



Signature Report

April 18, 2000

Ordinance 13812

Proposed No. 2000-0237.1

Sponsors Phillips and Nickels

1 AN ORDINANCE adopting the King County child care
2 wage incentive pilot proposed budget, standards and
3 administrative guidelines.

4 STATEMENT OF FACTS:

- 5 1. The King County council on July 19, 1999, passed Ordinance 13591
6 which recognized the need for better wages and benefits for child care
7 teachers and directed the executive to develop a proposal to implement
8 a child care wage incentive pilot.
- 9 2. King County is the first county in the nation to pass legislation
10 related to improving child care teacher wages.
- 11 3. The King County executive developed the implementation proposal
12 for the child care wage incentive pilot in consultation with key
13 stakeholders, child care experts and others to ensure inclusion of diverse
14 perspectives on child care best practices.

15 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

16 SECTION 1. The King County child care wage pilot proposal, included as
17 Attachment A to this ordinance, is hereby adopted, with the following additions and

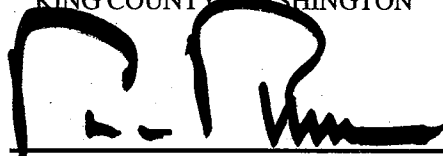
18 revisions:

- 19 1. The target area for the pilot program is expanded to include rural East King
20 County as well as South King County.
- 21 2. Child care providers meeting the eligibility requirements for the pilot program
22 at the time of application will be given priority in selection over providers proposing to
23 meet requirements after selection.
- 24 3. The budget is revised to reduce costs for administration and evaluation and
25 increase funding for wage subsidies, as shown in Attachment B to this ordinance.
- 26

Ordinance 13812 was introduced on 4/3/00 and passed by the Metropolitan King County Council on 4/17/00, by the following vote:

Yes: 10 - Mr. von Reichbauer, Ms. Miller, Ms. Fimia, Mr. Phillips, Mr. Pelz, Ms. Sullivan,
Mr. Nickels, Mr. Pullen, Mr. Gossett and Ms. Hague
No: 3 - Mr. McKenna, Mr. Vance and Mr. Irons
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Pete von Reichbauer, Chair

ATTEST:



Anne Noris, Clerk of the Council

APPROVED this 28 day of April, 2000.



Ron Sims, County Executive

Attachments A. Child Care Wage Incentive Pilot Proposal and Budget.doc, B. Revised Budget Dated 3-13-00.xls

13812

**Child Care Wage Incentive Pilot
Proposal and Budget**

**Presented to the
Metropolitan King County Council
October 15, 1999**

Prepared by
King County Child Care Program
Community Services Division
Department of Community and Human Services

King County Child Care Wage Incentive Pilot

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King County Child Care Wage Incentive Pilot January 2000 through December 2005

I. Introduction

Metropolitan King County Council Ordinance 13591, directs the King County Executive to develop a proposal for a Child Care Wage Incentive Pilot. The major goal of the pilot is to increase retention among child care workers and improve the quality of child care. The Ordinance states that King County shall offer to County contracted child care programs the opportunity for a pilot incentive program in which the County shall subsidize child care teacher wages. The Ordinance further directs the Executive to define benefit requirements, develop standards, overall administrative guidelines and the funding level for submission to the Council by October 15, 1999.

It is important to note that the State of Washington Department of Social and Human Services (DSHS) Office of Child Care Policy (OCCP) is also developing a career development wage ladder pilot. At least 28 child care programs in King County will be part of the state pilot. Moreover, the City of Seattle is considering a similar program designed to increase professionalism and wage levels for child care teachers who work for City of Seattle child care programs. The King County Child Care Program will administer the County pilot and will work with staff from OCCP and the City of Seattle to coordinate efforts.

Purpose and Intended Outcomes

The purpose of the King County Child Care Wage Incentive Program is to:

- Provide child care workers with wage subsidies that recognize their education, experience and job responsibility;
- Reward or provide incentives for the professional development of individuals entering the child care field;
- Promote the retention of child care workers who have demonstrated a commitment to their careers by acquiring additional education and training;
- Encourage the recruitment and retention of qualified staff with the appropriate culturally relevant and linguistic skills to address the needs of all children and families;
- Build on existing systems by utilizing current training programs for the Child Development Associate (CDA) certification;
- Generate data regarding the effectiveness of different approaches in improving the quality of child care and building a skilled labor force in the child care field;
- Evaluate the potential for replication or expansion of these approaches into related areas as appropriate.

