Child Care 101!

“What Commanders Need to Know!”
Army Child and Youth Services
Child Care 101!: “What Commanders Need to Know”

The Prime Directive:

Army Child Development Programs exist to support military readiness by reducing the conflict between Soldiers’ mission requirements and their parental responsibilities.

The Basics:

Ensuring Quality Child Care Programs that are both Affordable and Available for Army Families is a high priority. Indeed, Military Child Development Programs are constantly striving to sustain their status as a “Model for the Nation” for America’s Child Care per the Military Child Care Act, Department of Defense (DoD) policy, and Service baseline standards.

Army Child Development Programs are a direct mission-related necessity for an Army where more than 50% of its members have children under 12 years of age. Child Care is a life cycle service, e.g., used by most career Soldiers at some time during their period of service. However, Child Care is not an entitlement. Regardless of grade, rank, or marital/Family status, Commanders, Soldiers and Families consistently cite Child Care as one of the most important and valuable Quality of Life and Well-Being Services.

The Army provides Child Care – primarily during parental duty hours – to more than 160,000 children ages 4 weeks - 12 years old each year. Care is available at 126 Garrisons in 28 States, eight countries / territories; and in many locations for geographically dispersed Families.

Army Child Development Centers provide Full, Part-Day, Hourly, and Special Event Care.

Army Family Child Care Homes offer Full-Day, Hourly, Part-Day, Extended Hours including “Round-the-Clock” 24-hour Care, and care up to 60 days in quarters and off-post residences.

Army Before/After and Out-of-School Programs deliver School-Age Services during parental duty hours in Army facilities and in partnership with local schools and organizations.

Army Outreach Programs include Deployment Support Services, Parent Co-ops, training and referral of Teen Babysitters for evening/weekend Hourly Care, partnerships with community organizations such as Head Start, State and Local Pre K Programs, On-Site Group Hourly Care for command events and outreach to Off-Post Army Affiliated Child Care Programs.

Success of these programs is ultimately measured by improved Soldier and Family readiness and a reduction in lost duty hours due to a lack of Affordable, Quality Child Care.

The Numbers:

<table>
<thead>
<tr>
<th>Army Child Development Centers</th>
<th>154</th>
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<tbody>
<tr>
<td>Army Family Child Care Homes</td>
<td>2059</td>
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<tr>
<td>Army School-age Centers/Sites</td>
<td>135</td>
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<tr>
<td>Army Outreach Programs</td>
<td>87</td>
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The Topics:

• Readiness, Retention, and Child Care (TAB A)
  Military Child Care exists to support force readiness by reducing the conflict between Soldier parental responsibilities and mission requirements. Per Army Sample Survey of Military Personnel (SSMP) (Spring 2002) 27% of enlisted Soldier parents using Child Care lost duty time in a three month period due to the lack of Child Care. This reflects a rising trend, up from 20% in 1995 and 23% in 1999.

• Child Care Availability (TAB B)
  Military parents have unique Child Care needs not easily met in the private sector. Care options required on most Garrisons include: Full-Day Care for working parents, Hourly Care to support volunteers and group functions, Deployment Child Care, Shift Work, and Long-Term Care options unique to each Garrison. Each installation has a Child Care Operations Plan that addresses Child Care needed, patron eligibility criteria, and how and where that Child Care is to be delivered both on and off post.

• Child Care Availability: Hourly Child Care (TAB C)
  Hourly Child Care can be provided through different options, e.g., dedicated spaces or rooms in the Child Development Center, dedicated spaces in Family Child Care Homes and / or designated hourly care Family Child Care Homes, specified rooms / areas in Garrison facilities that can be used on a short-term basis for on-site group functions; special evening / weekend Center openings.

• Child Care Quality: DoD Certification and National Accreditation (TAB D)
  Certification is the DoD equivalent of state licensing of CYS Programs and focuses on health, safety, child abuse prevention, and baseline program requirements [renewable each year]. National Accreditation is awarded by outside professional associations and focuses on curriculum, staff training, child supervision, ratios, and adult/child interactions [valid for three / five years].

• Child Care Affordability: Parent Fees (TAB E)
  Child Care fees for working Families are based on Total Family Income (inclusive of Basic Allowance for Subsistence and Basic Allowance for Quarters of the senior member regardless of where they reside, e.g., on or off post) and are calculated on a sliding scale. Higher income Families pay proportionately more, though by no means the true cost of care they receive. Full-Day and Part-Day fees are based on Total Family Income – not rank or civilian grade. The Military Child Care Act requires at least a 50/50 match of appropriated funds to the fees generated in Child Development Centers. Family Child Care fees should be subsidized to allow Providers to charge comparable rates to ensure fee equity for Soldiers using home based care. Hourly Care fees are based on a flat rate regardless of income.

• Deployment Child Care Support (TAB F)
  Deployment Cycle Child Care options help Families cope with mission related Child Care needs that have emerged as the Army fights the Global War on Terrorism. Child Care services may include: Extended Hours (AM & PM) of operation; “Round-the-Clock” 24-Hour Care and Long-Term Care in designated Family Child Care Homes; On-Site Child Care to support Family Readiness Groups; and Hourly Respite Care that provides “a parenting break” for custodial parents/legal guardians when Soldiers are deployed.

• Army FCC Online (TAB G)
  Army FCC Online is an Information Tool that provides a virtual tour of Garrison child care options in government quarters for parents seeking home based child care; a Business Tool that allows Family Child Care Providers to showcase their Homes/Services; and a Management Tool for CYS staff to help monitor and fill child care vacancies. This new tool will revolutionize how parents chose child care.

