational child care centers located within elderly care centers.

Per NRS 432A.550, care for ill children may be provided by a facility licensed to care solely for ill children, a child care center that designates a separate area for use by ill children, or in a family or group home. The Director of a facility that provides care for ill children must be a physician, physician’s assistant, registered nurse, and have at least 60 hours of additional training.

A facility can be licensed to care for ill children that can’t be cared for in any other child care facility, due to short-term or minor illness, short-term physical disability, or recuperating from an acute episodic illness. If a facility operating for ill children is operating in conjunction with a child care facility, the facility must have adequate means to isolate the ill children.

Checklist of Requirements

Administrative	
<input type="radio"/>	Business License
<input type="radio"/>	Registration with Centralized Licensing and Inspections Online Application (CLICS)
<input type="radio"/>	Sign up for Nevada Child Care Provider Licensed Application Process (LAP) Training
<input type="radio"/>	Submit Child Care License Application



<input type="radio"/>	Submit Forms for Background Check, Fingerprinting, Tb test
<input type="radio"/>	Write Facility Statement and Disaster Plan
<input type="radio"/>	Schedule Health and Fire inspections
<input type="radio"/>	Schedule Inspection towards Licensure with appropriate Licensing office
<input type="radio"/>	Obtain Child Care License
<input type="radio"/>	Obtain General Liability Insurance Coverage
Physical Space	
<input type="radio"/>	At least 35 square feet of indoor space for each child, exclusive of bathrooms, halls, kitchen, stairs, storage spaces, multipurpose rooms and gymnasiums that are not regularly used.
<input type="radio"/>	Lighting, heating, air-conditioning, ventilation, plumbing requirements
<input type="radio"/>	Child rooms (with windows and acoustic separation between rooms), diaper changing area with a sink, offices for administrative work, bathrooms, kitchen, storage area, laundry, common area, activity space (35sqft/child minimum), optional outdoor play area (must have 37.5 sqft/child minimum), phones, intercom, walkie talkie communication, fire and emergency exit access
Health Requirements	
<input type="radio"/>	Health examinations, Tb tests for staff members
<input type="radio"/>	Immunization records for each child
<input type="radio"/>	Adequate caregiver-child ratios
<input type="radio"/>	Food preparation and nutrition NAC 432A.380 A nutritious snack must be offered to all children in the midmorning and the midafternoon. Each child must be offered food at intervals that are at least 2 hours apart and, unless the child is asleep during that time, are not more than 3 hours apart.
<input type="radio"/>	Emergency Procedures NAC 432A.280 and Building Safety (Number of exits, fire doors) -Each licensee shall develop an appropriate plan to ensure that the staff of his or her facility is prepared to respond in an emergency, including, without limitation, a fire or natural disaster.
<input type="radio"/>	Educational Program Requirements NAC 432A.390 Every licensee of a facility shall develop a program to meet the basic needs of children for: -Good health and normal physical development; -Optimal mental growth;