Recommendations from Key Stakeholders and Experts

A series of meetings with key stakeholders was convened to provide recommendations on benefit requirements, standards for the graduated pay scale, indicators of quality, along with other criteria. This group included representation from child care teachers, child care program directors, child care advocates, child care licensers, early childhood instructors, a child care union, King County Labor Council, Child Care Resources, King County Children and Family Commission, Puget Sound Educational Services District Head Start, DSHS Office of Child Care Policy, and the City of Seattle Comprehensive Child Care Program. A summary of stakeholder feedback can be found in Appendix C. King County Child Care Program (KCCCP) also surveyed child care providers, and held a focus group with child care program directors to receive their feedback on key elements of this proposal. In addition, KCCCP consulted the following experts and incorporated their recommendations into the body of the pilot design: Dr. Sharon Lynn Kagan, recognized expert in the field of Child Development and Social Policy at Yale University; Dr. Marcy Whitebrook, Co-Director of the Center for the Child Care Workforce; and Dr. Rick Brandon, researcher on child care policy at the University of Washington.

II. Implementation Plan

The Child Care Wage Incentive Pilot plan defines the benefit requirements, recommends the standards for review and approval of proposed pay scales, and other procedures and policies. This implementation plan is based on the assumption that it is the intent of the ordinance to have wage subsidies be used exclusively for child care worker wages and that County funds allocated under this ordinance not be used to supplant existing child care worker wages. As directed by ordinance, the pilot program is scheduled to operate for five years.

A University research design will be used to evaluate the effectiveness of this approach in improving child care quality through teacher compensation, training and benefits.

Target Area

KCCCP provides child care subsidies for low-income families who live in King County, outside the City of Seattle. Subsidies are provided through a vendor/voucher system and contracts are with child care programs throughout King County. Training and technical assistance is provided only to contracted child care programs outside the City of Seattle. (The City of Seattle provides training and technical assistance to contracted child care programs within City of Seattle limits). Because of the limited funds currently available for this pilot, it is recommended that the pilot concentrate in the area where the majority of KCCCP families utilize child care. Eighty-five percent (85%) of KCCCP families place their children in child care in South King County. Furthermore, the 112 contracted

child care providers located in South King County are 61% of KCCCP's contracted providers. The vast majority of these programs have subsidy enrollments of close to 50%. Therefore, it is recommended that the pilot be implemented in South King County.

Eligible Participants

The child care wage incentive ordinance limits participation to child care providers who meet the following requirements:

- *Participating child care providers must be a person, non-profit or for-profit organization contracting with King County to provide child care services. (County contracted providers have a Vendor Service Agreement (VSA) with King County Child Care Program);*
- *Participating child care programs must offer staff a fringe benefits package that includes health insurance, a minimum of 12 days paid vacation, a grievance procedure with binding arbitration as a final step, and a retirement program;*
- *Participating child care programs must also develop, propose and pay its teachers on a graduated pay scale that is based on education, responsibilities and experience;*
- *Participating providers can be a signatory to a collective bargaining agreement as an alternative to offering these benefits.*

Additional Eligibility Requirements

The following eligibility requirements are also being proposed to ensure that this pilot has a wider impact on a greater number of teachers, children, and families within the King County region:

- child care programs must be licensed for 25 or more children;
- child care programs must serve children between the ages of 2 and 5 years old.

Recruitment

All contracted child care centers in South King County will receive an invitational application package. Providers who are interested in participating in the program will need to complete an application, attend a technical assistance meeting and agree to a site visit from KCCCP. Participants with applications that meet the eligibility requirements will then be selected through a random process. Funding is available for approximately 7-10 child care programs, depending on the size of the teaching staff.

Implementing the Subsidy

Providers selected to participate in the program may receive a wage subsidy of up to one dollar per hour for each employee. No provider can receive more than \$20,000 per calendar year in wage subsidies. The amount of subsidy that any one program may

receive will be determined by both the number of staff and actual hours worked.

III. Participation Standards

Once selected to participate in the child care wage pilot, child care programs will need to continue to meet the requirements of the ordinance and adhere to KCCCP policies and procedures. The following participation standards include the minimum requirements to be offered for employee benefits as well as graduated pay scale requirements.

Participating child care providers can be a signatory to a collective bargaining agreement with its employees, or offer the following fringe benefits to their employees and have a graduated pay scale in place for their employees.

