

MILITARY CHILD DEVELOPMENT PROGRAM

A BRIEFING BOOK

FOR

MRS. HILLARY RODHAM CLINTON

QUANTICO CHILD CARE VISIT

OCTOBER 1, 1997



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DEPARTMENT OF DEFENSE

OUR CHILDREN, AMERICA'S FUTURE



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PROPOSED SCHEDULE FOR
MRS. CLINTON'S TRIP TO QUANTICO MARINE CORPS BASE
CHILD DEVELOPMENT PROGRAM

Briefings at Headquarters Conference Room:

- ***Introduction by Commanding Officer
Brigadier General Frances C. Wilson***
- ***Overview of DoD Child Development Program --
Honorable Rudy de Leon - Under Secretary of Defense
(Personnel and Readiness)***
- ***Description of Quantico Child Development Program - TBD
Family Child Care Subsidy
Welfare to Work Model***

Tour of Child Development Center -- 30 minutes

Tour of Family Child Care Home -- 15 minutes

Tour of School-age Care Program (if schedule permits) -- 15 minutes

Discussion Group with parents -- 30 minutes (Headquarters Bldg.)

Departure

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The Military Child Development System

Making A Difference In Child Care



Sharing the Knowledge . . .

"I believe that the military has important lessons to share with the rest of the Nation on how to improve the quality of child care for all our Nation's children."



"I direct you . . . to share the expertise and lessons learned from the Military Child Development Program with Federal, state, tribal, and local agencies"

*William J. Clinton
President*

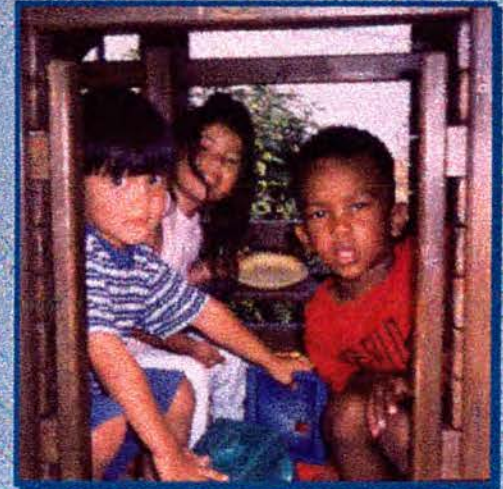
Today's Topics

- Program background

- The DoD* system today

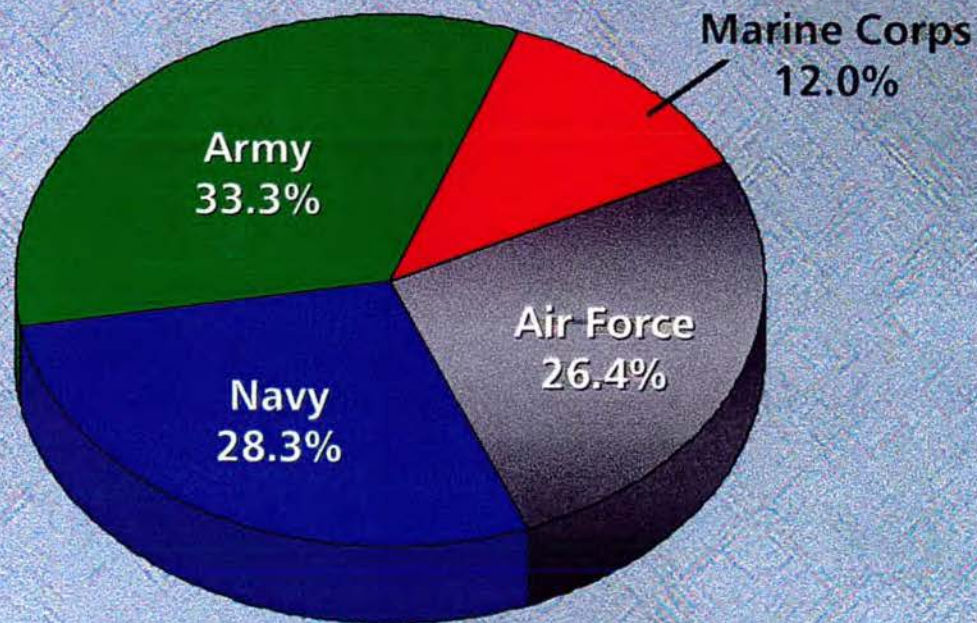
- What we learned

- Options for you



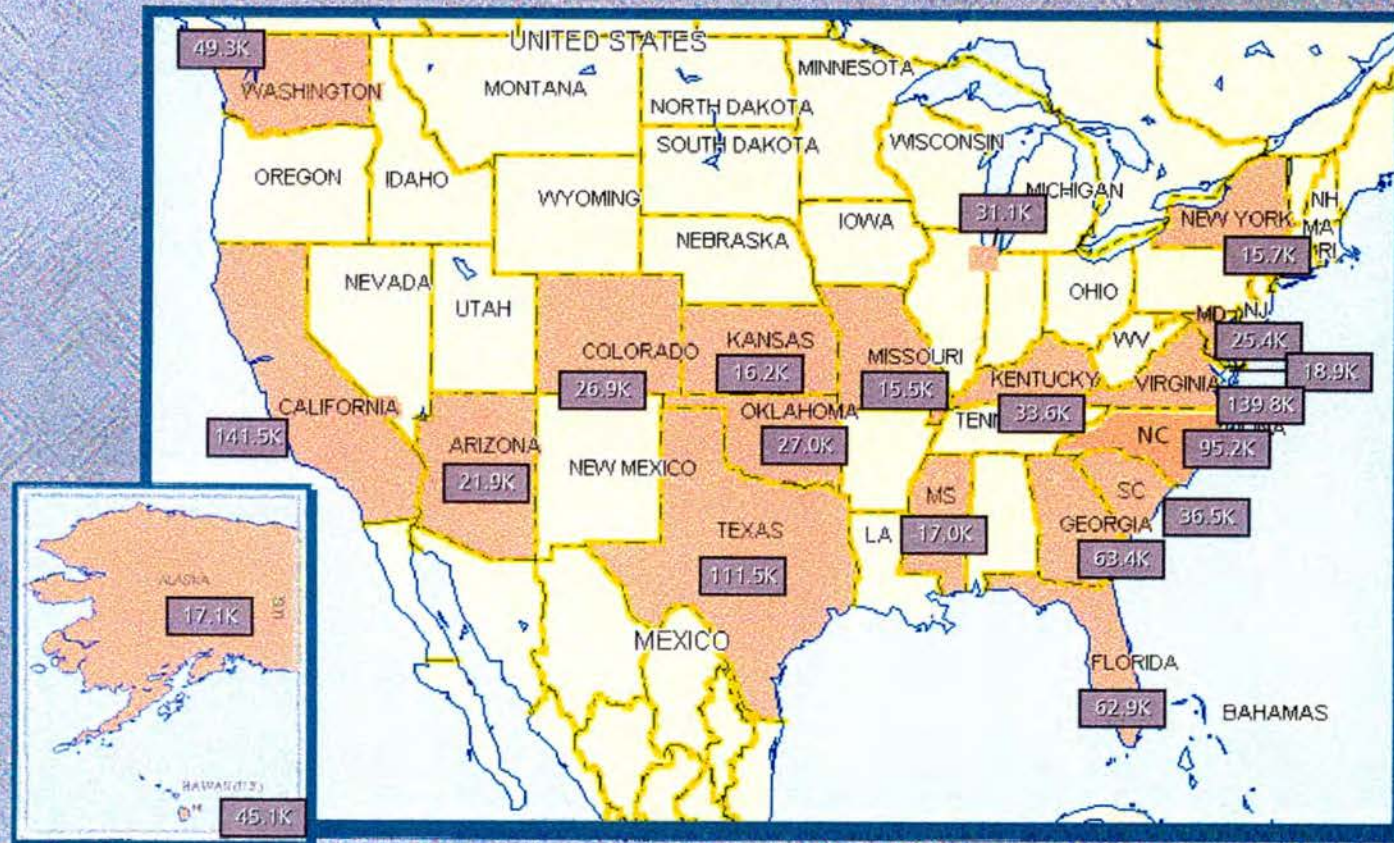
* Department of Defense

The Military Services



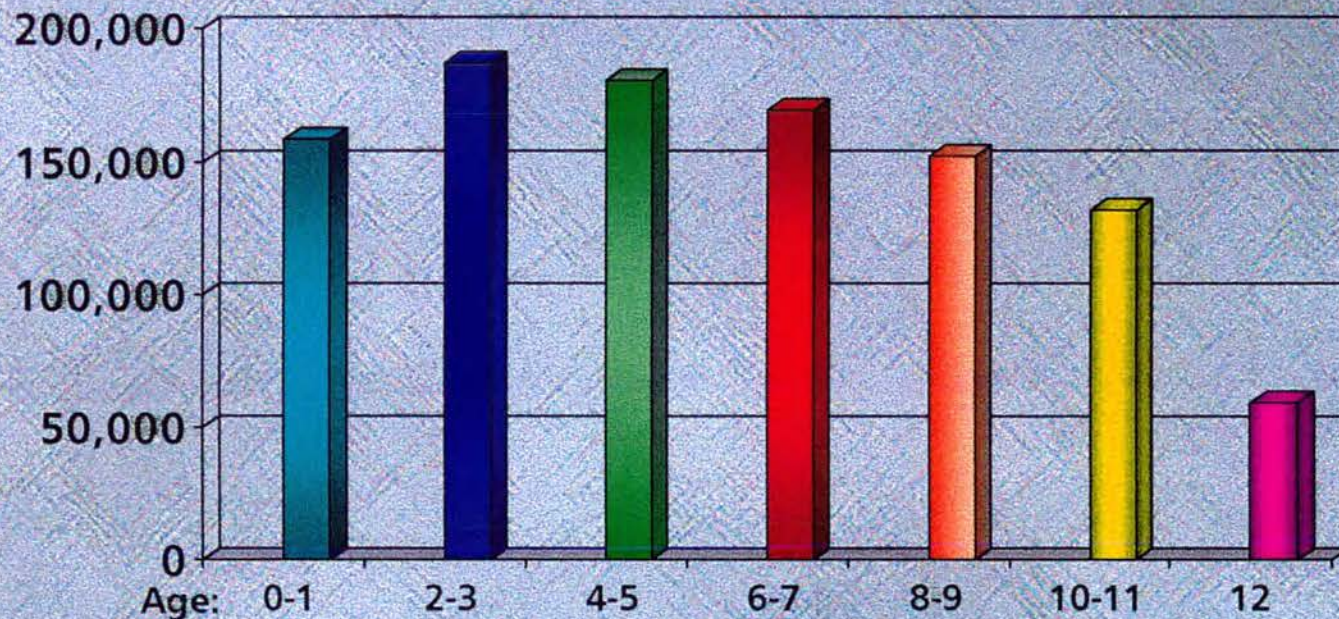
- Total active duty personnel: 1,457,623*
- DoD civilians personnel: 780,000
- DoD child care is also provided by the Defense Logistics Agency and the National Security Agency

Where Is the U.S. Military?



- 87% of active duty U.S. military personnel are in 20 states and District of Columbia

Military Children, Birth-12



- Total children of active duty military personnel = 1.28 million*
- 33% of the eligible children are 3 or younger

Military Families' Unique Needs

- **Rapid deployment and frequent separations** add special stresses
- **Frequent moves** affect children's sense of security, family finances, spouse employment, friendships, support networks
- **Work:** unpredictable shifts, long workdays, 24-hour on-call status

Military Child Care Is A Workforce Issue

- Married 60%
 - Dual military parents 12%
 - Single parents 6%
- Spouse are in the labor force 62%
- System users in low pay levels 51%
- Military teens considering/seeking military career 49%
- In 1996, 153,902 military parents were 20 yr. or younger at birth of first child

Our DoD Child Care Mission

Assist commanders and families . . .