• CYS Coordinator’s “Pink Panther” Checklist (TAB H)
  In March 06, your CYS Coordinator was given the “CYS Coordinator Review, Analysis, and Follow-Up Checklist” (aka as the “Pink Panther”). Know the current issues and trends in CYS and just what your CYS Coordinator is being held accountable for via the “spotlight” of the Pink Panther checklist. Use it to see how well YOUR Child Care Program “Measures Up.”

• Child Care Indicators of Success (TAB I)
  How do you know when your CYS Program is on track? By understanding the indicators of a successful Garrison Child Care Program and requiring accountability for outcomes that signify success.
“Readiness, Retention, and Child Care”
Army Child and Youth Services

CHILD CARE 101! “Readiness, Retention, and Child Care”

WHEN COMMANDERS ASK: “Why are DoD and the Army in the Child Care Business?”

BACKGROUND: For many years Military Child Care Services were provided informally through parent cooperatives, by wives’ clubs, or other private organizations. The post-Vietnam Volunteer Army and the increased number of women and dual military couples in the Armed Forces dramatically increased child care requirements. This added pressure, on an unregulated child care system, created unsafe conditions for children in care. Facilities were makeshift, staff were untrained and minimally compensated; quality programming was limited. These circumstances, plus several large scale sexual abuse cases in Military Child Care Centers and Homes, prompted Congress to pass the Military Child Care Act in 1989. The purpose was to improve the quality, availability, and affordability of Military Child Care. Major changes occurred; in 1997 Military Child Care Programs, previously regarded as the “ghetto of child care,” were declared a “Model for the Nation” by Congress and the White House.

Today, the Department of Defense operates the largest “employer-sponsored” child care program in the country serving over 300,000 children at over 300 locations world-wide in Child Development Centers, Family Child Care Homes, Before and After School Programs (for children 4 weeks – 12 years) and thru Military Affiliated Community Based Child Care Programs in Garrison Catchment areas and Military Sponsored Community Based Child Care Programs for geographically dispersed families. Child Care is a workforce issue that affects the readiness, performance, and retention of Soldiers.

MISSION: Army Child Care supports readiness and well-being of families by reducing the conflict between military mission requirements and parental responsibilities.

FACTS:

1. Unique factors make child care a readiness issue for the Department of Defense.
   - Military families are younger than their civilian counterparts and live away from extended families
   - Off-post Child Care is costly and limited – especially for infants & toddlers… usually the greatest need
   - Care is required 10-12 hours per day, early AM, weekends, and PM hours not available off post
   - Care in support of Family Care Plans are needed to meet mission requirements
   - Off post options are limited overseas, at remote sites, and for geographically dispersed families.
   - Child Care needs become extensive during mobilization, deployment, and contingency operations

2. 27% of enlisted Soldiers and 20% of Officers reported lost duty time in a three month period because of the lack of child care (Sample Survey of Military Personnel–Spring 2002).

3. There are 363,482 Active Component children who are eligible for Army Child Care Programs.
   - The Army serves 161,595 children through Army Operated Child Care Options at 126 locations around the world and Army Affiliated Off Post Options at 9 GDPR garrisons
   - Army Sponsored Community Based Child Care Options are available in some states for geographically isolated/dispersed Soldiers who do not have access to Garrison Child Care.
Army Child and Youth Services
CHILD CARE 101! “Child Care Availability”

WHEN COMMANDERS ASK: How Do I Know If There Are Enough Child Care Spaces On My Installation?

WHY IS “AVAILABILITY” IMPORTANT? Each Garrison contributes to the overall Army requirement for Child Care Spaces necessary to meet Congressional intent, DoD Social Compact metrics and the Army Standard for increasing the availability of care from 65% of the unmet demand Army wide to 80% Army wide by FY 13.

CYS staff review Garrison demographics and mission requirements to determine local child care needs. The “available” Child Care Spaces that can actually be delivered on each Garrison is quantified using CYS metrics to allocate types of child spaces by age groups, (e.g., infant, school-age), to be provided in different care settings, (e.g., centers, family child care) and where families reside…both on and off-post.

Each Garrison’s Child Care Space capability is important because “Child Care Spaces” are the annual unit of issue for funding through the Management Decision Package (MDEP) Quality Child Care Services (QCCS). Determining the number and type of child spaces on each post occurs as part of the annual requirement to update the Installation Child and Youth Operations Plan (ICOP). Funding plus ups & decrements must be linked to numbers of child spaces to be delivered as the unit of measure.

Validation and accountability for child spaces actually delivered is a key outcome of the annual Garrison Child Care Program self assessment & validation by the Installation Management Command as part of the DoD Certification Inspection. These results must be briefed to Commanders.

POLICY:
• Services are generally provided in facility and home based delivery systems for Full-Day, Part-day, and Hourly Care both on and off-post. Extended Hours Care is often provided in home-based options.

• On-post child care options include Child Development Centers and School-age Programs, Family Child Care Homes, Outreach Program Options to include short term On-Site Child Care, Volunteer Child Care in Unit Settings, and partnerships with other Garrison activities, e.g., Chaplains, MWR Activities.

• Off-post child care options include Family Child Care Homes in private residences, local partnerships with schools, access to centrally funded & managed Military Child Care In Your Neighborhood spaces.

• Metrics are used to allocate child spaces by age groups, program types, delivery systems & locations.