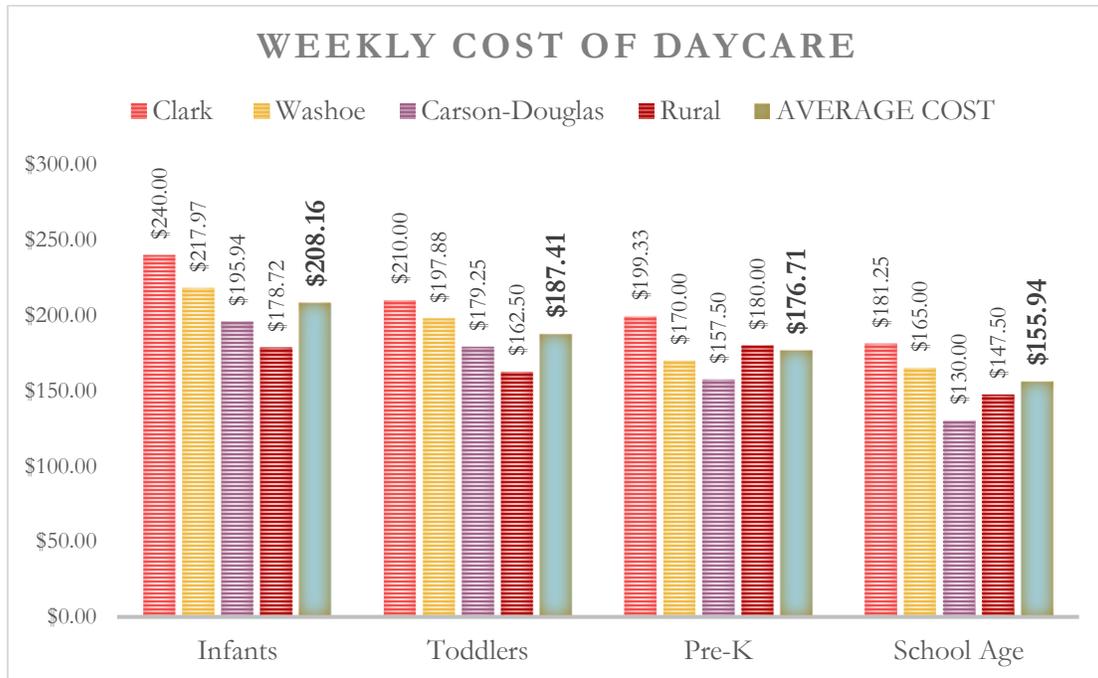
	<ul style="list-style-type: none"> -Stimulating language and communicative experiences; -The attention, acceptance and affection of others; -Opportunities to experience success and to test mental, physical and social skills; -Self-identity and a sense of competence and worth; -The security provided by gentle discipline; -Relations with others which set forth the rights of adults and the rights of children; -Learning experiences planned with the aid of the child's parents which ensure harmony with the life style and cultural background of the child; -Activities which facilitate social growth and adjustment; and -The time and opportunity to learn independence and personal care.
<input type="radio"/>	Record keeping – income and expenses
<input type="radio"/>	Sanitation Requirements – NAC 432A.411 <ul style="list-style-type: none"> -Plumbing -Food Preparation and Equipment -Adequate ventilation in bathroom(s) and classroom(s) -Diaper changing area near a sink not used for food preparation



Reimbursement Structure/Rate Development

Establishing a Competitive Rate by Location

DHHS has the ability to provide location specific information for rates.



Weekly Rates of Daycare Centers

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	\$240	\$195.94	\$217.97	\$178.72
Toddlers	\$210	\$179.25	\$197.88	\$162.50
Pre-Kindergarten	\$199.33	\$157.50	\$170	\$180
School Age	\$181.25	\$130	\$165	\$147.5

* Churchill, Elko, Humboldt, Lander, Lyon, Nye, Pershing, Storey, White Pine

Weekly Rates of Family Care Centers

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	\$181.25	-	\$175	\$145
Toddlers	\$173.75	\$150	\$170	\$145
Pre-Kindergarten	\$168.75	\$150	\$165	\$136.25
School Age	\$168.75	\$150	\$165	\$128.75

*Churchill, Elko, Humboldt, Lander, Lyon, Nye, Pershing, Storey, White Pine



Weekly Rates of Group Centers

	Clark County	Carson/Douglas County	Washoe County	Rural Counties*
Infants	\$170	\$137.50	\$150	\$150
Toddlers	\$164.55	\$137.50	\$165.27	\$150
Pre-Kindergarten	\$160.42	\$137.50	\$160.27	\$150
School Age	\$161.66	\$137.50	\$160.27	\$147.50

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Assessing Availability of Programs that Subsidize Care

Examples of employers that provide employer-subsidized on-site child care:

- Patagonia provides on-site child care for employees at the company headquarters in Ventura, California and at the Reno, Nevada distribution center.ⁱ
- Sierra Nevada Corporation provides on-site childcare at the corporate headquarters in Sparks, Nevada.ⁱⁱ
- Tuality Hospital in Hillsboro, Oregon offers several child care benefits to employees. Through a partnership with Learning Tree Day School, the hospital offers near-site child care for all employees at reduced rates. Tuality Hospital also offers child care grants to give employees who work at least seventy-two hours per pay period and earn less than \$30,000 (for an employee with one child) or \$45,000 (for two wage earners with two or more dependent children) twelve calendar months of child care at fifty percent off regular rates at Learning Tree Day School.ⁱⁱⁱ
- Bonneville Power Administration offers both on-site child care and subsidies to its employees and recognizes the convenience and security of on-site child care as an important employment benefit. BPA's child care center is located in a building adjacent to the BPA headquarters building and is operated by Joyful Noise Child Care Centers, Inc., with the ability to provide child care to up to seventy-two children from the age of six weeks to five years old. The Bonneville Power Administration also offers subsidies to employees through the child care center for employees who may not be able to afford such care.^{iv}
- Both Fred Meyer and Oregon Health Sciences University have created partnerships with Children's Creative Learning Centers to provide on or near-site child care for its employees' children. The centers offer an open-door possibility that allows family members to visit their children throughout the day in the interest of promoting a healthy work/life balance.^v



Creating Financial Opportunity

Development of Business Plan

The first step to building a financial plan is creating a start-up budget. This includes one-time costs (major equipment, renovation, utility deposits and down payments). The start-up budget should also include at least 60 to 90 days of operating costs. In estimating your costs, find out what it has cost other child care centers to open over the past two years and figure in the current inflation rate.

Start-Up Budget Example	
Expenses	_____
Occupancy	
• Down payment or purchase of building	_____
• Remodeling costs	_____
• Rent deposit	_____
• Utilities deposit	_____
Equipment	
• Office	_____
• Activity	_____
Supplies	
• Activity	_____
• Office	_____
• Housekeeping (toilet paper, cleaning supplies)	_____
• Food	_____
Miscellaneous	
• Advertising	_____
Legal and Professional Fees	
• Operating cash	_____
• Insurance	_____
• Depreciation	_____
TOTAL EXPENSES	_____
TOTAL INCOME	_____

The next step is developing an Operating Budget and establishing Monthly Operating Expenses. The operating budget reflects your spending priorities, the expenses you will incur and how you will meet those expenses. The primary source of income for your center will be tuition fees. It is important to determine if this income will be enough to pay each month's bills. An estimated cash flow projection will help you make this determination.



Helpful Resources to Guide the Process of Starting a Child Care Facility and Developing a Business Plan
U.S. Small Business Administration Management and Planning Series https://www.sba.gov/sites/default/files/files/pub_mp29.pdf
Department of Health and Human Services Office of Child Care Resource Guide https://childcareta.acf.hhs.gov/sites/default/files/public/1503_starting_and_operating_child_care_business_edited.pdf
State of Nevada – Creating a Professional Development Plan to Guide Your Career in Early Care and Education http://www.nevadaregistry.org/fb_files/PDP07.2010.pdf
Small Business Administration – Tips for Starting a Successful and Legal Child Care Business https://www.sba.gov/blogs/7-tips-starting-successful-and-legal-child-care-business
State of Utah - Opening a Quality Child Care Center Resource Guide https://careaboutchildcare.utah.gov/pub/qualityCenter.pdf
A Child Day Care Services Business Plan Example - Kid's Community College http://www.womensownresource.org/rope/Bus_Plan_Sample/Child%20Day%20Care%20Services%20Business%20Plan.pdf

Establishing a Return on Investment (ROI)

To date, Patagonia’s costs of providing on-site child care after revenues (tuition fees) for running its child development center are approximately \$1 million. With a yearly tax deduction of \$150,000 and a second deduction of 35% of costs (35% of \$1 million = \$350,000), that’s a total of \$500,000 in costs recouped, or 50%.^{vi}

A study conducted at University of Chicago analyzed the cost-benefit of early childhood programs and found that every dollar spent on high quality, birth-to-five child care programs for children delivers a 13.7% per annum return on investment.^{vii}

The National Forum on Early Childhood Policy and Programs at Harvard University has found that high quality early childhood programs can yield a \$4-\$9 return per \$1 invested.^{viii}

The Small Business Administration estimates that as of 2015, the United States child care services industry is worth \$20 billion.^{ix}



Enhancing Employee Recruitment and Retention

Providing employer-subsidized on-site child care has many important benefits including a competitive advantage in recruitment of prospective employees, increased employee performance, morale, productivity and retention which leads to less turnover and absenteeism, and subsidies and tax incentives provide benefits to both employers and employees.