- Balance the competing demands of family life and the military mission
- Improve the economic status of the family
- Promote the cognitive, social, emotional and physical development of children in all program settings using age-appropriate activities, best practices and positive caregiver-child interactions

Our Child Development Goals

- Ensure at least one viable child care option for every family that needs it

Meet 65% of need by 1998

Meet 80% of need by 2005

- DoD has a formula for estimating need

Total need = 297,635 spaces

There are 166,322 spaces available

We currently meet 56% of need



Over the Past 25 Years . . .

The military changed . . .

Draft

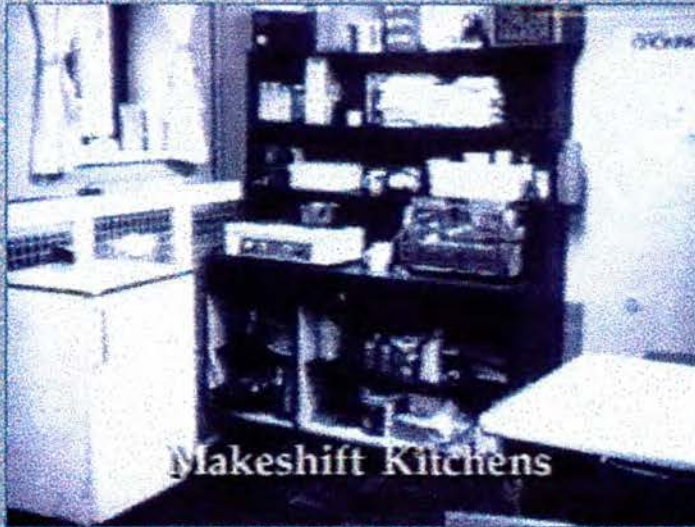
Volunteer Force

and so did child care

Limited volunteer-
run programs

Comprehensive
system run by
professionals

What We Looked Like Then . . .



Makeshift Kitchens



Peeling Lead-based Paint



Milestones

- 1970s: Child care becomes an official DoD function
- 1982: GAO identifies CC problems—unsafe facilities, poor quality, lack of oversight, workforce turnover
- Mid-1980s: Child abuse problems surface nationally and in DoD
- 1989: Military Child Care Act passed by Congress

Our System Is Large, Comprehensive and Convenient

It serves over 200,000 children
every day . . .



. . . flexibly . . .

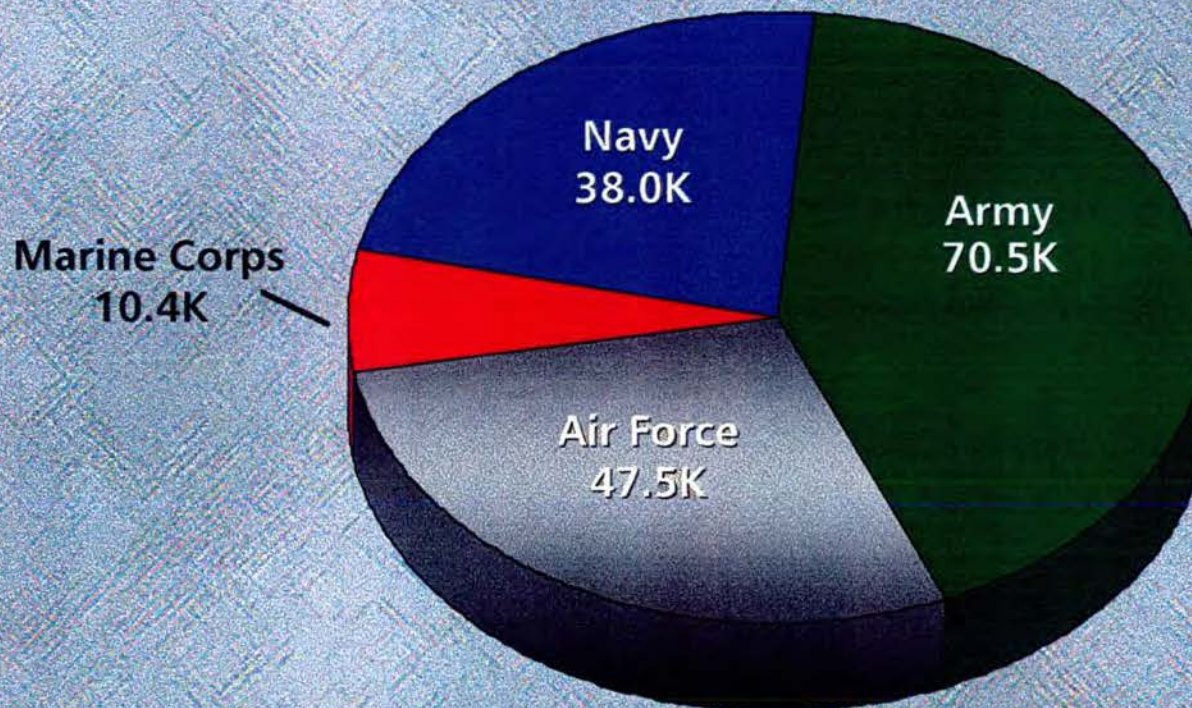
- Full- or part-day
- Hourly
- Before/after school
- Shift work, overnight

. . . including . . .

- Infants and toddlers
- Mildly ill children
- Special needs children

Child Care Spaces By Service

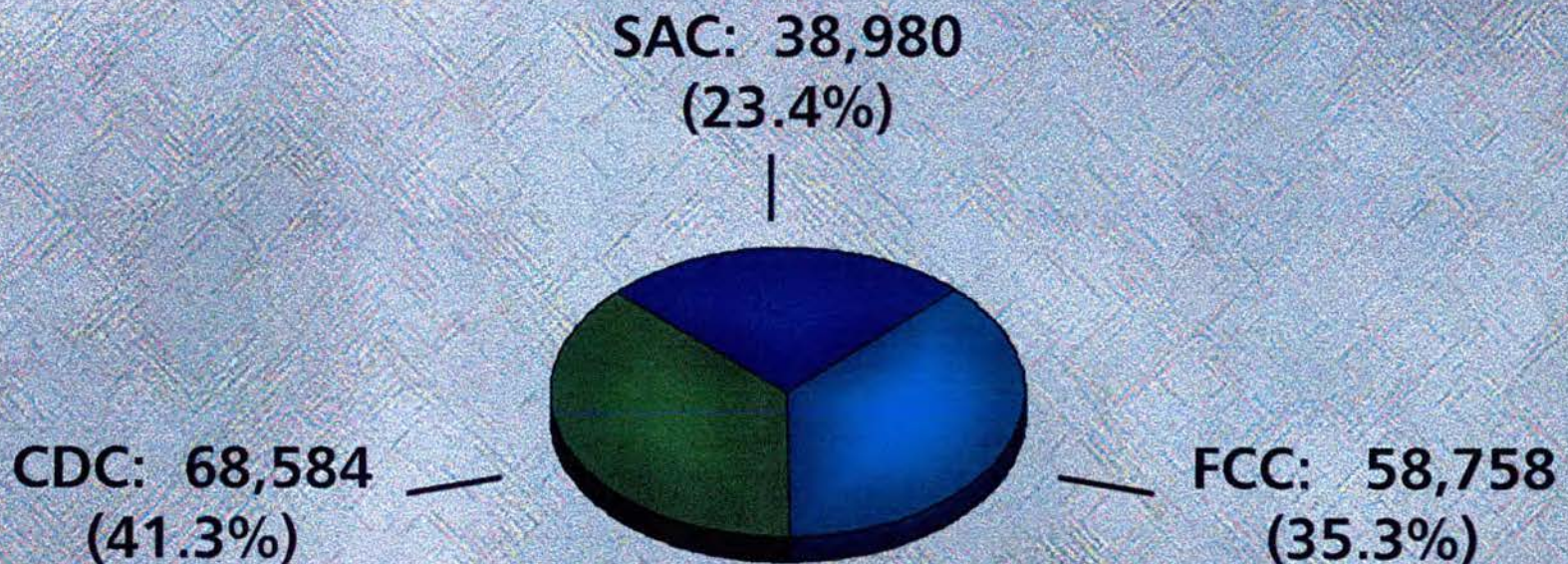
- Child care is offered by the four military services . . .



- . . . and two defense agencies:
Defense Logistics Agency
National Security Agency

System Size

- 811 centers*
- 9,793 FCC homes



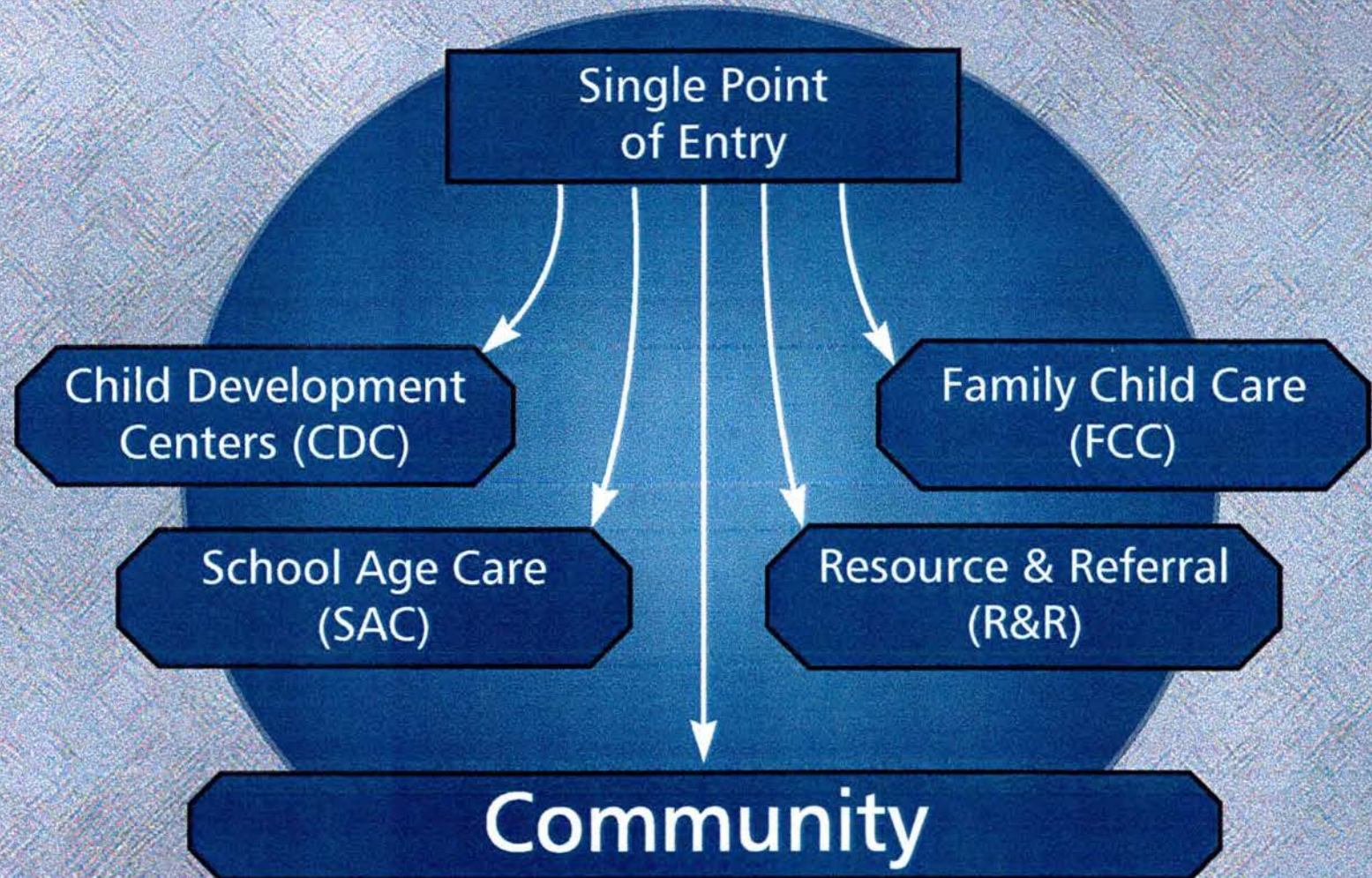
Total = 166,322 spaces
(56% of need)