WHAT A COMMANDER NEEDS TO KNOW ABOUT AVAILABILITY:
1. CYS metrics provide parameters for determining the most efficient and effective mix of child spaces.
2. CYS staffing levels derived from the CYS Staffing Template are based on child spaces to be delivered.
3. Child attendance in CYS Programs must be validated and documented hourly by Child Care management staff & FCC Providers to avoid “over and overstaffing.” Vacancies must be filled promptly.
Finger Tip Facts about Child Care Availability

1. The number and type of Child Care spaces (e.g., infant care versus preschool age care in Child Development Centers) drive costs and are the basis for CYS Activity Based Costing efforts.

2. Child Care capability is measured by “Child Care spaces.” In FY 06, the Army funded over 67,000 child care spaces. Each installation “delivers” a certain number of these spaces per their capability and need.

3. A limited number of Army Sponsored Community Based Child Care Spaces are currently available for families who can not access on-post Army Operated Child Care options.

4. Army Child Care Programs serve 161,595 children annually.

As a Commander you may ask:

★ What is the “right mix” of child spaces in my CYS Facilities and Family Child Care Homes?

The following “child space availability metrics” are a guide. Generally your Garrison should have no more than a 5% plus or minus differential for any given metric.

<table>
<thead>
<tr>
<th>AGE GROUP METRICS FOR CHILD SPACES IN CHILD DEVELOPMENT CENTERS 0 – 5 yrs</th>
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<tbody>
<tr>
<td>INFANTS</td>
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<td>15%</td>
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<tr>
<th>PROGRAM TYPE METRICS FOR CHILD SPACES IN CHILD DEVELOPMENT CENTERS 0 – 5yrs</th>
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<td>FULL-DAY</td>
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<td>70%</td>
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<table>
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<tr>
<th>DELIVERY SYSTEM METRICS FOR ALL CHILD SPACES 4 WKS – 12 YRS</th>
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<tbody>
<tr>
<td>CDC 6 WKS – 5 YRS</td>
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<td>40%</td>
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</table>

★ My Child Development Center has 300 Spaces, but there are only 258 children enrolled. My expenses were the same as if all Spaces were filled. What could be the problem?

1. **Over Staffing.** Some installations hire caregiving and administrative staff for their facility design capacity rather than for their actual child spaces being delivered. Since labor expenses are the greatest cost in a CDC, this practice can quickly result in a negative net income before depreciation (NIBD).

2. **Use of Facility Space.** Sometimes programs enroll fewer children in a room than the ratios permit, but still retain the same number of staff. When classroom space is diverted for use as offices and training areas there are fewer available child spaces available to generate revenue and serve children on the waiting list.

3. **Child: Staff Ratios.** Labor scheduling in a CYS facility is one of the most important roles of a director. Centers need a mix of full-time, part-time, and flex staff to accommodate the ebb and flow of children. **Too many ratio staff for the number of children increases expenses,** e.g., 3 staff for 10 children in a School-age Program, where the ratio requirement is 1 staff for 15 children. Ensure that all “ratio” staff members carry a full caseload.

4. **Failure to Implement the CYS “Compensatory Enrollment” Policy.** This allows a facility director to enroll up to 10% more children in a given room to compensate for children who are absent. For example in a 40 capacity classroom, four additional children may be enrolled as full-time patrons (total of 44) at no additional staffing expense provided there is documented evidence that four of these 44 children are absent MOST days.

5. **Low Utilization of Hourly Care Rooms.** Staffing a separate room with two staff members all day long regardless of the number of children present is not cost effective. Try **limiting the hours to high demand periods,** generally 1000 - 1400. **Utilize FCC Homes** and **provide care on-site** when groups of children need care.
TAB C

“Child Care Availability: Hourly Child Care”
WHEN PARENTS SAY: “There’s Not Enough Hourly Child Care!”

BACKGROUND: Hourly Child Care is a service for parents needing short term child care on an intermittent basis. This child care option is one that is uniquely military in nature. Hourly Care is virtually unknown in the private sector where extended family members and long time neighbors often provide care for each other during personal appointments, volunteer activities, social and work related functions, and needed breaks from parenting! As Army Transformation troop movements occur, and the Global War on Terrorism continues, the requirement for Hourly Care on most Garrisons will increase. Providing a balance of Full-Day Care versus Hourly Care is difficult but necessary to support families in transition, those with deployed spouses, and Army volunteers.

POLICY: Garrison Commanders are authorized to:

- Designate a specific number of Hourly Care spaces in Child Development Centers (NTE 15% of the total available child spaces).
- Establish Hourly Care Family Child Care Homes with provisions to compensate Providers for a guaranteed number of care hours so they have a stable income.
- Require patrons to make Hourly Care reservations to ensure cost effective scheduling of staff.
- Allow “drop-in” Hourly Care on a space available basis when other children are absent.
- Set aside Hourly Care Child spaces for special purposes such as in-processing, volunteers, emergency situations, transition care & deployment cycle support (e.g., respite, reunion, R&R care).
- Provide on-site Hourly Care for groups of children whose parents attending the same function.
- Train and refer Babysitters to provide Hourly Care in Soldiers’ homes.