Fringe Benefits Standards

1. Health Insurance will be provided for all eligible employees, the health plan, at a minimum, must contain the elements found in the Washington State Basic Health Plan.
 - The employer must pay at least 50% of the health insurance premium;
 - Employees must not be required to wait more than 90 days for health insurance coverage;
 - Health insurance must be pro-rated for part time employees (20 hours per week) or 15 hours for School Age Providers.
2. Paid Leave, which includes sick or vacation leave, will be provided for all eligible employee.
 - Employees will be eligible for a minimum of 12 days paid leave and 8 additional paid holidays;
 - Paid leave will be prorated for full time/part time employees.
3. Programs must have grievance procedures.
 - The grievance procedures will be written into the personnel policies and available to each employee;
 - The grievance procedures must include the steps to conflict resolution;
 - Binding arbitration must be included as the final step;
 - The employer will pay 50% of the cost associated with binding arbitration and the employee will pay 50%.
4. A retirement plan will be available for all eligible employees.
 - Employer will set up a retirement benefit plan and pay initial set up fee;
 - Employees can make contributions after 90 days on the job;

- All employees including part time staff may participate;
- Employees must be able to roll over the retirement plan into another account upon termination of employment;
- Employer must match the employee contributions to the retirement plan by a minimum of 10%.

In accordance with the ordinance, *starting with the initial participation date*, if a contractor **fails** to provide within *3 months for health and leave benefits and 6 months for a grievance procedure and retirement benefits*, as described in this section, that contractor's eligibility to participate in the Child Care Wage Incentive Pilot will be revoked.

Graduated Pay Scale Standards

A graduated pay scale based on years of experience, job responsibility and level of education for child care workers must be developed by the participating child care programs. KCCCP will review and approve all graduated pay scales based on the following minimum requirements, which are in accordance with the model work standards developed by the Center for Child Care Workforce:¹

- Job titles for each position;
- Experience required for each position;
- Education required for each position;
- Scale starts at or above minimum wage for staff with no high school diploma (before the wage subsidy);
- An incremental pay scale that reflects a wage increase of at least 3% based on education and experience;
- For child care workers working with children, experience is based on years working directly with children in a state licensed (or exempt) early childhood, child care or school age program;
- Scale is adjusted for cost of living at least every two years;
- A written policy describing how new employees are placed on the scale and how scale includes employee's progress;
- Job titles are in accordance with current DSHS minimum licensing standards.

KCCCP will provide participating programs with sample pay scales.

¹ Creating Better Child Care Jobs: Model Work Standards for Teaching Staff in Center Based Child Care by Center for the Child Care Workforce, 1998

Monitoring and Compliance

The ordinance states that the Executive shall establish standard procedures for monitoring the operations of participating child care programs to ensure compliance with County requirements.

KCCCP currently conducts annual on-site assessments of contracted child care programs to monitor and evaluate their performance in four areas: administration, health and safety, teacher/child interactions and learning environment by age groups. After completion of the assessment, KCCCP staff will discuss the results with the child care program director and work together to set goals for improvements. Child care programs with reported issues are visited more frequently.

The child care programs in the pilot will be visited at least once each month. The minimum areas to be evaluated include program administration and teacher/child interactions in classrooms.

The assessment tool used by KCCCP is a compilation of material from the following sources: Community Coordinated Child Care for Central Florida, Inc., the City of New York Human Resources administration, the NAEYC accreditation project, Thelma Harms Early Childhood Environment Rating scale, the City of Seattle Comprehensive Child Care Program, and the King County Child Care Program.

Investigation and Resolution of Complaints

KCCCP will investigate all employee complaints regarding contract compliance issues. If validated, KCCCP will work with the child care provider to correct the problem.

Sanctions for Failure to Meet County Standards

Child Care programs that fail to meet the fringe benefit standards and graduated pay scale standards will not receive reimbursements until compliance with County standards is met.

IV. Training and Technical Assistance

In addition to teacher wages, training is another key element towards retention of child care teachers and improving child care quality. Research supports the theory that the more training and education teachers possess, the more skilled they will be at providing child care services that enhance all children's social, emotional, physical and cognitive development.

Teacher Training

King County Child Care Program proposes using (in the first year and for one time only) *Health and Human Service* funds to provide:

- Training in early childhood education for up to approximately 100 teachers participating in the Child Care Wage Incentive Pilot.
- Incentives for a comparison group of child care programs not participating in the Child Care Wage Incentive Pilot.
- Training for child care program directors participating in the wage pilot.