* Includes SAC facilities

DoD Child Care Delivery Goals



The Military Child Development System Maximizes Goal Attainment



Child Development Centers: The Cornerstone of the System

- Vary in size up to 305 capacity
- Built using standard design criteria
- Employ Training & Curriculum Specialists
- Financed through the Military Construction Program
- Incorporate latest in child abuse prevention design
- Exempt from state licensing



Family Child Care Homes

- Being an FCC provider is a privilege, not a right
- Every FCC home is a full member of the Military Child Development System
- Partnerships with civilian licensing agencies
- Same support (training, oversight, inspection)



FCC Homes Deliver Efficient Care

FCC staffing is cost-effective because it can create a "center without walls"

FCC Directors/FCC Monitors have 30/40-home supervisory capability

At an average 5 spaces per home, the "center without walls" equals 150 spaces

Safeguards In FCC Homes

<u>Quality Step</u>	<u>FCC</u>	<u>CDC</u>
Screening	x*	x
Background checks	x**	x
Training	x	x
Inspections	x	x
Parents take part	x	x
Varied hours	x	
DoD certification	x	x
Family member employment	x	x
Accreditation program	(Initiative)	x
USDA monitors	x	

* Providers, caregivers, family members

** Includes family members over 12

Financial Support To the FCC Home



Indirect:

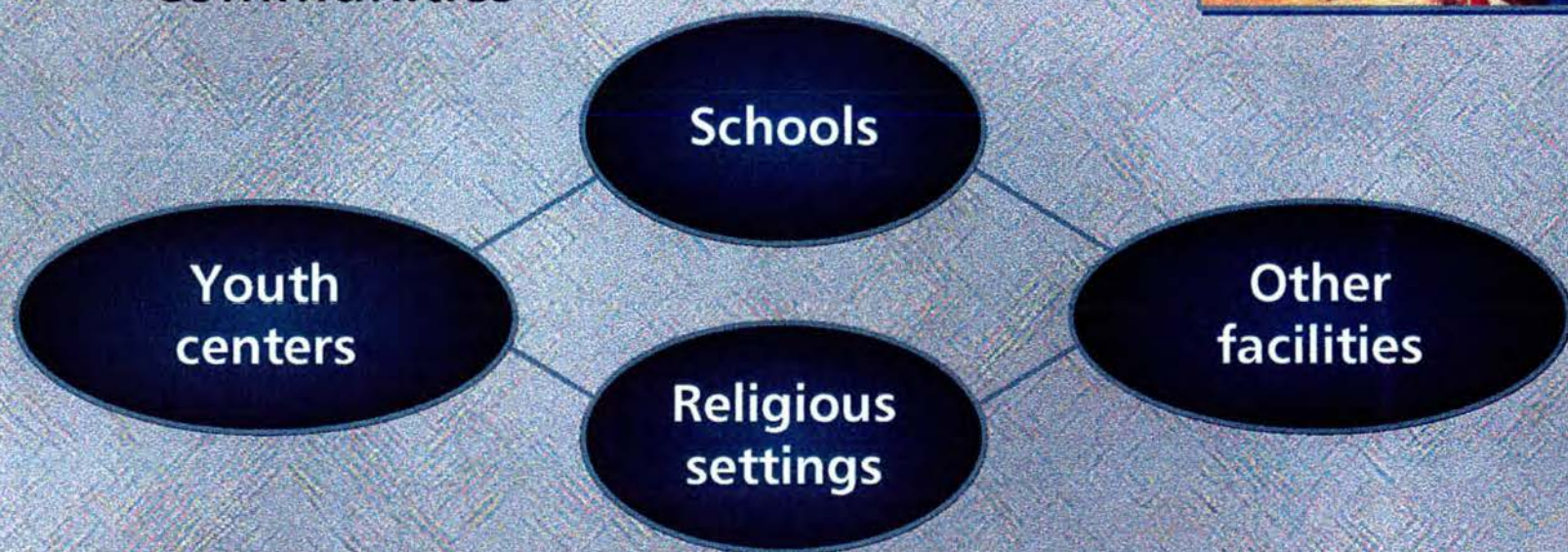
Resource library
Equipment
Training
Oversight
Technical assistance
No-cost licensing

Direct:

MCCA-authorized
Paid to provider
Helps recruit quality providers
Geared to care specialty

Meeting the School Age Need: Building Partnerships

- To meet our 2005 goal we need to accelerate School Age Care partnerships . . .
- . . . on base and in local communities



Learning At A Glance

- The systematic approach maximizes return on investment
- Quality depends upon oversight
- Caregiver incentives and training are essential
- Meeting accreditation standards leads to improved care
- Cost-sharing creates affordable care

A Systematic Approach Ensures . . .

- **Consistent care and quality**
- **Wise use of funds**
- **Consistent inspections and application of standards**

A Systematic Approach Ensures . . .

- Accurate measurement of need and capacity
- Ease of access for parents
- Personnel transferability between bases, programs and military services
- Combined, consistent training, career progression

Quality Depends Upon Oversight

Inspecting
level:

DoD

Military
service

Major
command or
installation

Inspected
level:

Military
service

Major
command or
installation

CDC, FCC,
SAC

All inspections are
unannounced

Quarterly Unannounced Inspections Keep the System In Compliance

**CDC, FCC and SAC
Programs**

**Health and
sanitation**

Fire and safety

**Multi-disciplinary
team**

**Higher
headquarters**

**"Fix, waive or
close" policy**

Focus On Child Abuse Prevents It

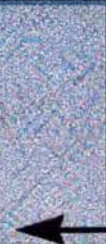
Background checks:
CDC, FCC, SAC

Worldwide reporting
mandate

Child abuse
and safety
800# hotline

Facility design reflects
abuse concern

Parent education and
first-time
parent support



Training Makes A Big Difference

- Prospective caregivers in all settings complete competency-based training
- All training is conducted on site and on the job



- Each program has a Training and Curriculum Specialist

Training Makes A Big Difference

- All training materials are nationally recognized
- All training is transferable across services and programs
- All promotions are tied to training
- Child Development Associate credential encouraged



Caregiver Compensation and Training

- Link wage/benefits package to completion of training
- Link advancement to performance: "up or out" policy
- Caregiver wage range: \$6.52 - 8.98/hr. (not including benefits)



Increased morale,
lower turnover



Improved
care delivery

Cost-sharing Ensures Affordable Care

- Military parents pay fees
- Quality child care costs more than most military parents can afford
- Dollar for dollar match in centers
- The government share supports the system, not the individual
 - Government share pays for administration, training, oversight, resource and referral, supplies and equipment

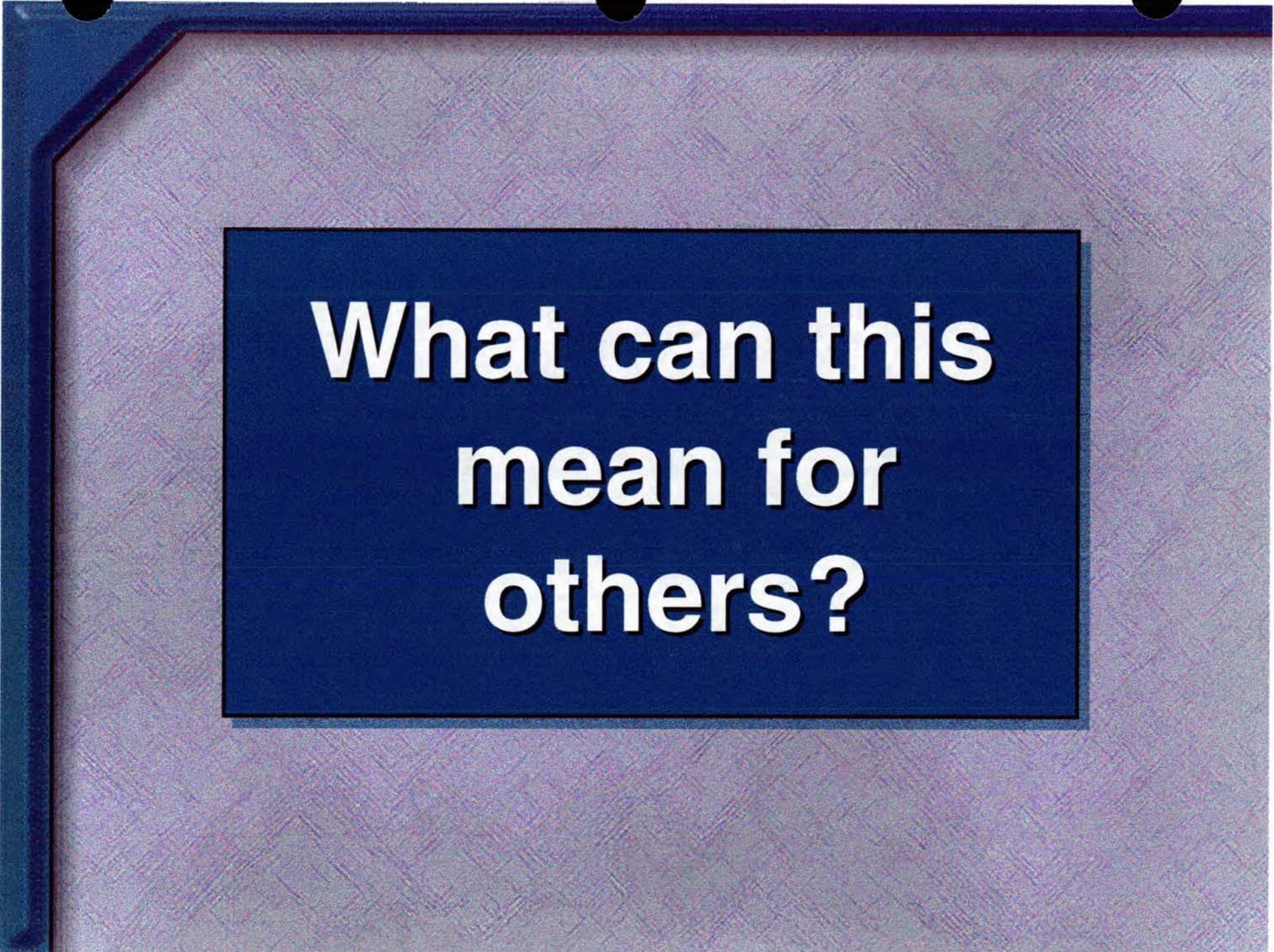
The Military Parent Share



- 51% of families are in categories I and II

Income Category	Total Family Income (\$000)	DoD Weekly Fee Range (\$)
I	< 23.0	\$36 - 49
II	23.0 - 34.0	46 - 59
III	34.0 - 44.0	56 - 71
IV	44.0 - 55.0	69 - 80
V	> 55.0	81 - 92

The average CDC weekly fee is \$65.00



**What can this
mean for
others?**

Possible Shorter-term Options

- **Strengthen oversight of programs:**

Unannounced inspections

Importance of consequences

- **Install statewide hotlines:**

Require rapid response

Publicize

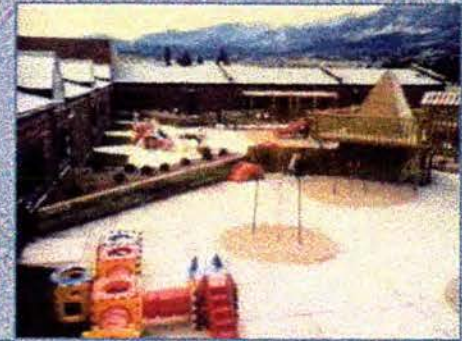
Possible Longer-term Options

- Consider subsidies that go directly to programs
- Consider the systematic approach
- Require comparable standards and oversight across all care settings

Possible Longer-term Options

- Link wage increases to caregiver training and performance
- Require outside accreditation

What We Look Like Now . . .