WHAT COMMANDERS SHOULD KNOW ABOUT HOURLY CARE:

1. Hourly Care fees are established as a flat rate in the annual Army CYS Fee Policy guidance.
2. Hourly Care children often experience separation anxiety since they are unfamiliar with the daily routine. Physically separating them in larger centers (over 198 capacity) from children attending Full-Day and Part-Day programs helps stabilize the classroom environment for regularly enrolled children and allows staff to provide the extra attention that is frequently required for Hourly children. Regardless of the size of the Center, Hourly Care and Regularly Scheduled children may be combined for up to two hours during early morning arrival and end of day departure periods.
3. Hourly Care needs should be documented in each Installation’s Child and Youth Operations Plan, including increasing Hourly Care options as part of CYS Deployment and Transition support services.
4. Don’t assume that Hourly Care is not available. Each month ask CYS staff “how many hours of hourly child care were available?” and “how much was actually used?” Unused Hourly Care Spaces have a significant negative impact on the NAF “bottom line.” Army policy requires that a loss of income from “holding designated hourly care spaces” be covered by other funding – rather than from increased fees for other CYS patrons.
Finger Tip Facts About Hourly Care

1. Army Volunteers are the largest users of “routine” Hourly Care.

2. As needed, some full-day care spaces may be converted to Hourly care spaces on an interim basis in accordance with the CYS Mobilization and Contingency Plan.

3. Loss of income from “holding designated Hourly Care spaces” that are not fully utilized may not be recouped by increasing fees for other CYS patrons.

As a Commander you may ask:

★ I am familiar with Hourly Care in Child Development Center and Family Child Care Programs. Are there other options to provide Hourly Care?

STACC (Short Term Alternative Child Care) can be provided in buildings where group functions regularly take place, e.g., the Community Club, Chapel, Recreation Center. These sites require less stringent facility standards because the parents are present in the same or immediately adjacent building. STACC sites are frequently used for Army Family Team Building classes, Family Readiness Groups (FRGs), unit functions, chapel activities, and organization luncheons. Fees charged for this service should be collected by the sponsoring organization who will arrange payment mechanisms with CYS.

VCCUS (Volunteer Child Care in Unit Settings) involves one Unit providing child care for another Unit during a Unit function. Unit volunteers receive nominal training from CYS staff prior to the event and have access to toys and equipment from the CYS lending library. There are no child care fees for this service, as CYS is not providing the actual care.

Babysitter Training and Referral Services are provided as part of CYS Outreach Services. Teens can be trained through an installation 4-H Club project and then referred to parents calling in to the CYS Central Enrollment office.

★ Parents complain, “There’s not enough hourly care!” … What do I do?

Almost ALL CYS programs offer some kind of Hourly Care...however, many Hourly Spaces go unused. Parent perceptions, however, may be another matter.

• Parents may prefer Hourly Care in a Child Development Center, although vacancies often exist every day in Family Child Care Homes. Ask “what is being done to market FCC Hourly Care?”

• Parents may expect CDC Hourly Care rooms to be open all day, 0600-1800, when in fact a history of low usage can not justify that many hours of staffing. Generally, Hourly Care rooms are filled only during the peak hours of 1000-1400. Ask “what other options are available for providing Hourly Care in off peak hours, e.g., early morning and late afternoon?”

Encourage FRGs, Clubs and Organizations to schedule their meetings on days and times when the CDCs are not filled to capacity.

• Although Hourly Care spaces may exist, the CYS reservation system for Hourly Care may be unfriendly! In one instance, parents were required to show up in person to make reservations. In another, reservations were only accepted on the first Tuesday of the month – resulting in parents making a month’s worth of reservations “just in case.” By noon, all spaces were filled for the next 4 weeks – with a monthly no-show rate of 40%! Be a “Mystery Shopper.” Call for Hourly Care reservations and see how customer friendly your garrison CYS Program is to its customers.
“Child Care Quality: DoD Certification/National Accreditation”
Army Child and Youth Services

CHILD CARE 101! “Child Care Quality: DoD Certification & National Accreditation”

WHEN COMMANDERS ASK: “What is the Difference Between Certification and Accreditation?”

BACKGROUND:

DoD Certification is based on an Army internal evaluation process conducted by Army HQ staff to ensure Garrison Child Development Centers, Family Child Care Homes and School-age Programs meet minimum DoD/Army Standards. DoD Certification is the Garrison’s CYS Program “license to operate” and is considered the equivalent of state licensing.

National Accreditation is based on an external evaluation process conducted by an outside professional accrediting body. National Accreditation focuses on a higher level of performance than DoD Certification and is measured against national standards and professional benchmarks.

POLICY:

• PL 104 –106 requires all CYS Programs to meet DoD standards (DoD Certification) and Child Development Centers (0 --5yrs and 6-10 yrs) to meet National Accreditation standards. Family Child Care Homes will meet National Accreditation standards per Army policy.

• Garrisons must convene a multi-disciplinary team to conduct an annual self-inspection which serves as the basis for an annual unannounced DoD Certification inspection by the Region or Higher Headquarters (Army/DoD).

• The Garrison Commander is responsible for ensuring Garrison CYS program and proponent agencies, (e.g., Civilian Personnel Office (CPO), Department of Public Works (DPW), Safety, Army Community Service, Preventive Medicine), are held accountable for correcting findings within 90 days and before the Garrison’s DoD Certificate to Operate can be granted.

• DoD Certification is granted on an annual basis and is a prerequisite for National Accreditation.

• National Accreditation (valid for 3-5 years) is granted from the following national accrediting bodies:
  ✦ Centers: National Association for the Education of Young Children (NAEYC)
  ✦ School-age Programs: National After School Association (NAA)
  ✦ Family Child Care Homes: National Association for Family Child Care (NAFCC)

WHAT COMMANDERS NEED TO KNOW ABOUT QUALITY:

1. DoD Certification & National Accreditation processes provide “outside eyes” to ensure Garrisons attain & sustain Child Care Program quality to protect children’s health, safety & well being.