For the past five years, turnover among Patagonia employees who use its child care program is 25% lower than its overall workforce.^x

The retail clothing company Patagonia estimates the turnover cost (cost of lost productivity with a vacant position, plus recruitment and training of a replacement can cost a company 35% of the annual salary of a non-managerial employee, 125% of salary for a manager, and multiple years worth of pay for a director or vice president.^{xi}

A study conducted by Simmons College Graduate School of Management found that over 90% of parents considered work-site child care as an important factor in job change and a significant factor in choosing their current employer.^{xii}

A U.S. General Services Administration study showed that employees offered child care subsidy were better able to concentrate at work and reported that the subsidy improved their job performance and likelihood that they would stay.^{xiii}

A survey of Bristol Meyers Squibb employees found that employees who used the on-site child care centers had a deeper commitment to the company and felt better equipped to balance work and life responsibilities.^{xiv}

Employer-provided child care and subsidy for child care gives employees the ability to pursue more stable child care arrangements, while companies can benefit from tax benefits up to \$150,000 per year for employer-provided child care. Companies can also deduct 35% of its unrecovered costs from providing on-site child care.^{xv}



Available Loans/Grants or other Financial Support

- Nevada Governor's Office of Economic Development
 - Silver State Opportunities Fund
<http://www.nvssof.com/index.html>
 - Nevada Microenterprise Initiative
<http://ssbci.nv.gov/About/Microenterprise/>
 - Nevada Small Business Development Center
<http://nsbdc.org/>
- Small Business Administration Loans
 - General Small Business Loans: 7(a)
<https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/general-small-business-loans-7a>
 - Real Estate & Equipment Loans: CDC/504
<https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/real-estate-equipment-loans-cdc-504>

Tax Benefits (Federal)

- Tax Deductible Expenditures

Toys and activity supplies, food, playground equipment, staff wages, advertising, legal and professional services, office and record keeping supplies, insurance, childcare-related travel, computer, utilities are deductible expenses.

There are extra tax deductions such as the cost of utilities (heat, water, electricity), staff salaries and depreciation for proprietorships and corporations.

- Employer Child Care Tax Credit

Employers with qualifying expenditures toward childcare facilities for the benefit of their employees get a tax credit. The value of the credit amounts to 25% of childcare facility expenditures plus 10% of the qualified childcare resource and referral expenditures paid or incurred during the tax year. The tax credit is limited to \$150,000 per tax year.

Employers use IRS Form 8882 to calculate the credit <https://www.irs.gov/pub/irs-pdf/f8882.pdf>



Appendix

Appendix A: Employer Survey

Directions

The survey is for the company to determine whether it has adequate resources and infrastructure to provide on-site child care services to its employees.

The survey is also for the company to determine what type of daycare would be the best suited for the company's resources and infrastructure.

Questions

Part 1: Physical Space

1. Does the company currently have space within its current building to house an on-site daycare facility?
 Yes
 No
2. Does the available space have at least 35 square feet of indoor space available for each child the facility would serve (For example, 100 children would require a 3,500 square foot space)?
 Yes
 No
3. Does the available space currently have a kitchen, bathrooms, storage space, activity rooms, office space, multipurpose space, and an area for diaper changing with close proximity to a sink not used for food preparation?
 Yes
 No
4. If Question 3 was answered No, does the company have resources to build the necessary bathrooms, offices, kitchen, diaper changing area etc within the new facility space?
 Yes
 No
5. Is the prospective new area convenient and accessible for easy pick-up and drop-off?
 Yes



- No
6. Is the new space in a secured and safe area of the building?
- Yes
- No
7. Does the new space have an area where children could play outside?
- Yes
- No
8. If Question 7 was answered Yes, does the outdoor area meet the minimum square footage requirement of 37.5 square feet per child (if there were 100 children, this would be 3,750 square feet)?
- Yes
- No

Part 2: Management of the Daycare Facility

9.