The DoD Obligation

"Supporting the care and development of children is a responsibility that the DoD willingly assumes in return for the dedication and sacrifice our military members make in defense of the nation."

*Report from Secretary of Defense
William S. Cohen:
"Our Children, America's Future" (3/97)*

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DoD-MAKING A DIFFERENCE IN CHILD CARE



Lessons learned while building the
MILITARY CHILD DEVELOPMENT SYSTEM



Department of Defense



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Department of Defense Child Development Center Fee Policy

BACKGROUND:

- The Military Child Care Act of 1989 required DoD to prescribe uniform fees for Military Child Development Centers. Fees must be based on total family income and includes basic subsistence and quarters allowances. The policy applies to children who regularly attend. The Act also required a dollar for dollar match of appropriated funds to parent fees collected.
- The first DoD fee policy was issued in 1990 and consisted of four income categories. Today, there are five income categories with corresponding fee ranges. The fee ranges for 1998 are:

<u>Category</u>	<u>Family Income</u>	<u>Weekly Fee Per Child</u>	<u>High Cost Range</u> <u>(optional)</u>
I	\$0 - 23,000	\$37 - 50	\$42 - 52
II	\$23,001 - 34,000	\$47 - 60	\$52 - 64
III	\$34,001 - 44,000	\$57 - 72	\$63 - 77
IV	\$44,001 - 55,000	\$70 - 82	\$76 - 88
V	\$55,000 +	\$83 - 94	\$87 - 98

- For the past two years, fee increases have been tied to the inflation rate submitted in the President's budget.
- Commanders set their installation fees within these ranges. Commanders have the authority to offer a 20 percent fee discount for each additional child from the same family. Commanders may also grant hardship waivers for families in financial need.
- Last year, the average DoD weekly fee was \$65. This fee included up to 11 hours of care and United States Department of Agriculture approved meals (breakfast, lunch and two snacks). Nationally, the average weekly fee for comparable center care ranges from \$100 for infant care to \$85 for pre-school age care. ("Cost, Quality and Child Care Outcomes in Child Care Centers Study," University of Colorado at Denver, CO June 1995).



Department of Defense Military Child Development Program National Accreditation

BACKGROUND: The Military Child Care Act (MCCA) of 1989 required DoD to conduct a program to require 50 military child development centers meet standards necessary for accreditation by an appropriate national early childhood program accrediting body and achieve accreditation. The 50 accredited centers were to serve as "demonstration programs" from which other non-accredited centers could learn about best practices. DoD identified the standards established by the National Academy of Early Childhood Programs as the accrediting standards DoD centers would meet. These standards were developed in 1985 and are recognized nationally as standards of excellence in programs for young children. By the end of 1992, 55 DoD child development centers were accredited by the National Association for the Education of Young Children (NAEYC).

The Rand Corporation conducted a study on accreditation for DoD, entitled "Examining the Effects Accreditation on Military Child Development Operation and Outcomes," published 1994. The study affirmed that accreditation improved the quality of care and child outcomes. Increased parent communication and staff morale were also cited as benefits of accreditation.

CURRENT STATUS: The 1996 Defense Authorization Act which codified the Military Child Care Act of 1989, required **all** eligible military centers meet standards necessary for accreditation. Currently over 75 percent of all eligible military centers have achieved accreditation from NAEYC as compared to the national average of 5 percent.

ACCREDITATION RATE BY MILITARY SERVICE:

<u>Service</u>	<u>Eligible Centers</u>	<u>Accredited Centers</u>	<u>Percent Accredited</u>
Air Force	145	145	100%
Army	154	126	82%
Navy	135	68	42%
<u>Marine Corps</u>	<u>31</u>	<u>14</u>	<u>45%</u>
DoD TOTAL	466	353	76%

The remaining 113 centers are in the required self-study process, waiting for a validation visit or the results of their validation visit from NAEYC.



Department of Defense Child Development Program Lessons Learned

Background: Military child care programs have improved dramatically over the last ten years and have attained a well-deserved reputation for being on the cutting edge of child care in America. During this time, DoD management and policy makers have learned a lot about what makes a difference in the day to day lives of children. The military's holistic and systemic approach to meeting the needs of military families especially those with very young children stands out as a model for state and local agencies. DoD is committed to providing quality, affordable options for families. Five factors have contributed to the military success story.

- First among five elements is a recognition that quality costs more than most parents can afford to pay. The DoD is committed to a prescribed level of funding for all Child Development Programs. In military centers, there is a dollar for dollar match of appropriated funds to parent fees. In family child care programs we provide indirect financial support through equipment lending libraries, low or no cost insurance options and training. In many instances we provide direct cash subsidies as incentives for family child care providers to care for infants. Funds allow both centers and homes to provide stimulating environments that are staffed with trained personnel and appropriately equipped.
- The second element of quality is strict oversight of all programs, and adherence to standards. There are comprehensive unannounced inspections for all facilities and programs with a mandatory correction of deficiencies within 90 days. Non-compliance can, and has, resulted in closure. As a result, facilities and programs are in good repair, and there is high quality, institutional grade equipment that contributes to the cognitive development of children.
- The third and perhaps most critical element directly linked to program quality is the wage and benefits package that contribute to low staff turnover. Military caregiver wages and benefits average approximately \$10 per hour compared to the minimum wages in the civilian community. While most civilian child care employers offer few or no benefits to direct care staff, military staff have a full range of benefits. Because of low turnover children have the continuity of care so vital to their healthy development.
- Fourth and related directly to quality, is training. Training is tied to wages, and an "up-or-out" personnel policy requiring the completion of training programs. All training is competency based and caregivers not performing appropriately are not retained.
- Finally, the commitment for all military child development centers to meet national accreditation standards has provided an outside evaluation previously missing. The combination of the DoD certification and the national accreditation provides a comprehensive review of all center programs.

By sharing the "the military experience" DoD can provide unique expertise to state and local governments seeking to improve the quality of child care. As a result parents and children not associated with the Military can benefit from these systems and "lessons learned". As noted in the 1992 Congressional Record *"the precedent was set for the military to be the national agent of change in child care, as it has been in areas such as integration and drug interdiction."*



Prevention of Child Abuse In Military Child Care Programs

BACKGROUND: Within DoD the Family Advocacy Program (FAP) has the primary responsibility for addressing child physical and child sexual abuse and neglect. The goal is to prevent abuse whenever possible, recognize where it exists, and provide treatment as appropriate. There is FAP at each installation that provides training and resources to Child Development Program staff, family child care (FCC) providers and families.

A series of highly publicized child sexual abuse cases in military child development centers during the mid - 80's resulted in Congressional hearings during the summer of 1989. As a result of these hearings DoD implemented changes in child development program child abuse prevention and oversight.

STATUS: DoD takes allegations of child abuse seriously. Depending upon the jurisdiction (federal or state) all child abuse allegations are thoroughly investigated by military and/or civilian authorities. DoD policy establishes procedures for background checks, management and training practices which include:

Background Check Requirements:

- Background checks meet the requirements of 1990 Crime Control Act and are conducted prior to hire; FBI fingerprint check; state criminal history repository check, installation record checks; DoD central registry of Child and Spouse Abuse check.
- All FCC providers and family members have background clearances.

Management Practices:

- Facilities are designed for maximum supervision, e.g., vision panels in all classrooms, video monitoring equipment, alarms on exterior doors.
- All visitors must sign in- and out-, wear visitor badges and are escorted while in the facility.
- Strict enforcement of adult:child ratios which ensures children are supervised at all times.
- Observations of staff working with children.
- Monthly unannounced visits to family child care homes;
- Strict parent sign in-and out procedures.
- An open door policy for all parents.
- A DoD-wide 1-800 Child Abuse and Safety Violation Hotline - all allegations are thoroughly investigate in a timely and confidential manner.

Training:

- Mandatory annual training for staff and FCC providers in child abuse identification, reporting and prevention procedures, guidance, and how to appropriately touch a child.

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Department of Defense Questions and Answers on the Military Child Care Program

QUESTION: How large is the Military Child Development Program?

ANSWER: DoD has the largest employee sponsored child care program in the country serving over 200,000 children (birth - 12 years of age) daily. The program consists of child development centers, family child care homes, school-age care programs and information and referral services. Through these delivery systems DoD offers full-day, part-day and hourly care, before-and after school programs and extended hour care for nights, weekends and shift work. Our active duty members are parents to 1.29M children. Generally military parents are young, often far from home, and without the support of families and neighbors. Child care for infants and toddlers is hard to find and expensive. Because 65% of military spouses are in the work force, quality, affordable child care is an economic necessity and quality of life issue for military families. By providing child care we help military families balance the competing demands of the family, accomplish the military mission, and improve the economic viability of the family.

QUESTION: Describe the history of Military Child Development Programs.

ANSWER: Military Child Development Programs evolved from on-post drop-in "nurseries", operated by private organizations which provided hourly care for volunteers and during social events such as teas and luncheons. The nurseries were often housed in the least desirable facilities on base and received little, if any financial or logistical support from the installation. Low parents fees were the primary source of funding. Many "nurseries" were located in converted stables, quonset huts, basements and attics.

In 1988, a series of Congressional hearings were held on military child care programs. The hearings led to the enactment of the Military Child Care Act (MCCA) of 1989. The MCCA had a far reaching impact on military child care and the early childhood profession. For example, early childhood professionals had been struggling with the issue of low pay of child care workers. Military caregivers, like their civilian private-sector counterparts, received minimum wage and few benefits. They left child care jobs as soon as they could with overseas areas having as high as 300% annual turnover.

The MCCA tasked DOD to test the effects of improved caregiver wages tied to successful training and performance. The test was successful and led to DoD becoming the leader in child care compensation.

In 1992, the House Armed Services Committee stated in the Congressional Record its goal that military child care be on the "leading edge of child care in America."

The quality of child development programs has steadily improved over the years. Over three quarters of the eligible DoD child development centers are nationally accredited and the remainder are going through the accreditation process.

QUESTION: Does the Military Child Care Program meet DoD's child care needs?

ANSWER: We currently have child development programs at over 300 locations with 811 child development centers and 9,793 family child care homes. We are meeting 56% of the need with 166,322 spaces; there is a need for 297,635 spaces. Our goal is to meet 65% of the need by 1998 and 80% by 2005.