2. DoD Certification and National Accreditation are on-going, quality improvement processes.

3. It is more difficult to sustain National Accreditation status than to initially achieve it.

4. CYS staff must be held accountable through job performance objectives for quality outcomes.

5. Quality outcomes and financial performance of Child Care Programs are positively linked.
Finger Tip Facts About Quality

1. In January 2007:
   - 97% of Army Child Development Centers are currently accredited
   - 97% of Army School-age Programs are currently accredited
   - Only 19 Garrisons have Family Child Care Systems with accredited Homes

2. CYS Accreditation “Tiger Teams” and IMCOM Center of Expertise staff are available to mentor and support Garrison program staff through the accreditation process.

3. Accreditation Status of Garrison CYS Programs is reported monthly to higher headquarters.

As a Commander you may ask:

★ Why are both Certification and Accreditation necessary?

Certification is DoD’s way of ensuring consistency and predictability among Military Services and from installation to installation. Certification standards represent “the median” of state requirements and allow Garrison programs to be evaluated consistently using a common set of DoD standards, in lieu of state licensing officials conducting on-post installation child care inspections.

Accreditation serves as the “extra pair of eyes” – outside validation that CYS Programs meet industry-determined benchmarks. National Accreditation status represents well-managed, quality programs, and is a tangible way of ensuring Army/DoD funding produces measurable results.

★ Is it true that if we follow DoD/Army standards, (e.g., child/adult ratios, “teacher qualifications”) we won’t be accredited?

Untrue. In some instance DoD/Army standards differ from National Accreditation Standards. Consequently, sometimes staff may insist “we have to lower the ratios of staff/children (i.e., from 1:4 infants to 1:3 infants)” or, “we have to hire more direct services staff with degrees” or “we can’t get accredited because of high staff turnover.”

If these statements were valid, no Military Child Care Programs would be accredited!!! Also, other than the cost of the administrative process, installations should have few, if any, additional costs to meet the Accreditation standards if they already meet DoD Certification standards.

Do these factors present a challenge? Of course, but there are alternative equivalencies and interpretations where DoD/Army and Accreditation standards vary. Don’t let this be an excuse!!!!!

★ How can I ensure my installation is on track with DoD Certification & Accreditation?

- Use your Installation Child Care Evaluation Team to identify the strengths and correct weaknesses in your CYS Programs prior to the annual inspection. There should be no surprises when the higher headquarters inspection team completes their assessment.
- **Personally take outbriefs** following DoD Certification Inspections and Accreditation Visits.
- **Ask for monthly updates** on the status of your programs that are not accredited and weekly updates for corrective actions required within 90 days for DoD Certification.
- **Request assistance** from CYS Accreditation Tiger Teams and IMCOM Center of Expertise through command channels.

★ I understand that National Accreditation Fees periodically increase. Will we receive additional funding to cover these costs?

Army will centrally fund most additional costs. Installations will continue to pay a reasonable share including TDY for assessors and endorsers as needed.
"Child Care Affordability: Parent Fees"
CHILD CARE 101! “Child Care Affordability: Parent Fees

WHEN PARENTS SAY: “The Fees for Child Care are Too High!”

BACKGROUND: The Military Child Care Act requires Department of Defense (DoD) to establish a consistent method for setting fees for families needing Child Care on a regular basis for work or school related purposes.

Total Family Income is used to establish a DoD uniform fee structure to be used consistently among Garrisons and across the Services. This fee structure, issued annually for the upcoming School Year, encompasses six income categories. Department of the Army sets hourly care rates and publishes them in conjunction with the annual DoD Fee Policy guidance.

POLICY:

- Child Care is a service, not an entitlement like medical services or Commissary privileges.
- Garrison Commanders select installation child care fees for full-day and part-day care Child Development Centers and School-age Programs patrons using the established fee ranges linked to the DoD six income categories. Extraneous fees and charges are not authorized.
- Procedures and documents used to determine and validate total family income are outlined in the DoD/Army Annual Fee Policy.
- Each Garrison CYS program must complete an annual DoD Fee Report.
- Installation Internal Review personnel must conduct an annual Fee Review to ensure processes for proper determination and documentation of Total Family Income are in place.

WHAT COMMANDERS SHOULD KNOW ABOUT THE CYS FEES:

1. Fees are based on Total Family Income, not rank or civilian grade.
2. All patrons using DoD/Army Child Care pay reduced fees. Those using care for work purposes resulting in higher family incomes pay proportionately more, but by no means, the true cost of the Child Care they receive.
3. Commanders are authorized to give multiple child discounts and grant financial hardship waivers.
4. Fees should be set to ensure parents pay a “fair share” of Child Care costs – total revenue from parent fees in Child Development Center and School-age Programs should cover between 66% and 75% of caregiving staff salaries and benefits.
5. Factors such as: number of families receiving multiple child discounts, fees charged off-post, local labor costs, and hours of operation required to meet the mission needs of Soldier parents should be considered before installation fees are established.
6. A CYS Revenue Projection Tool is available for staff to use to determine the impact of these factors and help Commanders make informed decisions about what fees should be charged.
Finger Tip Facts About Child Care Fees

1. Fees in DoD Child Care programs are usually at least 25% lower than fees charged by comparable community based child care programs. (Note: Off post programs charge more for infants and toddlers so Garrison fee “offsets” for these age groups will be higher.)

2. Army Child Care fees are generally lower than other DoD Child Care program fees.

3. The most frequently charged Army fee for full day care is $397 per month. This fee includes at least 10 hours of care, two meals, and up to two snacks each day. This equates to $1.60 per hour.