Will the center be run by an outside vendor, 501c3 or company itself?			
	Outside Vendor	Nonprofit 501c3	Employer run
<input type="radio"/>	<p>Large chain vendor model there is a management fee charged</p> <p>Any surplus revenue from the running of the center goes to the for-profit vendor</p> <p>Vendor is responsible for the day-to-day operations</p> <p>Vendor creates budget, sets tuition rates and salaries, markets the center, hires, trains and supervises the staff with their own criteria and set standards</p> <p>Vendor provides their own benefits package to staff</p> <p>Vendor supported by larger corporate organization</p>	<p>Board members directly influence center and oversees Center Director</p> <p>Board, through the Director oversees day-to-day operations</p> <p>More focus on quality of child care rather than profit</p> <p>Board creates the budget, sets the tuition rates, salaries and benefits, markets the center, and hires, trains and supervises the staff with their own criteria and set of standards</p> <p>Higher salaries may be offered to staff because all income goes directly back into the center</p>	<p>More overall influence on the center operations/structure</p> <p>Employer in collaboration with the center director creates the budget, and sets the tuition rates and salaries</p> <p>The center director markets the center, and hires, trains and supervises the staff with state criteria and standards</p> <p>Run by company's employees</p>
<input type="radio"/>	Outside Vendor?		



<input type="radio"/>	Nonprofit 501c3?
<input type="radio"/>	Company itself?

10.

If outside vendor or nonprofit, who will negotiate the contract?	
--	--

11.

If company itself, how many staff will you have to recruit, hire and train to run the center?			
Caregiver Staff Requirements:			
Age Group	Ages	# of Children	# of Staff
Infants	6 weeks – 15 months	8 per group	3 per room
Young Toddlers	16 months – 23 months	10 per group	3 per room
Older Toddlers	24 months – 36 months	12 per group	3 per room
Young Preschool	3-4 years	18 per group	3 per room
Older Preschool	4-5 years	20 per group	3 per room

12. Does the company currently have resources to start the facility, recruit, hire and pay staff wages?

- Yes
- No

13.

Approximately how many children will the facility serve?	
--	--

14.

Will the company charge its employees tuition fees or offer the child care for free to its employees?	
---	--



15.

What are the projected days of the week and hours of operation for the daycare center?	
--	--

16. Does the company have enough Human Resources staff to hire, train and recruit staff for the childcare facility?

- Yes
- No



Appendix B: Employee Survey

Directions

The survey is for the company to survey all employees with children ages 12 and younger and/or those planning to have a child or adopt a child within the next 2 years.

The terms “your child” or “your children” refers to any child aged 12 or younger, who lives in your household and for whom you are the parent or guardian. The terms “your child” or “your children” also includes any child aged 12 or younger for whom you otherwise have (or share) major responsibility for decisions about his/her care.

All responses are confidential and will be used only to create a company profile of the employee population with young children.

Questions

1. Do you presently have children ages 12 or younger?

- Yes
 No

Part 1: Your Interest in Child Care Initiatives

2. If you presently have a child or plan to have or adopt a child within the next 2 years, how likely would you be to use the following if it were made available and affordable through our company?

Type of Initiative	Very Likely	Likely	Unlikely	Very Unlikely	Never
A child care center on-site or nearby					
A group of supported certified or registered family child care homes nearby					
Reserved slots in community child care center					
Financial assistance to pay for your choice of child care					
On-site emergency back-up care for when regular child care arrangements are not available					
Drop-in care for short periods of time such as attending meetings or exercising at the gym					
Child care for school-age children during scheduled holidays and school vacation breaks					
A summer child care program or day camp for school-age children					
Afterschool program for school-age children on-site or nearby					



3. Please rank the following choices in order of their usefulness to you for **children under 6**.
 (Assign each choice a number 1–6. Put a 1 on the line by your first choice, a 6 by your last choice, etc. Please be sure to rank all choices.)

A child care center on-site or nearby	
A group of supported certified or registered family child care homes nearby	
Reserved slots in community child care center	
Financial assistance to pay for your choice of child care	
On-site emergency back-up care for when regular child care arrangements are not available	
Drop-in care for short periods of time such as attending meetings or exercising at the gym	

4. Please rank the following choices in order of their usefulness to you for **children ages 6-12**.
 (Assign each choice a number 1–6. Put a 1 on the line by your first choice, a 6 by your last choice, etc. Please be sure to rank all choices.)