QUESTION: Is child care an entitlement?

ANSWER: DoD Child care is not an entitlement. We strongly believe child care is a work force issue and priority for child care is given to working families. But even for these families military child care is not always available. The demand is high and spaces are limited. Through our information and referral services we make every effort to help families locate at least one affordable child care option.

QUESTION: Who is eligible to use the program?

ANSWER: Our eligible patrons are: active duty members and DoD civilian personnel, reservists on active duty and DoD contractors. Each installation commander is responsible for establishing a priority system when space is limited.

QUESTION: Isn't the Military Child Care Program competing with civilian child care programs?

ANSWER: There is a critical shortage of affordable quality child care, especially for infants and toddlers. With the current welfare to work legislation States are being required to quickly expand child care services. We believe we have valuable experiences and "lessons learned" to share with the civilian sector that will help them expand the availability and improve the quality of care for our Nation's children.

QUESTION: Why aren't your programs state licensed?

ANSWER: In many cases states lack jurisdiction on federal property. In lieu of State licensing, military programs follow DoD and Service standards to provide continuity of care around the world. Military members need similar programs wherever they go, and State standards vary dramatically from State to State, making oversight and program accountability difficult. State

standards do not exist in many countries where military child care is provided. Military standards are based on and represent the median of State standards.

QUESTION: Are military child care standards higher than state standards?

ANSWER: DoD standards are neither high nor low but represent a "middle ground" or median standard relative to state standards.

QUESTION: Do you support family child care as well as you support center-based care?

ANSWER: Department of Defense fully supports Family Child Care (FCC). FCC is a full partner in military child care. Providers receive comparable training. The same inspection process is used to inspect both programs. Parents and the military appreciate that FCC is a flexible system that can easily accommodate specialized child care needs such as infant/toddler care, extended hours, overnight, special needs, and mildly ill care. We also support FCC providers through indirect subsidies which support lending libraries, training, technical assistance, referrals, and insurance costs. In some cases we provide direct cash subsidies to providers who provide specialized child care needed by the installation, e.g., infant/toddler care.

QUESTION: How do you ensure quality in FCC homes?

ANSWER: More than a third (35%) of care in DoD Child Development Programs is in certified Family Child Care Homes. Family Child Care provides flexibility of program and hours of operation that meet the needs of service members who have shift work, extended hours, and temporary duty away from their home station. FCC homes and providers are screened prior to certification and are trained in the same way as are caregivers in child development centers. Additionally, FCC homes are monitored for compliance with standards and receive the same unannounced inspections as centers.

QUESTION: How much do parents pay for child care?

ANSWER: The MCCA required DoD to establish a uniform fees based on family income. Patrons who use DoD child development programs pay for services. Last year the average weekly fee was \$65 per week. Parent fees account for approximately 50% of the cost of child care.

QUESTION: If the parents only pay half of the cost of care, where does the rest come from?

ANSWER: The other 50% of child care costs is paid for with appropriated funds authorized by Congress.

QUESTION: How much does your program cost taxpayers?

ANSWER: The Department of Defense views child care as a work force issue that is critical to the overall accomplishment of the military mission. All DoD families pay for child care. We offer sliding scale fees based on total family income. Depending upon their income category, in SY 97-98 families pay between \$37-94 per week, last year the average weekly fee was \$65. The cost of DoD child care is a shared expense between military parents and the government, with each paying approximately half of the cost for care. The mobile military life style can be stressful for young families, on the average military families move every 2.9 years. They do not have the stability of neighbors or family near by to help them with child care responsibilities. Increased deployments and separations make military life very demanding. By providing quality child care we are helping military members balance the competing demands of the military mission and their family responsibilities. We strongly believe this contributes to readiness and the retention of a highly skilled work force.

QUESTION: What is DoD's Curriculum Philosophy?

ANSWER: The DoD views quality, developmentally appropriate early childhood programs as a top quality of life priority. The DoD has supported a developmental approach to early childhood programs for over 15 years and subscribes to the guidelines in the National Association for the Education of Young Children (NAEYC) publication Developmentally Appropriate Practices for Early Childhood Programs. DoD recognizes the importance of experiences during the earliest years. All programs offered to children under three are both individually and age-appropriate to meet each child's development and growth.

QUESTION: All the recent research indicates a need for a careful look at programs for children 0-3. What is the military doing to ensure quality in infant/toddler programs.

ANSWER: Since infant and toddlers comprise over 40% of all children served in military child development programs, quality infant/toddler programs are imperative. There are standards for infant/toddler programs that are based on a sound understanding of infant/toddler needs. It is a requirement that when infants and toddlers are awake, they are out of cribs and interacting with the caregiving staff. Environments are stimulating and based on infant needs. Feeding and sleeping schedules are based on infants' demand. Caregivers read, sing and talk to infants regularly during routines such as when they are being changed, fed, rocked and permitted to crawl around specially designed padded indoor and outdoor play areas. There are DoD infant/toddler training modules from which caregivers learn appropriate activities and interaction with our youngest children. Staff-to-child interactions are observed regularly by Training and Curriculum Specialists who are the "quality assurance" staff in military programs.

QUESTION: Why did you decide to require national accreditation of the military child care centers? How many are currently accredited?

ANSWER: In the 1996 Defense Authorization Act, Congress codified the Military Child Care Act (MCCA), and required that all programs meet the standards of accreditation. The 1989 MCCA required DoD to demonstrate the effect of accreditation on 50 military child care programs. The Rand Corporation studied the effect of accreditation on the quality of these programs, and contrasted these programs with those who were not accredited. In its published report, Rand pointed to accreditation's having positive effects on the quality of the program. Currently, 76% of military child development centers are accredited.

QUESTION: How do your staff salaries compare to those in civilian programs?

ANSWER: Our caregivers start at approximately \$6.50 per hour and increase progressively to \$9 per hour, as they complete training and demonstrate competency. The \$7 per hour pay scale was the quoted in the 1988 National Child Care Staffing Study as the hourly rate at which more staff was retained. The study noted that, when paid at a lower rate, 77% of caregivers left for higher salaries. The Staffing Study also found that higher staff salaries were associated with better quality child care centers. Since implementing our wage and benefits plan, our staff turnover has significantly decreased. In 1996, the annual rate was 30% compared to, as high as, 300% ten years ago.

QUESTION: What are the educational/training/experience requirements for Military Child Development Program staff?

ANSWER: Our management staff, which include child development center directors, family child care directors and other program directors are required to have a bachelors degree or equivalent. In lieu of degreed teachers in every classroom, each military Child Development Program has a professional early childhood educator called a Training & Curriculum (T&C) Specialist. The T&C Specialists provide training to staff and providers. The T&C Specialists also develop curriculum, model developmentally appropriate practices, and coach staff while they are learning to implement good caregiving techniques. Additionally, they assist caregivers working toward the nationally recognized Child Development Award (CDA) credential. Caregiving staff and providers receive orientation training before caring for children, and 24 hours of training within the first 18 months on the job. They also receive annual ongoing training.

QUESTION: How does the Military Child Care training program differ from other programs in the country?

ANSWER: One of the unique aspect of the military child care training programs is that it is directly linked to wages and promotion - in other words - we have an "up or out" policy which

requires completion of "competency-based" training for all child caregivers who work directly with children. The training (regardless of setting) is based on the Child Development Associate Credential competencies and 13 functional areas. Since completion of training results in a pay increase, there is a real incentive to complete training.

QUESTION: Are your training materials available to those outside of DoD? The taxpayers paid for them.

ANSWER: A major effort is underway to make Military Child Care Program information and materials available and accessible. This effort includes: the expansion of the existing DoD Office of Family Policy website at <<http://dticaw.dtic.mil/mapsite/>> to include a variety of information and training documents, the establishment of the DoD Child Care Program Clearinghouse with toll-free access at 1-888-237-3040, and the development and publication of a comprehensive bibliography which will include how and where to obtain the 13 module program we use to train our providers.

QUESTION: Given the ongoing concern about terrorist activity, how safe are military child care programs?

ANSWER: This is a very important issue. We consider safety the key element in the planning, design, location, and operation of our child care program. Our physical plant and playground designs meet or exceed all federal requirements. Our centers are almost exclusively operated in their own separate building. Our personnel are required to meet federal and DoD background check requirements, and our personnel training program emphasizes child safety in all aspects of care.

QUESTION: How many child abuse cases have you had?

ANSWER: Just like the private sector we too, have had child abuse cases. We take allegations of child abuse very seriously. Depending upon the jurisdiction (Federal or State) all child abuse allegations are thoroughly investigated by military and/or civilian authorities. To minimize the risk of child abuse in our program we have implemented strong management practices which include:

- extensive background checks and screening procedures which are conducted on all staff and family child care (FCC) providers (and provider family members over the age of 12) prior to caring for children;
- facilities designed for maximum supervision, e.g., view panels in all classrooms, video monitoring equipment;
- enforcement of adult-to-child ratios to ensure children are supervised at all times;
- observation of caregivers and providers working with children;
- field trip procedures;

- monthly unannounced visits in family child care homes;
- parents signing their children in- and out- of the center or home daily;
- training for staff and FCC providers in child abuse identification, reporting and prevention procedures, training is updated annually;
- training for staff and FCC providers in positive guidance techniques and appropriate ways to touch a child;
- an open door policy - parents are always welcome;
- a DoD-wide 1-800 Child Abuse and Safety Violation Hotline

QUESTION: What supports the notion that Military Child Care Programs are better?

ANSWER: Military care programs are nationally recognized as models by early childhood advocates and professional organizations.

- Dr. Shirlee Sveska, principal investigator of the GAO study on military child care stated *"Military child care has undergone extraordinary changes over the last 15 years. I believe we have witnessed here a fundamental revision of attitudes about the communities responsibility for children. We have seen with this experience that widespread change and large-scale action is possible in a relatively short period of time when there is informed and committed leadership willing and ready to invest resources to make a difference in the lives of children."*
- Publications such as *Working Mother* have held up military programs as being model programs.
- A ground-breaking April 1994 Carnegie Corporation Report, *Starting Points --Meeting the Needs of Our Youngest Children*, followed by a subsequent report in 1996, *Years of Promise, mise*, pointed to military child care programs as models.
- In a cover story in *Frankly Speaking*, a publication of the University of North Carolina at Chapel Hill the author, Thelma Harms stated: *"State government, which is responsible for child care facilities, keeps the regulation of family child care to a minimum...in contrast (DoD) has developed a family child care system that far exceeds the civilian sector in its level of support and expectations of quality of care. For the past 15 years, (DoD) has been improving its child care standards...and expanding support to family child care homes in an effort to deliver high quality child care to ...families. (DoD) has undoubtedly become a prime example of employer commitment to quality child care."*
- Helen Blank- Director, Child Care Division, Department of Programs and Policy, Children's Defense Fund says: *"Most of my speeches refer to the military child care system as a model that should be emulated in every state in this country. I believe that their child care system - which not only recognizes that children need good care, but also that such care cannot be provided without a sound structure that recognizes that the skills and compensation of a*

child's caregiver is central to their development - should be replicated and funded in every state. The military not only focuses on ensuring that child care is available and affordable to its families but also ensures that each child will get a supportive and nurturing child care experience. It is fortunate for military families but unfortunate for civilians that the best chance a family has to be guaranteed of affordable and high quality care in this country is to join the military."