The training would focus on teachers who do not currently have their Child Development Associate Certificate (CDA) or 45 credits in early childhood education. During year one of the pilot, eligible teachers would enroll in early childhood classes and receive their CDA over a 3-quarter period.

Participation Incentives

A comparison/control group will be selected, as part of the research design, to determine if the wage subsidy had any effect on reducing teacher turnover and improving quality. The comparison group will receive a small incentive of up to \$1,000, which may be used to purchase child care program material, supplies or equipment.

Director Training

Director training will be provided to assist child care employers in meeting the standards to participate in the Child Care Wage Incentive Pilot. Quarterly training and support will be provided using the training model developed by the Center for Child Care workforce entitled *Taking On Turnover*. This training will focus on employee benefits, compensation, and other employee issues.

V. Evaluation Design

The ordinance requires the Executive to monitor and evaluate changes in staff turnover and other indices of quality.

It is important to undertake research that accurately describes and evaluates the impact of the wage incentive program on the quality of children's care. For this reason, several prominent researchers were consulted on how to evaluate the effectiveness of the pilot. Dr. Whitebrook's² comments best summarize their collective sentiments. "This pilot will be an important contribution to the child care field and our efforts to improve teacher wages." This pilot is particularly crucial in light of The National Child

² The National Child Care Staffing Study, by The Child Care Employee Project, Principal Investigators Whitebrook, Phillips, and Howes, 1988

Care Staffing Study Report which specifically calls for public investments in the area of wages explicitly targeted to building a skilled and stable child care workforce.

Design Elements

Towards this end, Dr. Sharon Lynn Kagan, Senior Researcher in Child Development and Social Policy at Yale University, suggests that we use some form of experimental research to test the hypotheses that increased wages and benefits will increase child care quality. A true experimental design should have the following components: baseline indicators established at the beginning of the pilot, a control or comparison group, manipulation of independent variables, and randomization and control of extraneous variables.

Dr. Rick Brandon, researcher on child care policy at the University of Washington suggests that a research team comprised of a faculty member and a University graduate student be selected to:

- 1) Shape the research design; 2) oversee data collection; 3) administer the Early Childhood Environment Rating Scale (ECERS); 4) Train KCCCP staff on data collection and interviewing techniques; 5) analyze the data; and 6) write the research reports.

Using these basic elements, KCCCP will develop Request For Qualification standards that will be used to select a researcher for the Child Care Wage Incentive Pilot. At this time, funding has only been identified for year one of the pilot evaluation.

VI. Data Collection and Reports to Council

Each year of the wage pilot, King County Child Care Program will collect the following data elements from all participating sites; and report results to the King County Council by April 15 and October 15:

- Participant graduated wage scale and changes as a result of Ordinance 13591.
- Fringe benefits provided to employees.
- Employee wages and any changes as a result of Ordinance 13591.
- Employee current level of experience and changes as a result of Ordinance 13591.
- Employee level of education and changes.
- Staff turnover.
- Participant's collective bargaining status.
- Tracking of individual recipients of the wage subsidy.
- Tracking of employee complaints and their resolution.

- Interviews with directors and teaching staff to collect qualitative data.
- Other relevant data as needed.

VII. Program Administration and Staffing

The King County Child Care Program Coordinator will provide administrative oversight and supervision of project staff hired to implement this pilot program. Responsibilities will include: overseeing and developing a process to identify and hire a researcher/evaluator for the program, hiring staff, developing policy and procedures, selecting pilot participants, writing semiannual reports for submission to council, and updating relevant stakeholders regarding program activities.

The Provider Services Supervisor will work with agencies to provide programs with training and support for child care providers; assist with pilot start up, implementation and ongoing operations; and provide supervision and technical assistance to the child care program representative, and provide oversight for child care provider data collection and analysis.

A Child Care Program Representative (.5 FTE) will be hired to oversee project implementation. The Representative will serve as the participating vendor's primary liaison with KCCCP. The Representative will develop and monitor contracts, serve as an informant to the researcher, conduct site assessments, including meeting with the director to provide training and technical assistance. The Representative will also provide training and technical assistance through coordination of on-site training, materials assistance and other relevant training. The Representative will meet regularly with program staff; manage and maintain files, enter data into the child care ACCESS data base, and assist the Coordinator with data for semiannual reports to the council.