A child care center on-site or nearby	
A group of supported certified or registered family child care homes nearby	
Reserved slots in community child care center	
Financial assistance to pay for your choice of child care	
On-site emergency back-up care for when regular child care arrangements are not available	
Drop-in care for short periods of time such as attending meetings or exercising at the gym	
An afterschool program on-site or nearby	



5. If this company were to support a child care center/afterschool and/or family child care network, what days would you need child care?

	Monday	Tuesday	Wednesday	Thursday	Friday	Not applicable
Children under age 6	<input type="radio"/>					
Children ages 6-12	<input type="radio"/>					

6. If the company were to develop or support a child care center and/or a family child care network, what time would you **drop-off** for your children?

	Children under 6	Children ages 6-12	Children ages 6-12 on summer break or school vacation
6-7am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7-8am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8-9am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9-10am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10-11am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11am-12pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12-1pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1-2pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2-3pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-4pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4-5pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5-6pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



7. If the company were to develop or support a child care center and/or a family child care network, what time would you **pick up** your children?

	Children under 6	Children ages 6-12	Children ages 6-12 on summer break or school vacation
6-7am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7-8am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8-9am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9-10am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10-11am	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11am-12pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12-1pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1-2pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2-3pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3-4pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4-5pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5-6pm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part 2: Your Plans to Have or Adopt a Child in the Next Two Years

8. Do you expect to have or adopt a child in the next two years?

- Yes
 No



9. If you plan to have or adopt a child, when would you expect to return to work after the child's arrival?

<input type="radio"/>	Within 4 weeks
<input type="radio"/>	4-6 weeks
<input type="radio"/>	6-8 weeks
<input type="radio"/>	8-10 weeks
<input type="radio"/>	10-12 weeks
<input type="radio"/>	12 weeks or later

10. If you plan to have or adopt a child, what would be your preferred primary type of child care?

<input type="radio"/>	Spouse or partner
<input type="radio"/>	Relative
<input type="radio"/>	Child care center
<input type="radio"/>	Caregiver in your home
<input type="radio"/>	Family child care in provider's home

Part 3: Your Present Child Care Arrangements

11. How many children do you have in each age group below? (Circle number in each category.)

Infant (0-12 months)	0	1	2	3	4	5	6
Toddler (13-23 months)	0	1	2	3	4	5	6
Young preschooler (24-35 months)	0	1	2	3	4	5	6
Preschooler (3-5 years)	0	1	2	3	4	5	6
School Age (6-12 years)	0	1	2	3	4	5	6



12. These questions are about your current child care arrangements for **each child** under 12.

Let's start with your **youngest** child. Is this child:

<input type="radio"/>	An infant (0-12 months)
<input type="radio"/>	A toddler (13-23 months)
<input type="radio"/>	Young preschooler (24-35 months)
<input type="radio"/>	Preschooler (3-5 years)
<input type="radio"/>	School Age (6-12 years)

13. What is the primary type of child care used for this child?

<input type="radio"/>	Spouse or partner
<input type="radio"/>	Relative
<input type="radio"/>	Child care center
<input type="radio"/>	Caregiver in your home
<input type="radio"/>	Family child care in provider's home
<input type="radio"/>	Other:

14.

How many hours per week does this child spend in paid child care?	
---	--

15.

How much do you pay for this care each week?	
--	--

16. Do you have another child age 12 or younger?

- Yes
- No



17. Please answer these questions for your **next youngest child**. Is this child:

<input type="radio"/>	An infant (0-12 months)
<input type="radio"/>	A toddler (13-23 months)
<input type="radio"/>	Young preschooler (24-35 months)
<input type="radio"/>	Preschooler (3-5 years)
<input type="radio"/>	School Age (6-12 years)

18. What is the primary type of child care used for this child?

<input type="radio"/>	Spouse or partner
<input type="radio"/>	Relative
<input type="radio"/>	Child care center
<input type="radio"/>	Caregiver in your home
<input type="radio"/>	Family child care in provider's home
<input type="radio"/>	Other:

19.

How many hours per week does this child spend in paid child care?	
---	--

20.