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THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



AUG 27 1997

Honorable Albert J. Gore, Jr.
President of the Senate.
Washington, D. C. 20510

Dear Mr. President:

In section 1043 of the Fiscal Year 1997 National Defense Authorization Act, Congress commended the Department of Defense (DoD) for its successful implementation of the Military Child Care Act of 1989. The Congress acknowledged improvements in the availability, quality and affordability of DoD child-care for military families, and noted that affordable, quality child-care enhances parents' ability to perform their jobs effectively and contributes to the retention of military members.

In conjunction with our efforts to improve military child-care, Congress has requested that we share our best practices with Federal, state and local agencies, as well as with businesses, by forming partnerships. The goal of these partnerships would be to foster an exchange of ideas by sharing materials, expertise and information. The enclosed report details the Department's efforts to form partnerships to share our child-care model with the civilian sector. Initiatives we are taking to improve our Child Development Program are also included in the report.

The Department is proud of its Child Development Program and is eager to build its partnerships with the civilian sector to improve child-care for our Nation's children. Your interest and support of our Child Development Program is appreciated.

Sincerely,

Enclosure:
As stated

U14625 / 97





THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



AUG 27 1997

Honorable Newt Gingrich
Speaker of the House of Representatives
Washington, DC 20515

Dear Mr. Speaker:

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Enclosure:
As stated



U14625 / 97



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



Honorable Strom Thurmond
Chairman
Committee on Armed Services
United States Senate
Washington, D. C. 20510-4001

Dear Mr. Chairman:

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Sincerely,

Enclosure:
As stated

cc:
Honorable Carl Levin
Ranking Member



U14625 / 97



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000



AUG 27 1997

Honorable Floyd D. Spence
Chairman
Committee on National Security
House of Representatives
Washington, D. C. 20515-4002

Dear Mr. Chairman:

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Sincerely,

Enclosure:
As stated

cc:
Honorable Ronald V. Dellums
Ranking Member



U14625 / 97



Department of Defense

*“Military-Civilian
Child-Care
Partnerships”*

Report to Congress

*Pursuant to the Fiscal Year 1997
National Defense
Authorization Act
Public Law (104-201)*



Department of Defense

***“Military-Civilian Child-Care
Partnerships”***

- I. Overview of DoD Child Development Program
- II. DoD Initiatives
- III. Military Services Initiatives
- IV. Individual Program Efforts
 - a. Head Start Program
 - b. National Accreditation
 - c. School-Age Care Initiatives
 - d. Early Intervention/Special Needs Programs
 - e. Training and Internship Programs
 - f. Resource and Referral Programs/Networks
 - g. Early Childhood Organizations/Networks
 - h. Innovative Collaborations
- V. Recommendations

I. Overview of DoD Child Development Program and Delivery Systems

The Department of Defense is proud of the child-care services we provide. On a daily basis, we care for over 200,000 children in centers, family child-care homes and school-age care programs. Our program has been heralded by Congress as a model for the Nation. In the Fiscal Year 1997 National Defense Authorization Act, Congress congratulated DoD on the successful implementation of the Military Child Care Act (MCCA) of 1989 and encouraged us to share our expertise with the private sector by forming partnerships to foster the exchange of ideas, information and materials. This report details the Military Services' efforts over the last six months to share its expertise with civilian child-care providers by: mentoring local centers pursuing accreditation; opening our parent and family workshops to the civilian community; and offering internships in our programs to broaden the base of quality child-care in communities surrounding military installations.

DoD Child Development Program

The DoD child-care system is the largest "employer-sponsored" program in the country. Our Child Development Program assists DoD personnel in balancing the competing demands of family life and job requirements, while improving the economic viability of the family.

The Military Child Care Act of 1989, required much closer oversight of the entire Child Development Program. The Act sought to improve the quality, availability and cost of child-care for military families. Changes were made to funding and staffing requirements, fee policy, child abuse prevention efforts and inspection procedures. Since the passage of the Military Child Care Act of 1989, DoD child-care initiatives have focused on improving the quality while increasing the availability and affordability of care.

DoD child-care options include: Child Development Centers (CDC), Family Child-Care homes (FCC), school-age care programs, and information and referral services. Through these delivery systems, DoD offers: full-day, part-day, hourly care, part-day pre-schools and school-age programs. Extended care is available in family child-care homes for nights, weekends, and shift-work hours. Every effort is made to assist families in finding at least one affordable child-care option located either on or off the military installation.

Child Development Centers

Child Development Centers at over 300 locations provide care for children from ages six weeks through 12 years. Most child-care centers operate between the hours of 6:00 a.m. and 6:30 p.m., Monday through Friday. All staff undergo background checks and receive 24 hours of training annually. Centers are inspected quarterly by fire, safety

and health officials, and by program proponents. An annual inspection is also conducted by major command or Service headquarters staff.

Family Child Care

Family Child-Care (FCC) programs consist of in-home care by certified providers living in government-owned or leased housing. There are over 9,700 licensed and trained FCC providers. Families rely upon FCC to provide night, weekend, and extended hour care. To ensure comparability of care, the FCC program is inspected in the same manner as center programs.

School-Age Care Programs (SAC)

School-age care is offered for children ages six through 12 years before and after school, during holidays, and summer vacation. A 1995 Secretary of Defense budget initiative funded over 20,000 new SAC spaces.

Resource and Referral (R&R) Programs

Resource and Referral Programs are available at most bases. Many offer referrals for child-care in the local community, as well as, on-base programs. It is impossible to meet all child-care needs on-base, therefore, R&R services are critical in referring families to quality off-base child-care.

Quality

Currently, 75 percent of our eligible Child Development Centers are accredited by the National Academy for Early Childhood Programs; as compared to the national rate of 5 percent. All center staff and FCC providers complete a competency training program based on the nationally recognized, Child Development Award Credential. Caregivers and providers work through 13 training modules with a trainer at their own pace. The trainer provides technical assistance through small group practice sessions and role modeling. Caregivers and providers who successfully complete the training modules eventually serve as mentors for new staff/providers.

Availability

The need for child-care services is high. Families of active duty personnel currently include approximately one million children (ages birth - 12). Many installations have long waiting lists for infant care. We are approaching meeting 60 percent of our estimated child-care need. Our goal is to meet 65 percent of the need by the end of 1998 and 80 percent by 2005. Each of the Services is working hard to expand child-care spaces through ongoing military construction, recruitment of additional FCC homes, develop of the school-age care program and information and referral programs at each

base to link families with child-care options in the local community. We are also exploring outsourcing and off-base FCC homes to expand child-care spaces.

Affordability

In 1990, DoD established sliding fee ranges for CDCs based on total family income. The fees are standard throughout DoD with parents paying approximately half the cost of care. The weekly fees cover 50 hours of care, including USDA approved meals. The average weekly fee is \$65. The fee is the same regardless of the age of the child. Commanders may authorize multiple child discounts of up to 20 percent per additional child within the same family. Commanders may also waive the fee policy for families experiencing financial difficulties.

Partnering with Parents

Parental involvement is critical to the success of the Child Development Program. Parents are encouraged to participate in all aspects of the program. Parent Advisory Boards at each base make recommendations for improvements to the commander and staff. Parents participate in quarterly program reviews and implement the participation program at each base. All centers and FCC homes have an "open door" policy to encourage parents to visit their child's program, meet with staff/providers, and participate in their child's daily activities and special events, such as field trips and holiday celebrations.

II. Department of Defense Initiatives

The Department has long recognized the benefits of partnering with other private organizations and Federal Agencies. Early on, partnerships were viewed as a means to improve civilian programs. Today, we are a major *contributor* to both the early childhood profession and work/family programs. We are now viewed as one of the country's foremost providers of consistently high quality and affordable child-care. We provide testimony to the fact that collaboration works because we have adapted the lessons learned from the best leaders in the early childhood community. Research institutions and other Federal agencies have helped to transform a once fragmented and largely unregulated system into a premier early childhood program. The Department has worked closely with such public and private agencies as the Rand Corporation, the Department of Health and Human Services, the Office of Personnel Management (OPM), the General Services Administration (GSA), the Carnegie Foundation, the Council for Early Childhood Professional Recognition, and the National Association for the Education of Young Children (NAEYC). This mutual sharing of information, materials and expertise provides an avenue to learn best practices and to share our collective experiences to improve programs for our Nation's children. Examples of the Department's collaborations with other agencies and the private sector follow.

General Services Administration (GSA):

Since the late 1980's, DoD has been an active member of the GSA inter-agency task force to promote quality early childhood programs. We have participated in their annual GSA child-care conferences. Over the years, the Department has shared "lessons learned" on program management, infant/toddler programs, facility designs, staff training materials, and child abuse prevention with the GSA inter-agency task force. We plan to continue our collaboration as we implement the President's April 17, 1997 Executive Order directing us to work with GSA and the Department of Health and Human Services to share our child-care expertise with the Nation.

Office of Personnel Management (OPM):

For the past six years, DoD has assisted OPM with the annual Work and Family Conference. This conference provides training and resources for Federal Human Resource Personnel. It also culminates with the OPM Director's Awards honoring Federal Programs with outstanding work/family support programs.

The National Association for the Education of Young Children (NAEYC):

The Department has been affiliated with the NAEYC since the late 1970's. We have conducted joint Service training in conjunction with the annual NAEYC meetings. Workshops have also been conducted to share our staff training materials and accreditation experiences with the private sector.

Council for Early Childhood Recognition:

The Military Services have all adopted the Council's competency-based training system, which leads to the nationally recognized Child Development Credential Award (CDA). The DoD training modules for centers, family and school-age care programs are based on these CDA functional areas and competency goals. There are over 1,800 staff and providers who have received this award.

Other Initiatives:

DoD was a member of the Inter-agency Child-Care Council formed by Head Start to review the Head Start Infant/Toddler regulation. With infant and toddler care accounting for approximately 40 percent of all care provided in DoD, we contributed substantial information on staffing, training and program management. In May, we participated in the Head Start - Family Child-Care Partnerships Forum. We will continue to serve as advisors to Head Start as they develop Head Start Performance Standards for Family Child-Care.

Presidential Executive Memorandum:

President Clinton signed an Executive Memorandum on April 17, 1997, directing the Secretary of Defense to share the Military Child Development Program "lessons learned" and expertise with the civilian sector. As a result, we are working on an aggressive Plan of Action to share our expertise by forming partnerships with civilian child-care providers to improve the quality of civilian child development programs. While the Executive Memorandum recommends that we partner with the Department of Health and Human Services and GSA, we view this as a continuation of a long and mutually beneficial relationship. We will extend these efforts to state and local governments through a variety of initiatives including a partnership with the National Governors Association.

III. Military Services Initiatives

Each of the Services are working collaboratively with Federal and state agencies, tribes, extension services, and the private sector to share program information in areas such as: program management, staff training and wages, health and nutrition, special needs care, accreditation and welfare reform. The Services have opened their program to support civilian accreditation, provide internships for training civilian staff and college students, and participate in local county boards supporting quality early childhood programs. Highlights of significant Service initiatives follow:

ARMY

Department of Education Grant:

In 1992, the Army received a Department of Education grant for the "Successful Integration of Infants and Toddlers through Multidisciplinary Training." The grant was provided over three years at two civilian and two Army locations (Ft. Meade and Aberdeen Proving Ground, MD). The grant addressed inclusion of infants and toddlers with special needs in child-care, training for administrators and caregivers, and developing administrative policies that support inclusion of children with special needs in child-care. As a result of the grant, training materials for administrators, caregiving staff, and family child-care providers were developed and pilot-tested in civilian and military child-care programs.