An Office Technician II (.29) will provide clerical support for the project, process invoices, provide technical assistance to providers on billing/invoice issues, and enter data into the database.

VIII. Project Budget

Administration

KCCCP will hire a .5 FTE Child Care Program Representative to oversee project implementation. The Representative will serve as the participating vendors' primary liaison with KCCCP. The Representative will develop and monitor contracts, collect data (on and off-site) and provide technical assistance. A .29 OTH fiscal will assist with processing invoices, provide clerical support and process research data. Information and Telecommunications Services (ITS) will develop a MIS/ACCESS system to manage the project invoicing and data collection.

Total cost - \$54,868 (includes \$2,518 for ongoing transportation costs and \$17,000 in one time only ITS and workstation costs)

Wage Subsidies

Upon receiving approval that all contractual requirements have been met, participating child care vendors will receive up to \$1 per hour per employee (for a maximum of \$20,000 per year). Calculation of the wage subsidy total is based upon an average of seven programs qualifying for the maximum amount each year ($\$20,000 \times 7.15 = \$143,000$). Programs with less than ten staff members will receive less than the \$20,000 in subsidies.

Total cost - \$143,001.

Evaluation

Evaluation is necessary to determine the effectiveness of the child care wage pilot on improving child care quality and reducing child care worker turnover. The evaluation component budget is based on using a comprehensive university model as recommended in the Evaluation Design section of this proposal.

Total Evaluation Cost \$50,000 - \$60,000 per year³

IX. Summary

Current literature and research on child care stresses the importance of high-quality early childhood care in the healthy development of children and in the economic stability of families. Ordinance 13591 clearly details the County's role and commitment to improving the quality of child care in the region by offering wage incentives that encourage child care workers to participate in training opportunities. While other states and counties have undertaken different approaches to address the national child care crisis, King County is the first to implement a wage subsidy pilot, such as described in this proposal. It is hoped this model will have successful outcomes that can influence other governmental entities to make a commitment to improving wages for child care workers.

³ The King County Children and Families Commission will fund evaluation in year one only.

**Child Care Wage Ordinance
Stakeholder's Group**

First Name	Last Name	Company/ Representation	Address	City	State	Zip	Phone
Laura	Wells	Child Care Resources, Manager County-wide Resource & Referral	15015 Main Street #206	Bellevue	WA	98007	253-852-1908 ext. 201
Billie	Young	City of Seattle Comprehensive Child Care Program, Manager and representing Child Care Works	618 2 nd Avenue Alaska Bldg-4 th Fl.	Seattle	WA	98104	206-386-1143
John	Burbank	The Economic Opportunity Institute Author of Early Childhood Education Career Development Ladder	PO Box 31151	Seattle	WA	98103	206-694-6797
Charlotte	Jahn	Dept. of Social and Health Services Office of Child Care Policy, Licensor	2809 26th Ave. S., N56-1	Seattle	WA	98144	206-721-6734
Debbie	Sztain	Shoreline Community College Parent/Child Center, Teacher	16565 21 st Ave. NE	Seattle	WA	98155	206-362-2403
Ester	Ames	YWCA Family Village Director	16601 NE 80 th	Redmond	WA	98052	425-556-1348
Val	Brown	Emerald Child Development Ctr. Worthy Wages Task Force	7004 37th Ave. S.	Seattle	WA	98118	206-841-3017
Carol	Maurer	Children and Family Commission Coordinator	516 3rd Avenue, 4th Floor	Seattle	WA	98104	206-296-5219
John	Bancroft	Puget Sound Education Service Dist. Executive Director, Head Start	400 SW 152nd Street	Burien	WA	98166	206-4396910 ext. 6922
Rich	Feldman	King County Labor Council	2800 First Avenue	Seattle	WA	98121	206-461-8408
Pat	Stevens	Mustard Seed Child Care Center Director	12835 SE Newport Way	Bellevue	WA	98006	425-643-6639
Denise	Halloran	Dept. of Social and Health Services Coordinator for State Wage Pilot	PO Box 45700	Olympia	WA	98504	360-902-8042

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Child Care Wage Ordinance
Stakeholder's Group