4. Babysitter charges range from $5.00-$10/hour; the Army standard Hourly Care fee is $3.50.

As a Commander you may ask:

★ Is Total Family Income (TFI) a “fair” way to determine fees?

- The intent of the Military Child Care Act is for parents to pay a “fair share” of their work related Child Care expenses, hence the use of total family income as a major fee determinant. Fees are based on Total Family Income – Not rank or civilian grade. All families using Military Child Care, regardless of their total family income, have their fees reduced. Those with higher incomes pay a higher share.

- The DoD has established the Total Family Income definition used to determine patron fee categories.

★ Parents complain: “The fees are too high!” What do I do?

- Involve your Parent Advisory Council to help other parents understand how fees are determined.
- Ensure your staff use the CYS Fee Policy Tool Kit: It Pays to INVEST in Quality

CYS UPDATE

What You Get For Your Child Care Dollar

<table>
<thead>
<tr>
<th>DoD Policy: Soldier Out of Pocket + Army Offset = DoD $ Rate</th>
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<tr>
<td>What the Soldier Pays</td>
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<tr>
<td>PFC with spouse in school w/infant</td>
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<td>$2,035 = Monthly Total Family Income (TFI)*</td>
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<tr>
<td>DoD Child Care Fee Category I</td>
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<tr>
<td>Army Average Fee $196 per month</td>
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<td>$.74 per hour</td>
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<td>$2,935 + $1,274 = $4,209 Monthly TFI*</td>
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<td>• Up to 22 snacks/month</td>
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<td>• Nationally Accredited Care</td>
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<td>• Up to 12 hours child care/day</td>
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<tr>
<td>• Up to 264 hours child care/month</td>
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<tr>
<td>• Two weeks/year “free” for leave</td>
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* Monthly TFI for calculating child care fees

http://www.armymwr.com
TAB F
“Child Care Deployment Support”
Army Child and Youth Services

CHILD CARE 101! “Child Care Deployment Support”

WHEN PARENTS SAY: “We Need Child Care During Times of Deployment!”

IS CHILD CARE DEPLOYMENT SUPPORT AUTHORIZED? Public Law 107-314 (Dec. 2, 2002) authorizes: “needed family support, including child care, education and youth services, for children of members of the Armed Forces who are deployed, assigned to duty, or ordered to active duty in connection with a contingency operation.” This is “in addition to any other assistance available for such families”.

WHAT COMMANDERS SHOULD KNOW ABOUT DEPLOYMENT CHILD CARE SERVICES:

1. Each installation CYS Program has a Mobilization and Contingency (MAC) Plan that documents local capability to address its unique deployment child care needs and identifies required resources.

2. Deployment child care services augment, not replace, existing Garrison Child Care services. Parents need not be current CYS patrons to use Deployment Child Care options. Any custodial parent or legal guardian caring for a child of a deployed Soldier/DoD civilian is eligible.

3. Deployment Child Care services for patrons residing on or near an Army installation will generally be delivered through the Garrison Child Care system, e.g., Child Development Centers, Family Child Care Homes, School-age Programs, and Outreach Services, e.g., on-site group care and referral of trained CYS babysitters. Other sources of care, e.g., chaplains and local community agencies may deliver services in coordination with the CYS Program. Child care provided by “unregulated individuals/family members” or non-legally operating community programs are not authorized providers of deployment care.

4. Implementing guidance outlining priority and optional Deployment Child Care services that may be offered was issued through the Installation Management Agency (now Installation Management Command) to Garrisons 4 May 2006.

5. CYS Supplemental Funding is intended to offset some Garrison CYS deployment expenses and to help relieve Soldiers of additional Child Care costs related to the Global War on Terrorism mission.

6. All Deployment Child Care services are subject to the availability of funds and demonstrated need. CYS Supplemental Funding is provided on a fiscal year basis.

7. Garrisons providing CYS Deployment Child Care services must file monthly reports to higher headquarters outlining services provided and funds expended in order to be reimbursed for these expenses. See “GWOT Deployment Support Services Tool” posted on the CYS Professional web site.
Finger Tip Facts About Deployment Child Care Services

1. 320,731 children and youth have used CYS Deployment Services

2. Army Child Care Programs provided:
   - 1,869,962 hours of deployment related child care (60% hourly care and 40% extended hours care)
   - 11,295 On-site Hourly Care sessions to support Family Readiness Groups, Chaplain activities, Unit Deployment Briefings, and other community functions.

3. Installations heavily impacted by the Global War on Terrorism report that most (80%) of CYS staff and FCC Providers have or had deployed spouses.

As a Commander you may ask:

★ What Services are Garrisons Authorized to Provide? Have Services Been Prioritized?

Garrisons may provide the following priority Deployment Child Care services at low/no cost:
- Extended Duty Care (no cost beyond normal duty day)
- Extended Hours of Operation, in CYS Programs (later closing times, special opening/events)
- On-site Group Child Care for command/unit/ Family Readiness Group functions
- Outreach Services to reduce stress on school-age children (camps, outings, instructional classes)
- R&R Hourly Child Care in Garrison operated and sponsored programs (10 free care hours per child)
- Transportation to access CYS programs (no cost when transporting parent is deployed)
- Additional meals provided in extended care settings

Garrisons may provide the following optional Deployment Child Care services at low/no cost:
- Respite hourly care (5 free hours per child per month while Parent Soldier is deployed)
- Reintegration/Reunion hourly care (16 free hours within 45 days of Parent Soldier’s return)
- Deployment Fee discounts in CYS Garrison Programs (up to 15 % while Parent Soldier is deployed)
- Unit Training Assembly (Weekend Drill Care for Reserve Component units preparing for deployment)
- Unique Garrison Child Care support/services for families impacted by the Global War On Terrorism

★ What Services are available through private organizations?