Henry M. Jackson Foundation Grant:

The Henry M. Jackson Foundation funded a grant entitled "Project Together: Family and Practitioner Partnerships." The purpose of the grant was to develop training plans and materials for child-care staff and providers of children with special needs. A training curriculum was developed and field tested with the State of Maryland. The curriculum is under consideration for inclusion in the National Personnel Preparation Standards for para-professionals who care for infants/toddlers with special needs.

Minnesota Task Force to Improve Wages for Child Care Workers:

The Army participated in the State of Minnesota's compensation task force to study options and make recommendations to improve wages for child-care workers. The Army shared lessons learned and program successes with the State's compensation task force for improving child-care wages. The Army presented the framework, features, and major successes of their caregiving personnel pay program and the training foundation upon which career progression for caregivers is based. The task force efforts included collecting information on successful pay and compensation models in preparation to draft legislation to address caregiver training and wages within the state.

"Child, Youth, and Families At Risk":

The Army is participating in this national initiative with the 4-H and Nutrition, Cooperative States Research Education, and Extension Services to collaborate on training and technical assistance to staff who work in school-age children programs. Through this project, the Army is sharing the school-age training modules and models for computer labs and homework centers.

Child Development Credential:

In a collaborative effort with the Council for Early Childhood Professional Recognition, the Army ensures all direct caregiving staff and FCC providers have the opportunity to train for and obtain the nationally recognized Child Development Associate Credential. As part of the collaboration, the Council trains Army Training and Curriculum Specialists as CDA representatives and maintain an Army-specific Representative pool so that the CDA program is available Army-wide. The Council also manages the Army School-age credential.

Family Child-Care National Accreditation:

The Army collaborated with the Navy, Marine Corps, and the University of North Carolina at Chapel Hill's Frank Porter Graham Child Development Center to develop procedures to accredit family child care homes. This effort will help ensure family child-care as a viable child-care alternative. Family child-care providers volunteered to participate in the development and testing the accreditation process and are now accredited.

Making the Most of Out-of School-Time (MOST) Initiative:

Ten Army installations are participating in the pilot school-age accreditation program sponsored by the DeWitt Wallace Readers Digest Fund, Wellesley College School-Age Care Projects, and AT&T Family Development Fund. The project's goal is to improve the quality and availability of child-care in communities across the country.

AIR FORCE

National Accreditation:

With 98 percent of its bases accredited by the National Association for the Education of Young Children, the Air Force leads the way among the Services in meeting the DoD commitment to accreditation standards. The Air Force's Child Development Center staff is in a unique position to serve as mentors for civilian centers seeking national accreditation. Air Force center directors, as well as training and curriculum specialists, are mentoring civilian programs through the self-study process. They also invite civilian staff to attend center training and assist staff in making program changes to meet accreditation standards.

NAVY

Training and Technical Assistance for Civilian FCC Providers:

Navy installations are developing memoranda of agreement with local state licensing agencies to provide training and technical assistance to military spouses and civilians living off-base. These certified providers will meet state licensing standards, have personal liability insurance, and complete the same training as Navy providers living on-base. All providers will have access to the FCC resource library and may attend DoD sponsored training at no cost. The Navy currently has signed memoranda of agreement with agencies within the states of Texas, New York, and Oregon. The next step is marketing the program to military families and civilians living in the civilian community.

MARINE CORPS

Partnership with the U.S. Department of Agriculture:

The Marine Corps has an inter-agency agreement with the U.S. Department of Agriculture (USDA). Through this agreement the Marine Corps child development program staff worked with land-grant institutions, University of California and Virginia Polytechnic Institute, to develop training and marketing materials, and a worldwide web site. This project significantly enhanced Marine Corps efforts to share training materials and program information with off-base agencies and civilian child-care programs.

Welfare to Work Training:

The Marine Corps is working with local communities to offer on-the job training for welfare recipients who are returning to work. This initiative is being tested at **Marine Corps Logistics Base, Albany, GA** and **Marine Corps Base Quantico, VA**. These bases have entered into partnerships with local counties to serve as a work site for welfare recipients.

IV. Individual Program Efforts

This section details the many efforts underway at military child development program sites to share knowledge and training materials with the civilian sector. This is accomplished through internships with local colleges and universities and mentoring civilian programs. The Military collaborations are extensive and work with Head Start programs to expand services for young children and child advocacy groups. They also work to strengthen standards through improved state licensing requirements for programs serving young children.

a. Head Start Programs

The Military Services have long supported the goals and philosophy of the Head Start Program. The DoD "Sure Start Program" for DoD pre-school children overseas was modeled after Head Start. Given that many of our junior enlisted families are eligible for Head Start programs, partnering with Head Start at the community level is a cost effective way to support the local community and military families.

The director of the Air Force program at **Seymour Johnson AFB, NC** is a member of the Wayne Action Group for Economic Solvency (WAGES) Council. As a board member, the Air Force director participates in the development of the Head Start Program Performance Standards Assessment presently used in all Head Start programs.

Travis AFB, CA provides space in their Child Development Center (CDC) for a local Head Start program. Head Start provides staff and other funding. This joint venture provides opportunities for Head Start and CDC to train together and share program resources.

The **McAlester Army Ammunition Plant, OK** and Choctaw Indian Nation Tribe jointly offer Head Start programs in the Child Development Center. This joint project allows sharing of training expertise and equipment.

The **Marine Corps Base at Camp Pendleton, CA** has established an exchange program with a local Indian Head Start Program. Children visit each other's programs quarterly for play and field trips. In the process, cultural experiences are shared. During the visits, staff meet for networking and training sessions.

Ft. Belvoir, VA has one of the first Early Head Start programs in the Nation for children age 3 and under.

Schofield Barracks, HI has partnered with the local Head Start program to established a Head Start program in its CDC. The CDC provides the spaces and the program is operated by Head Start.

b. National Accreditation:

The Services are committed to the process of accreditation and its goals as a method to strengthen staff and improve the quality of child-care services. With 72 percent of our centers accredited, we are in an excellent position to assist and mentor civilian centers. A number of our installations are involved in a national effort to establish an accreditation program for family child-care and school-age care programs.

Many Air Force child development program staff serve as validators for the National Academy of Early Childhood Program (NAECP). For example, the training and curriculum specialist at the **Lackland AFB, TX** Child Development Program evaluates child development centers in the San Antonio, TX area for national accreditation by NAECP, and the Director of the **Luke AFB, AZ** Child Development Center serves as a NAECP accreditation validator for child care programs in Arizona, including programs on American Indian reservations.

The staff at the **Davis Monthan AFB, AZ** Child Development Center has assisted the staff at the Tuscon Urban League Center in the accreditation process. Throughout the self-study process, both staffs have learned from each other the many ways of implementing a quality program.

The center at **Dyess AFB, TX** was one of the first accredited centers in the state. The center Director serves as a mentor for several local civilian centers who are pursuing accreditation.

MCLB Albany, GA has worked closely with the Family Tree Center to assist the staff during the accreditation self-study phase. The MCLB staff have conducted observations and made recommendations for program improvements and provides consultation on program policies, procedures, and staff training.

The FCC staff at **Naval Air Station Lemoore, CA** provides assistance to off-base providers in becoming accredited through the National Association for Family Child-Care by serving as National Family Child-Care validators. Approximately 100 off-base providers have benefited from this collaboration.

The Family Child-Care Coordinator at **Nellis AFB, NV** is a validator for military and off-base FCC providers. The Director at Nellis is the first and only family child-care validator in the state of Nevada.

Center staff at **MCB Kaneohe Bay, HI** is assisting civilian centers with accreditation by mentoring center Directors. Kaneohoe Bay staff are also regular contributors to Honolulu Community College early childhood training classes.

The **Dover AFB, DE** FCC program is working with the Delaware Early Childhood Center to promote accreditation of family child-care providers in Delaware.

The school-age programs at **Randolph AFB** and **Lackland AFB, TX** are working with the National Alliance for School-Age Child-Care to establish procedures and criteria for school-age accreditation.

c. School-Age Care Initiatives:

With the increase of women in the work force, the demand for child-care has escalated, particularly for school-age children. Local elementary schools are offering before and after care to meet the needs. This approach is a cost effective use of facilities and avoids transportation costs. A number of our bases have formed partnerships with local schools to expand school-age care services. Many of our personnel serve as consultants and trainers for civilian school-age care programs.

Marine Corps Headquarters is working with Virginia Polytechnic Institute, Blacksburg, VA to develop procedures for a warm line for school-age children in self-care. A trained counselor will answer questions from school-age children on safety and health issues. The counselor will also provide assistance with homework.

Beale AFB, CA works with local elementary schools to provide before and after school services. They support staff training and assist with transportation for field trips.

Ft. Eustis, VA has formed a partnership with local elementary schools to operate school-age care programs. The schools provide the space and Ft. Eustis provides the staff and equipment.

Ft. Hood, TX is working with five Killeen school districts to provide school-age services. The schools have computer labs and homework centers to enhance the program.

The **Ft. Meade, MD** School-Age Program and the Young Men's Christian Association (YMCA) are in the process of initiating a partnership to provide before and after school programs at the YMCA. The YMCA provides the space and Ft. Meade provides the staff and equipment.

The school-age programs at **Ft. Leonard Wood, MO** and **Ft. Richardson, AK** are accredited by the National Association for the Education of Young Children.

The **Naval Station at Whidbey Island, WA** operates its before and after school age care programs, as well its summer vacation care program, through the community's six local elementary schools.

d. Early Intervention/Special Needs Programs:

Early identification of requirements for early intervention or special needs services is a shared responsibility of health care providers and educators. Collaboration is

a cost effective way to avoid duplication of effort, provide staff training and ensure children receive the services needed.

The **Tyndall AFB, FL** Child Development Program collaborates with the Florida Diagnostic Learning Resource System and local school districts to conduct screening for preschool children.

The Child Development Program at **Ft. Bliss, TX** is partnering with the Foster Grandparents Agency to assist children with special needs. This aids child development staff while providing a meaningful opportunity for senior citizens to become involved in the community.

Ft. Leavenworth, KS and a local high school have a special needs internship program for eligible high school students. Students work in the child development center pre-school classroom three mornings a week where they have the opportunity to interact with children both with and without special needs. Vocational experience and personal enrichment are positive outcomes of this program.

The **Ft. Dix, NJ** child development program donates space in the center to the Burlington County Memorial Hospital Early Intervention program which is utilized to provide additional services for children birth - three.

In conjunction with the Jefferson Rehabilitation Center, the child development program at **Ft. Drum, NY** has established an inclusion pre-school classroom for children with special needs

e. **Training and Internship Programs:**

Military Child Development Centers serve as real life laboratories for students who are preparing for careers in early childhood education, child development, social work, and psychology. Participation in these kinds of professional training programs provides interns with a benchmark for quality early childhood programs. The interns enhance the program and support operational efficiencies that improve child-care services for families.

The **Lackland AFB, TX** CDC has a partnership with Our Lady of the Lake University in San Antonio, The University of Texas, San Antonio College, and Palo Alto College which provides college interns an opportunity to work in CDC classrooms as part of their professional training.

The Director at **Seymour AFB, NC** is a member of the Wayne Community College Early Childhood Advisory Committee. This enables the Director to provide input to the college curricula. The center also accepts interns from Wayne Community College.

Luke AFB, AZ Child Development Center provides internships for Glendale Community College students. Having interns in the center enhances the program and provides a valuable training experience for future child-care professionals.

Letterkenny Army Depot, PA, **Wilson College, Shippensburg, PA**, and **NAEYC** have collaborated to offer a practicum site at the Letterkenny Child Development Center to augment students' early childhood education training.