First Name	Last Name	Company/ Representation	Address	City	State	Zip	Phone
Angela	Hicks	Tiny Tots Child Care Center Director	8302 1/2 Renton Ave. S.	Seattle	WA	98102	206-723-1591
Kim	Cook	SEIU District 925	2900 Eastlake Ave. E. #230	Seattle	WA	98102	206-328-7275
Judith	Geil	Wallingford Child Care Program Teacher, Childcare Union Project	2115 North 42 nd Street	Seattle	WA	98104	206-632-3200
Jean	Bombadier	City of Seattle Comprehensive Child Care Program	618 2 nd Ave. Alaska Building 4 th Floor	Seattle	WA	98102	206-386-1147
Dorothy	Gibson	SEIU District 925 Childcare Union Project Organizer	2900 Eastlake Ave. E. #230	Seattle	WA	98102	206-328-7275

Stakeholders Final Recommendations Shaping the Criteria

Child Care Wage Incentive Pilot participants will offer the following fringe benefits for its employees:

A. Health Insurance

1. Minimum of 50% employer paid.
2. Waiting Period will not exceed 90 days.
3. Prorated for part time employees (20 hours per week/15 hours per week for school age providers).

B. Paid Leave

1. Minimum of 12 days paid leave, such as vacation and sick leave.
2. Minimum of 8 paid holidays.
3. Prorated leave benefits for part time employees.

C. Grievance Procedure

1. Written in personnel policy and available to each employee.
2. Clear steps to resolution.
3. Binding arbitration
 - Shared cost 50/50 employer/employee

D. Retirement

1. Employer will set up a Retirement Benefit Plan.
 - Employees must be able to make contributions within 90 days of employment
2. Plan is for all employees, part time and full time.
3. Plan must be eligible to roll over into another account when employee leaves.
4. Employer must match employee contribution by a minimum of 10%.

E. Graduated Pay Scale

1. Basic criteria
 - a) Job title
 - b) Experience
 - c) Education
2. Pay scale
 - a) Start at minimum wage or above for no high school diploma (before subsidy)
 - b) Scale must increase a minimum of 3% based on education and experience
 - c) Experience is based on years worked directly with children in a state licensed (or exempt) early childhood, child care, or school age program.
 - d) Entire scale must be adjusted every two years for cost of living.
 - e) Employer must have a written policy regarding the graduated pay scale, describing how new employees are placed on the scale and how employees progress on the scale. Job titles must be in accord with state licensing minimum standards.
 - f) The King County wage subsidy can not apply to an employee whose wage is subsidized by another funding source (example Head Start, OCCP, etc.)

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Summary of Provider Telephone Survey September 1999

Total Sample = 21 Providers (2 North King, 5 East King, 14 South King County)