How much do you pay for this care each week?	
--	--

21. Do you have another child age 12 or younger?

- Yes
- No



22. Please answer these questions for your **next youngest child**. Is this child:

<input type="radio"/>	An infant (0-12 months)
<input type="radio"/>	A toddler (13-23 months)
<input type="radio"/>	Young preschooler (24-35 months)
<input type="radio"/>	Preschooler (3-5 years)
<input type="radio"/>	School Age (6-12 years)

23. What is the primary type of child care used for this child?

<input type="radio"/>	Spouse or partner
<input type="radio"/>	Relative
<input type="radio"/>	Child care center
<input type="radio"/>	Caregiver in your home
<input type="radio"/>	Family child care in provider's home
<input type="radio"/>	Other:

24.

How many hours per week does this child spend in paid child care?	
---	--

25.

How much do you pay for this care each week?	
--	--

26. Do you have another child age 12 or younger?

- Yes
- No



27. Please answer these questions for your **next youngest child**. Is this child:

<input type="radio"/>	An infant (0-12 months)
<input type="radio"/>	A toddler (13-23 months)
<input type="radio"/>	Young preschooler (24-35 months)
<input type="radio"/>	Preschooler (3-5 years)
<input type="radio"/>	School Age (6-12 years)

28. What is the primary type of child care used for this child?

<input type="radio"/>	Spouse or partner
<input type="radio"/>	Relative
<input type="radio"/>	Child care center
<input type="radio"/>	Caregiver in your home
<input type="radio"/>	Family child care in provider's home
<input type="radio"/>	Other:

29.

How many hours per week does this child spend in paid child care?	
---	--

30.

How much do you pay for this care each week?	
--	--

31. Do you receive state assistance in paying for child care?

- Yes
- No



32. If you were to change your child care arrangements, what are the reasons you would be looking for new arrangements? (Check all that apply or check “Not applicable”)

<input type="radio"/>	Hours care is available
<input type="radio"/>	Cost of care
<input type="radio"/>	Location of care
<input type="radio"/>	We'll be moving
<input type="radio"/>	Care will no longer be available
<input type="radio"/>	Child no longer eligible because of age
<input type="radio"/>	Child's needs are changing
<input type="radio"/>	Quality of care
<input type="radio"/>	Child doesn't like it
<input type="radio"/>	Not applicable: I would not be looking for new child care arrangements

33.

How many times have you changed your child care arrangements in the past year?	
--	--

34. In your experience, how easy or difficult has it been to find child care arrangements?

<input type="radio"/>	Very easy
<input type="radio"/>	Easy
<input type="radio"/>	Neither easy or difficult
<input type="radio"/>	Difficult
<input type="radio"/>	Very difficult



35. What problems have you had in arranging for child care? (Check all that apply.)

<input type="radio"/>	Did not know where to begin looking
<input type="radio"/>	Friends or relatives were unavailable
<input type="radio"/>	Most programs were already filled
<input type="radio"/>	Had trouble finding good quality care
<input type="radio"/>	Most care was too expensive
<input type="radio"/>	Had trouble finding choices to suit my child's needs
<input type="radio"/>	Programs were too far away
<input type="radio"/>	Had trouble finding choices to suit my schedule
<input type="radio"/>	My child was too young for programs

36. Have you arrived late to work because of any of the following? (Check all that apply.)

<input type="radio"/>	A problem with child care arrangements
<input type="radio"/>	Child's illness
<input type="radio"/>	Another child-related responsibility

37. Have you missed work because of any of the following? (Check all that apply.)

<input type="radio"/>	A problem with child care arrangements
<input type="radio"/>	Child's illness
<input type="radio"/>	Another child-related responsibility

38. Would having access to more child care that you liked and could afford help you be more productive at work?

- Yes
- No



Part 4: Background Information

39.

What is your 5-digit zip code?	
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40. What is your age?

<input type="radio"/>	18-24
<input type="radio"/>	25-34
<input type="radio"/>	35-44
<input type="radio"/>	45-54
<input type="radio"/>	55-64
<input type="radio"/>	64+

41. Are you:

<input type="radio"/>	Female
<input type="radio"/>	Male
<input type="radio"/>	Other:

42. Are you married or living with a partner?

- Yes
- No

43. Is your spouse or partner employed?

- Yes
- No
- Not applicable



44. How many hours do you usually work each week?

<input type="radio"/>	Less than 20
<input type="radio"/>	20-30
<input type="radio"/>	31-40
<input type="radio"/>	41-50
<input type="radio"/>	More than 50