Operation Purple is a series of summer camps especially for children of deployed Service Members. For more information contact the National Military Family Association at 1-800-260-0218.

★ What Services are available for geographically dispersed families? Some families go “home” to live with relatives while their Soldiers are deployed.

Operation: Military Child Care is a Army Sponsored community based initiative that subsidizes child care fees of children of geographically dispersed Active Component, Army National Guard and Army Reserve .families while Soldier parents are deployed.

Operation: Child Care is a community based Child Care initiative that provides some free hours of “Child Care for National Guard, Reserve, and geographically dispersed Service members during their R&R time at home from Operation Iraqi Freedom and Operation Enduring Freedom. This care is intended for families unable to access R&R care provided through Garrison Child Care Programs. For more information contact Child Care Aware at 1-800-424-2246 or www.ChildCareAware.org.
TAB G

“Army FCC Online”
Army Child and Youth Services

CHILD CARE 101!: “Army FCC Online”

WHEN COMMANDERS ASK: What is Army FCC Online? How Does it Help Parents Seeking Care, Family Child Care (FCC) Providers, and the CYS Program?

WHAT IS ARMY FCC ONLINE? Army FCC Online is a web based:

Information Tool that provides a virtual tour of Garrison child care options in on and off post Family Child Care Homes for parents seeking home based child care;

Business Tool that allows FCC Providers to showcase their Homes/Services;

Management Tool for CYS staff to help monitor and fill child care vacancies.

The virtual tour of Garrison FCC Homes on and off post includes pictures (e.g., indoor activity area, outdoor activity area, eating area) and text sections explaining the Provider’s services and available child care spaces. Army FCC Online visibly demonstrates that parents can expect caring, responsive relationships; safe environments; planned daily learning experiences, and good communication with their children’s Providers.

Army FCC Online is Helpful for Parents:

- **Unfamiliar with FCC Homes:** Army FCC Online introduces them to a variety of Providers and offers a simple yet comprehensive way to explain the Army FCC program including the supervision, training and support Providers receive.

- **With an initial reluctance to use FCC Homes:** It offers the possibility of further exploration rather than automatically ruling out this option. Army FCC Online addresses concerns and questions some parents have about FCC & makes all FCC homes “visible” & counters the perception that FCC is “behind closed doors.”

- **Who know and prefer using FCC Homes:** It makes comparisons among the Homes easy and convenient. And it gives each Provider an equal chance to compete for prospective customers, likely driving up quality!

How Does It Work?

Army FCC Online is the first of its kind in the nation! It is web based and includes a public section (i.e. on Internet) and a password protected secure section accessible to prospective patrons at CYS Central Enrollment Registry or FCC Office.

The public section describes the Garrison FCC Program & contact information for parents.

The secure section allows parents to search for care and view profiles of all Garrison or specific Providers with vacancies that “match” the age of the child and desired location. Parents making a PCS move may view FCC Provider Profiles at their new Garrison.

FCC Providers create their own Provider Profiles with help from FCC staff and Youth volunteers, e.g., taking pictures and writing text & update vacancy information directly onto Army FCC Online.
Frequently Asked Questions Concerning Army FCC Online

As a Commander you may ask:

Is Army FCC Online available at my installation?

The Answer should be YES! Garrison FCC and Outreach Services Staff have been trained and have written procedural guidance outlining the “how to’s” for implementing FCC Online. An on-line training course is now available through the MWR Academy at www.mwraonline.com. All Garrisons with a FCC Program have posted their FCC Program Profile on the Army FCC Online website, but not all Garrisons have ALL their FCC Homes “live” on line for parents to see. Check with your FCC Director to determine your Garrison’s status.

How do parents access the public and secure FCC Online sites?

- The public site of Army FCC Online is available at: http://www.ArmyFCC.army.mil.
- Security considerations require individual FCC Home Profiles to be viewed on site at CYS Central Enrollment Registry or FCC Offices.

It seems everyone wants center-based care. Explain further how Army FCC Online encourages parents to consider home based options?

Parents may initially have many reasons why FCC is not their first choice for child care. Parents may perceive or believe that:

- a. FCC is less safe than CDC care because Providers work at home alone
- b. Providers are not as professional or do not have as much training or skill as their CDC counterparts
- c. Children will not learn as much in an FCC Home
- d. It is too intimidating to visit a FCC Home without knowing what to see and expect

Army FCC Online helps to dispel these perceptions by:

- a. Outlining the oversight and supervision Providers receive
- b. Displaying Providers’ qualifications & credentials which place them on a par with their CDC counterparts. (Providers complete the same training as CDC staff.)
- c. Demonstrating through text and pictures the opportunities children have to grow and learn in appropriate child-oriented environments similar to the opportunities provided in CDCs
- d. Allowing parents to view all available Providers so that parents can narrow down the search to only those Providers who will best suit their needs

How does Army FCC Online help increase the quality of FCC Homes?

Let’s face it - even though FCC Providers are warm, caring individuals who have a genuine interest in caring for children, it is also a business. An “intended consequence” of Army FCC Online is that parents have the opportunity to do some “comparison shopping.” Providers who do not receive as many referrals as their colleagues may soon realize that getting their Child Development Associate Credential or National Family Child Care Home Accreditation leads to a lower turnover rate. A little competition is a good thing!