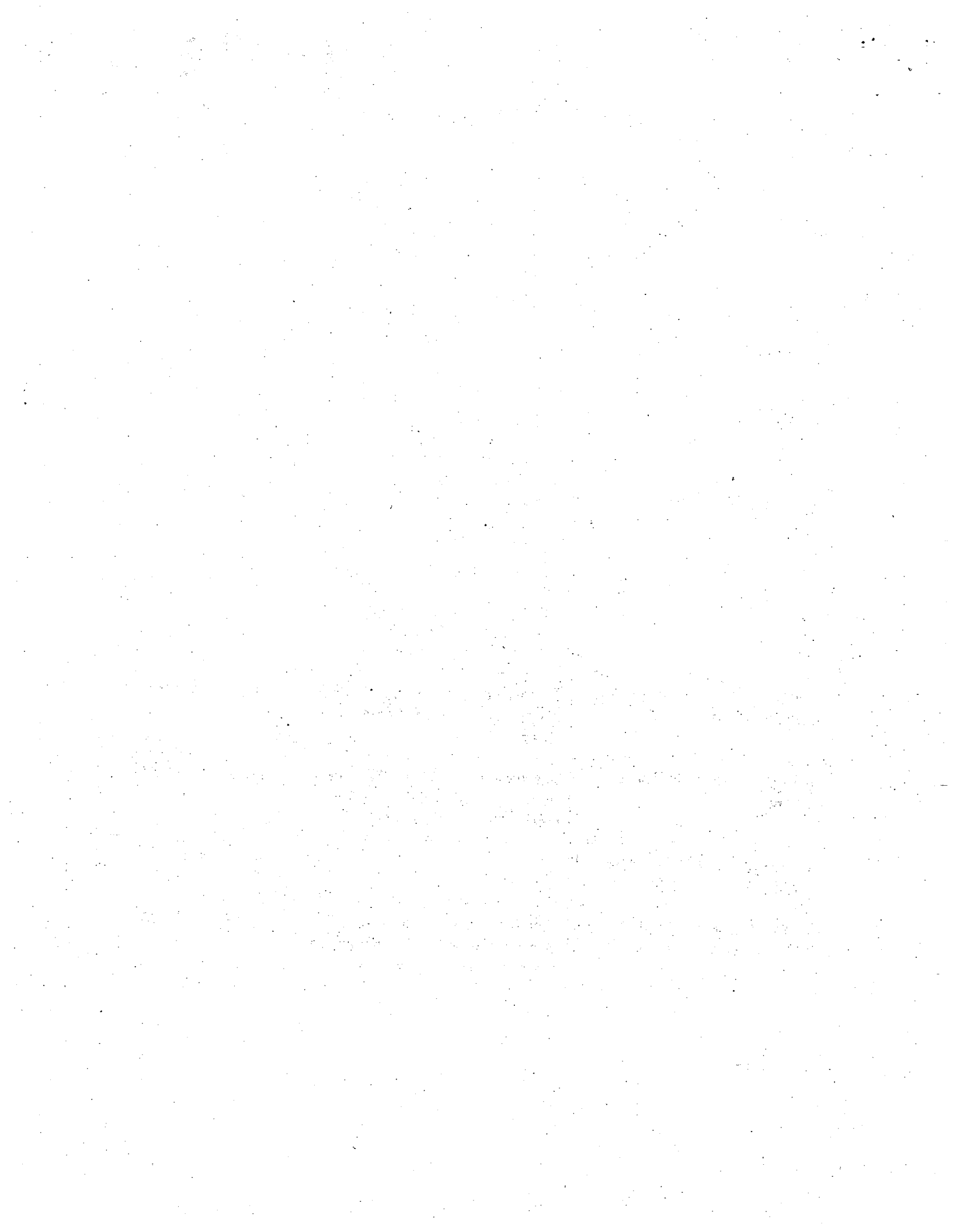
1. Health Benefits	2. Paid Leave	3. Grievance	4. Retirement	5. Pay Scale
<p>Offer health insurance:</p> <p>Yes—15 providers (71%) No—6 providers (29%)</p> <p>Of those with insurance program, who is covered?</p> <p>Full time only—10 providers Full & part time—5 providers</p> <p>Portion employer pays:</p> <p>25%—1 provider 50%—4 providers 80%—1 provider 100%—1 provider</p> <p>\$90/mo—1 provider \$100/mo—1 provider \$150/mo—1 provider</p> <p>\$50 2nd year, \$70 after 5 yrs—1 provider \$50 2nd year, \$100 after 5 yrs—1 provider</p> <p>Waiting period:</p> <p>30 days—1 provider 60 days—2 providers 90 days—8 providers 6 mo.—3 providers 1 year—1 provider</p>	<p>Offer paid leave:</p> <p>Yes—21 providers (100%)</p> <p>Who is covered?</p> <p>Full time only—6 providers Full/part-time—15 providers</p> <p>Provide Sick Leave:</p> <p>Yes—16 providers (76%) No—5 providers (24%)</p> <p>5-7 days/yr—14 providers 12 days/yr—2 providers</p> <p>Vacation Paid:</p> <p>Yes—20 providers No—1 provider</p> <p>1 wk 2nd year—13 providers 1 wk plus increases after 2nd year—7 providers</p> <p>Paid Holidays:</p> <p>6-7 per year—6 providers 8-9 per year—8 providers 10-11 per year—3 providers</p>	<p>Have written procedures:</p> <p>Yes—15 providers (71%) No—6 providers (29%)</p> <p>Who makes the final decision?</p> <p>Owner—11 providers Director—7 providers Board—2 providers Management Team—1 provider</p> <p>Do you know what binding arbitration is?</p> <p>Yes—9 providers (43%) No—12 providers (57%)</p> <p>If including binding arbitration in your policy made you eligible for the Wage Subsidy, would you agree to add it?</p> <p>Yes—4 providers No—3 providers Unsure/Maybe—12 providers</p>	<p>Offer retirement plan:</p> <p>Yes—6 providers (29%) No—15 providers (71%)</p> <p>What is offered?</p> <p>1-15% match—1 provider 4-20% match—1 provider 401K—2 providers Varies based on years worked there—1 provider \$50-100 benefit package can be applied to retirement—1 provider</p> <p>When is it offered?</p> <p>After 3 mo—1 provider After 6 mo—1 provider After 1 yr—2 providers After 2 yrs—1 provider</p>	<p>Written pay scale based on experience/education?</p> <p>Yes—10 providers (48%) No—11 providers (52%)</p> <p>What is the lowest wage (no education or experience)?</p> <p>\$5.90—4 providers \$6.00-6.25—4 providers \$6.50—7 providers \$7.00—2 providers \$7.25—1 provider \$8.00—1 provider</p> <p>What is the highest wage & experience/education?</p> <p>\$6.75 (2 yrs/STARS)—1 prov. \$7.10 (3 yrs)—1 provider \$7.50 (2 yrs)—1 provider \$8.00 (4 yr/CDA)—1 prov. (3 yr/AA-ECE)—1 prov. \$8.25 (10 yr/AA)—1 provider \$8.50 (2 yr/CDA)—2 providers \$9.00 (2 yr/AA)—1 provider \$10.00 (14 yr/BA)—1 provider (ECE deg) \$10.50 (8 yr/ECE)—4 providers \$10.92 (3 yr/ECE)—1 provider \$11.75—1 provider \$12.00 (10 yr/CDA)—1 provider</p>