45. If you had access to more child care that you liked and could afford, would you: (Check all that apply.)

<input type="radio"/>	Work more hours at your job
<input type="radio"/>	Work different hours or a different shift
<input type="radio"/>	Seek a promotion
<input type="radio"/>	Other:



46. Your gross annual household income, before taxes is:

<input type="radio"/>	Under \$10,999
<input type="radio"/>	\$11,000-\$15,999
<input type="radio"/>	\$16,000-\$19,999
<input type="radio"/>	\$20,000-\$29,999
<input type="radio"/>	\$30,000-\$99,999
<input type="radio"/>	\$40,000-\$49,999
<input type="radio"/>	\$50,000-\$59,999
<input type="radio"/>	\$60,000-\$69,999
<input type="radio"/>	\$70,000-\$79,999
<input type="radio"/>	\$80,000-\$89,999
<input type="radio"/>	\$90,000-\$99,999
<input type="radio"/>	\$100,000-\$119,000
<input type="radio"/>	\$120,000-\$139,999
<input type="radio"/>	\$140,000-\$159,999
<input type="radio"/>	\$160,000-\$179,000
<input type="radio"/>	\$180,000+



Employer Based Research

- ⁱ Patagonia’s CEO Explains How to Make On-Site Child Care Pay for Itself <https://www.fastcompany.com/3062792/patagonias-ceo-explains-how-to-make-onsite-child-care-pay-for-itself>
- ⁱⁱ Sierra Nevada Corporation <https://www.sncorp.com/careers/benefits/>
- ⁱⁱⁱ Tuality Healthcare and Other Important Benefits, <http://www.tuality.org/tuality/>
- ^{iv} Bonneville Power Administration Careers: Child Care, https://careers.bpa.gov/New_Employee/child.cfm
- ^v Bureau of Labor and Industries: The Business Case for On-Site Child Care, <http://www.oregon.gov/boli/TA/docs/Onsite%20Childcare%20102015.pdf>
- ^{vi} Patagonia’s CEO Explains How to Make On-Site Child Care Pay for Itself <https://www.fastcompany.com/3062792/patagonias-ceo-explains-how-to-make-onsite-child-care-pay-for-itself>
- ^{vii} University of Chicago, James J. Heckman, The Life-cycle Benefits of an Influential Early Childhood Program, https://heckmanequation.org/assets/2017/01/Garcia_Heckman_Leaf_etal_2016_life-cycle-benefits-ecp_r1-p.pdf
- ^{viii} University of Pennsylvania – High Return on Investment, <https://live-penn-impact.pantheon.io/wp-content/uploads/2016/2015/06/Why-Invest-High-Return-on-Investment.pdf>
- ^{ix} Small Business Administration – Tips for Starting a Successful and Legal Child Care Business <https://www.sba.gov/blogs/7-tips-starting-successful-and-legal-child-care-business>
- ^x Patagonia Family Business: Innovative On-Site Child Care Since 1983 <http://www.patagonia.com/family-business-on-site-child-care.html>
- ^{xi} Patagonia’s CEO Explains How to Make On-Site Child Care Pay for Itself <https://www.fastcompany.com/3062792/patagonias-ceo-explains-how-to-make-onsite-child-care-pay-for-itself>
- ^{xii} Children’s Choice Learning Centers: Bright Horizons Early Education and Preschool <http://www.childrenschoice.com/benefits-of-employer-sponsored-child-care>
- ^{xiii} Children’s Choice Learning Centers: Bright Horizons Early Education and Preschool <http://www.childrenschoice.com/benefits-of-employer-sponsored-child-care>



xiv World at Work Alliance for Work Life Progress: A Business Case for Work-Life Work-Life Effectiveness
Can Impact Your Business

https://www.bc.edu/content/dam/files/centers/cwf/research/publications/executivebriefingseries/Executive%20Briefing_Building%20the%20Business%20Case%20for%20Work-Life%20Programs

xv World at Work Alliance for Work Life Progress: A Business Case for Work-Life Work-Life Effectiveness
Can Impact Your Business

https://www.bc.edu/content/dam/files/centers/cwf/research/publications/executivebriefingseries/Executive%20Briefing_Building%20the%20Business%20Case%20for%20Work-Life%20Programs