Call Your CYS Coordinator to Book Your Own “Private Tour” of Army FCC Online Today!
TAB H

Keeping Up with the “CYS Pink Panther”
Army Child and Youth Services

CHILD CARE 101! Keeping Up with the “CYS Pink Panther”

WHEN COMMANDERS ASK: “What My Coordinator Is Currently Accountable For?”

WHAT IS THE “CYS PINK PANTHER”? At the March 06 CYS Training in Alexandria, VA, CYS Coordinators were given a “CYS Coordinator Review, Analysis, and Follow-Up Checklist.” This “Pink Panther Checklist” as it has become known, outlines CYS priorities and upcoming areas of focus. Coordinators are accountable for ensuring they understand the applicability of the checklist items to their CYS Program; can articulate the issues to Command and Higher Headquarters; and are “On Target” or have a Viable Action Plan to correct any deficiencies. Progress is monitored by CYS Region Staff and will be assessed as part of the DoD Certification Inspection. The “Pink Panther” checklist will be updated as needed enabling them and YOU to remain current with CYS issues, trends & initiatives and know what they and their staff are being held accountable for - certain outcomes that will be reflected in their annual performance ratings.

WHAT ARE THE CURRENT PRIORITIES AND AREAS OF FOCUS FOR CHILD DEVELOPMENT PROGRAMS?

Financial Management
✓ Check with NAF FM to validate QCCS funding received
✓ Report funding levels and shortfalls to Command and Region staff
✓ Identify APF requirements for 07 budget requirements
✓ Analyze and implement Child Development Program and Classroom Management Basics e.g. labor scheduling, staffing patterns, use of standard position descriptions to maximize use of available funding

CDC/SAS Accreditation
✓ Carefully Monitor Accreditation Status to ensure no lapses occur
✓ Personally Review Program Descriptions/Annual Reports prior to submission to Higher HQ
✓ Spot Check staffing/curriculum/condition of program each time you visit CDC/SAS Program

CDC Facilities Standard Designs
✓ Use the new Standard Designs for all CDC Construction for School-Age Children

CYMS
✓ Run CYMS reports and review them with managers on a monthly basis. Key reports include Global Household Trial Balance; Activity Trial Balance; Bill Code/Tran Code Review Report; and Household Audit Report
CDC Programming/Pre-K Initiative

☑ Provide a "Heads Up" to Staff that the Army CYS Pre-K Initiative is on its way
☑ Thoroughly review Activity Schedules to ensure they are comprehensive, coordinated, based on individual as well as group needs, and being routinely followed

Army Family Child Care

☑ Review and support Army FCC Online implementation
☑ Address Unauthorized Care
☑ Consider instituting or expanding FCC HOP Homes or new FCC CD, CYS, Mildly Ill Homes
☑ Assess current procedures to support providers during PCS moves

Inspections

☑ Ensure ICYET truly produces a thorough and fair evaluation of the Child Development Program
☑ Be open and honest with the RCYET Team

Garrison Rapid Improvement Team (GRIT)

☑ Begin plan to formalize GRIT
☑ Identify areas where assistance is needed NOW and request through IMCOM

Fees

☑ Compare Installation Fee Review Report data to Army data and assess impact on DoD SY 06/07 Fee Model
☑ Use “It Pays to Invest in Quality” Fee Tool Kit to provide consistent and predictable fees within the DoD Fee Ranges

CYS Waiting List

☑ Validate waiting list patrons
☑ Establish CYS “alias” email account to send updates and information to waiting list patrons

CYS Registration Process

☑ Ensure Customer Service Standards
☑ Maximize CYMS Capability

CYS Deployment Support Services

☑ Ensure all GWOT Expenses are properly accounted for in Department Code GF
☑ “Secret Shop” Military One Source

How Does YOUR CYS Program Measure up?
TAB I

“Child Care Indicators of Success”
Army Child and Youth Services

CHILD CARE 101! “Child Care Indicators of Success”

WHEN COMMANDERS ASK: “How Do I Know That My Child Care Program is Successful?”

SUCCESS INDICATORS:

☆ Services support the mission, e.g., full-day, hourly, shift care, extended hours, transition care,
☆ The Child Development Program is certified to operate (DoD/Army Certification)
☆ Child Development Centers, School Age Programs, and some Family Child Care Homes are nationally accredited by outside professional organizations
☆ Local fee policies are based on most current DoD/Army Child Care fee guidance
☆ Staff training and compensation reflect Military Child Care Act requirements
☆ Program requirements for five years are documented in the Child & Youth Operations Plan
☆ Program delivers a FY “allocation” of Child Care Spaces funded by IMCOM thru Management Decision Package (MDEP) Quality Child Care Services (QCCS)
☆ Support services (e.g., Respite Care, R&R Care) meet Child Care needs of deployed families
☆ Program outcomes are measured against CYS Quality, Availability, and Affordability metrics

SUCCESS PRODUCES THESE OUTCOMES:

☆ Predictable, Quality, Affordable Child Care options for the Expeditionary Force
☆ Improved Soldier/family readiness and reduction in lost duty time due to lack of Child Care
☆ Adequate Child Care spaces and services to meet local needs and DoD/Army goals
☆ Reduced stress on children and spouses of deployed Soldiers
☆ Affordable fees for Soldiers and sustainable funding requirements for the Army
☆ Stable and competent Child Care workforce that supports spouse employment
☆ Child Care operational efficiencies that meet IMCOM expectations for Common Levels of Support
☆ Accountable Child Care program staff and satisfied Child Care customers

Each Commander must be able to say:
“My Garrison Child Care Program is a “Model for the Nation”!!!!!!”