Child Care Wage Subsidy Proposal Budget

	Year 1	Year 2	Year 3	Year 4	Year 5
OTII .29 FTE	\$9,017	\$9,378	\$9,753	\$10,143	\$10,549
CCP Representative .5FTE	\$26,333	\$27,386	\$28,482	\$29,621	\$30,806
2 Computer Workstations	\$5,000				
Transportation	\$2,518	\$2,568	\$2,620	\$2,672	\$2,726
Wage Subsidies 7-10 providers	\$143,001	\$140,000	\$140,000	\$140,000	\$140,000
ITS/Database development 160 hours @ 75.00 per hour	\$12,000				
Evaluation (1 grad student \$20,000, Faculty consultant \$15,000, \$10,500 research design and 10% admin)	\$50,000	\$55,000	\$50,000	\$55,000	\$60,000
Total - University Research model	\$247,869	\$234,332	\$230,854	\$237,436	\$244,080

King County Child Care Wage Incentive Pilot Timeline

Tasks	Comments	Date Completed
Marketing and recruitment for child care wage pilot	Recruitment efforts will include written correspondence and outreach to isolated and diverse communities.	January 15, 2000
Selection of agency to conduct the child care wage pilot evaluation	An RFQ process will be used to select the pilot evaluator.	February 1, 2000
Selection of pilot participants and the control group	The pilot evaluator and members of the child care wage pilot stakeholder group will assist in the selection process	March 1, 2000
Formation of Child Care Director support group	"Taking on Turnover" training will be conducted by an approved trainer with the Center for Child Care Workforce	Begins March 1, 2000
Complete child care wage contracts	Standard county contracts will be used in addition to having a Vendor Service Agreement.	March 31, 2000
First semi-annual report to the King County Council	This will be a baseline report of the participating child care programs	April 15, 2000
Spring quarter child care training	Teachers without their CDA or 45 credits in ECE will be eligible to receive the CDA training	Begins May 3, 2000
Process first reimbursements for child care wage subsidies		May 1, 2000
Second semi-annual report to the King County Council	This report will include some information on staff turnover and other indices of quality	October, 15, 2000



REVISED BUDGET

13812 (Attachment B)

Revised 2/3/13/00

Child Care Wage Subsidy Proposal Budget

	Year 1	Year 2	Year 3	Year 4	Year 5
DCHS cx funding					
OTII .29 FTE	\$9,017	\$9,378	\$9,753	\$10,143	\$10,549
CCP Representative .5FTE	\$0	\$0	\$0	\$0	\$0
2 Computer Workstations	\$0	\$0	\$0	\$0	\$0
Transportation	\$2,518	\$2,568	\$2,620	\$2,672	\$2,726
Wage Subsidies 7-10 providers +\$20,000 one-time from C&FC	\$174,334	\$179,386	\$180,482	\$181,621	\$182,806
ITS/Database development 160 hours @ 75.00 per hour	\$12,000				
Total - Child Care Wage Subsidy Proposal	\$197,869.00	\$196,332	\$197,855	\$199,436	\$201,080
Children & Family Commission Funding					
Evaluation	\$50,000				
Use state contractor or otherwise reduce cost	(\$20,000)				
HHS Funding					
CDA credential training for 100 child care workers	\$100,000				