Nursing students at the **North Alabama Skills Center, AL** receive instruction in child-care principles at **Redstone Arsenal, AL** Child Development Center.

Students enrolled at **California State University** and **Barstow Community College** participate in a 120-hour internship at the **MCLB Barstow, CA** Child Development Program. In addition to classroom instruction, they receive "hands on" experience in child growth and development.

Vocational nursing students at **Maric College** must complete an internship at the **MC Camp Pendleton, CA** Child Development Program as part of their degree requirement.

MCB Camp Lejeune, NC participates in an internship program with **Coastal Carolina Community College**. Students complete their practicum in the Child Development Center.

The **HQMC Henderson Hall, VA** has established an off-base FCC network that provides training, technical assistance and access to the Resource Library for military and civilian providers living in the local communities.

The child development staff at **NAVCOMTELSTA Culter, ME** includes off-base FCC providers in their training.

Family child-care staff at **Ft. Leavenworth, KS** partner with the **Leavenworth County Health Department** to train military and civilian providers.

The **Naval Weapons Station Charleston, SC** partners with **Tridnet Technical College** and **Charleston Southern University** to provide training for college and graduate student interns in the Child Development Center. Training and Curriculum Specialists work with interns on developing observation skills and family home visiting techniques.

Fort Gordon, GA has begun negotiation with local county officials to provide on-the-job training and work experience for welfare recipients. The new job skills and experience gained from the training will facilitate entry of program participants into the workforce.

Nursing students from St. Phillips College participate in weekly "hands-on" training and observation in the Child Development Center at **Ft. Sam Houtston, TX**.

f. Resource and Referral Programs and Networks:

Moving has become common among American families. Family moves are often tied to job changes. As a result, families are placing a greater reliance on resource and referral programs to help them settle and connect with family support systems in their new community. In an effort to increase the availability of child-care for military families, DoD has formed closer relationships with local resource and referral agencies. In some instances these relationships have evolved into partnerships benefiting both DoD and the local agency.

The **Luke AFB, AZ** family child-care program has been working with the Child Care Resource and Referral Program in Phoenix, AZ. This has resulted in collaborative training for Air Force and civilian providers.

The **Dover AFB, DE** Child Development Program works with Family and Work Place Connection, a child-care referral agency to help military and civilian families find child-care.

The **Kelly AFB, TX** Family Child-Care Program participates in the San Antonio, TX Kid Care Resource and Referral Line. This resource helps military families seeking child placement in off-base care programs.

The Coastal Carolina Community College provides a resource and referral office for families at **MCB New River, NC** seeking information on child-care.

MCB Quantico, VA has formed a partnership with La Petite Academy by participating in the Preferred Employer Plan program. The Marine Corps personnel benefit by receiving a 10 percent discount on tuition at local La Petite Academy programs.

MCB Camp Pendleton, CA, a member of the Oceanside Community Task Force, shares resources to make safe and affordable child-care available to community residents.

At **Ft. Huachuca, AZ**, Child Development Program staff serve on the Arizona Child Care Resource and Service Board. Child Development Program staff participate in resource and referral training.

g. Early Childhood Organizations/Networks:

Military Child Development Personnel are actively involved in local, state and national early childhood organizations. Our staff members serve as members of local

Early Childhood Networks, Advisory Boards, and professional associations such as state affiliates to the National Association for the Education of Young Children. They work closely with their civilian counterparts as advocates for child and family issues. They also present workshops and support local training programs for staff and families. These partnerships not only improve quality of care in the community, but also foster positive military civilian relationships.

The staff at **Goodfellow AFB, TX** collaborates with professionals in the San Antonio, TX area to promote excellence among early childhood professionals. The Goodfellow staff works with educators in the community to offer workshops for child-care personnel and providers. The staff also sponsors an annual professional recognition banquet for military and civilian child-care providers.

The management staff members at the **Dyess AFB, TX** are members of the Mayor's Abilene Children Today Team. They provide input and develop solutions for community issues related to children and families.

Child-care personnel at **Fort Bliss, TX** are participants in local efforts involving civilian child-care affiliate groups and organizations.

The Director at **Kirtland AFB, NM** attends state board meetings and reviews training programs for state-sponsored early childhood training. The staff also assists civilian centers in becoming accredited.

The staff members at **Beale AFB, CA** are part of the Sutter, Yuba and Colusa Counties Director Consortia. The Consortia meets monthly to network and benchmark with other state, federal and private centers as well as Yuba College. They have established a local planning committee for early childhood education. Joint training has been offered along with peer review activities.

As a member of the Tri-County School-Age Association, the **Naval Weapons Station Charleston, SC** management staff presents workshops on school-age program environments and staff training.

Selfridge Air National Guard Base, MI and Macomb County Community Coordinated Child Care jointly offer training on topics such as: child development, how to equip a program, and positive guidance.

Ft. Detrick, MD and the Montgomery County Child Care Association participate in family child-care provider training. Day long workshops collaboratively foster an exchange of ideas and improve community relations. Ft. Detrick is working with the Maryland State Department of Human Resources' Child Care Administration for joint oversight of family child-care homes. The partnership will enhance services for both civilian and military providers.

Ft. Leavenworth, KS is the co-sponsor for the Leavenworth Association for the Education of Young Child Annual State Conference. The annual conference is held at the Ft. Leavenworth Child Development Center.

The **Naval Air Station Corpus Christi, TX** Child Development Program staff, along with the Coastal Bend Work and Family Symposium, have formed a working group to advocate quality child and adult care. They support accreditation for child and adult care centers and work with employers who are implementing flexible work schedules and family support initiatives.

The staff at **MCLB Albany, GA** participates in the Georgia Association for the Education of Young Children local conference. The workshops have resulted in staff from local centers visiting the MCLB, and the Albany Child Development Program for additional training on environments in early childhood programs. The Supplemental Program Coordinator at MCLB is also a member of the Georgia Parenting Association. This membership supports opportunities to network and share resources and materials for parent education workshops.

Providers at **MCB Camp Lejeune, NC** are members of the Onslow County Child Care Association. The Association highlights family child-care as an affordable option for families. It also sponsors training and promotes family child care accreditation. Marine Corps providers are active in the Association and have sponsored training and networking sessions.

MCB Quantico, VA partners with the Prince William County Project Parent Program. The partnership works to support the education, economic and social needs of parents through training, opportunities for social activities, and easy to read training/information packets on strengthening parent/child relationships.

The **Army Materiel Command Headquarters, VA** child development program staff members participate in the Arlington County Child Care Advisory Committee. They provide recommendations to the county on how to increase the availability of child-care and how to improve parent education programs. The staff is also working with the Arlington community to develop a comprehensive evaluation plan for their preschool programs.

The **Army Headquarters, VA** child development and youth program staff share program expertise with the local council governments for Maryland, Virginia and the District of Columbia.

h. Innovative Collaborations:

This section describes unique collaborations that are indicative of the creativity and talents of the individuals who work in our early childhood programs. These kinds of collaborations are often termed as "thinking outside of the box." They have the potential

to move early childhood programs to the next level. The inclusion of community resources and organizations not commonly included in early childhood programs has the potential to greatly impact the lives of children and families.

The **Andrews AFB, MD** Child Development and Youth Program staff participates in a collaboration between Maryland Public Television and child-serving agencies. In addition to producing stories for children, they provide training for staff and providers on multiculturalism, storytelling, and art appreciation for staff and providers.

The **McChord AFB, WA** Child Development Program and local community agencies sponsor the Creative Arts Festival for Young Children. The McChord staff plans and presents art activities for children and parents to do together.

The **United States Air Force Academy, CO** and other military and community entities produce an annual community Family Festival. The festival provides "hands-on" activities for families and children. Information for families on community resources is available. Planning the festival promotes networking between the community and military programs serving families. The Family Child Care Program at the **United States Air Force Academy, CO** has also collaborated with the Mental Health Association of El Paso County, CO on a program entitled "Striking Out Stress." Family Child Care staff and providers are trained to present workshops on reducing stress for other providers and parents.

The **Kelly AFB, TX** Child Development Program is involved in a collaborative effort with the Texas Department of Health and Transportation to promote child car seat safety. This program, entitled "Safe Riders," also includes insurance company representatives.

Ft. Bliss, TX is collaborating with Armed Service's Young Men's Christian Association. The Association operates an 80-child capacity center on Ft. Bliss. The Ft. Bliss Training and Curriculum Specialist and Center Director provide training and technical assistance to the Association staff.

The Family Advocacy staff at **Vance AFB, OK** and local public schools have developed a Parent University. They have developed a parent training curricula and jointly present training in local schools and at on-base locations.

MCB Camp Pendleton, CA has established an inter-generational program with a community Senior Center. The seniors visit the center and provide activities for the children. This partnership provides meaningful experiences for both the children and the seniors. **Sheppard AFB, TX** and **Malmstrom AFB, MT** also have established programs with senior citizens to promote inter-generational activities and age-appropriate "extended family relationships."

Naval Amphibious Base, CA has signed a Memorandum of Agreement with Silver Strand Elementary School and the local school district to provide staff and oversight for a pre-school age program. The children in the program are in a state-funded enrichment program for low-income families that operated during the school year leaving them without care during the summer. The summer program will support these families so they can continue to work.

V. Recommendations For Improving DoD Child Development Programs

a. Accreditation for Family Child-Care and School-Age Care Programs:

The Military Services have a very comprehensive Family Child Care (FCC) system with a transferable training program and an excellent support system. DoD will join and support ongoing efforts to develop a national accreditation system for FCC providers that is similar to the one operated by National Academy for Early Childhood Program. Achieving FCC accreditation will result in formal recognition of the quality of military FCC programs and will help effect parity of care between Child Development Centers and FCC homes.

Achieving national accreditation of school-age care programs is the next step towards providing a continuum of quality child-care programs for children from birth through 12 years of age. We plan to support national efforts, already underway, to continue the development of an accreditation system for school-age care programs. Twelve military programs are currently participating in the national test.

- While support for national accreditation will not be a major cost factor for the Department as a whole, the Military Services or individual installations may incur small additional costs to implement FCC and school-age accreditation standards.

b. Use existing technology to share program information and improve resource and referral systems to maximize child care options on and off the installation:

DoD will develop a web site to share the Military Child Development Program practices, training opportunities, materials and information to assist parents in locating quality child-care within DoD and off-base. Providing resource and referral information on a web site will enable families who are relocating with immediate access to quality child-care options at their new location. In addition, it will help the staff better manage waiting lists and may reduce placement time.

- DoD has budgeted for the development of the web site.
- The Services would incur additional costs to get installation centers on line so they can access and maintain current information.

c. Develop partnerships with elementary schools for facility use for school-age care:

To increase the availability of care, we will develop partnerships with local school systems allowing our staffs to operate before and after school-age care and vacation care programs whenever possible. This initiative will benefit the community and DoD families by providing positive alternatives for children during the non-school hours.

- Funding for school-age care was included in the Secretary of Defense's 1995 Quality of Life Initiative.

d. Expand Family-Child Care off-base:

The demand for child-care is high and space is limited. On-base FCC homes are close to achieving maximum growth. Promoting DoD certification of military family members living in communities surrounding military bases is a cost effective means of expanding child-care and raising the level of quality care in the community. Military bases will develop Memorandums of Agreement with local, state or host nation licensing agencies to train and monitor off-base providers. Off-base providers will have access to lending library and DoD-sponsored training. Some installations will be eligible for appropriated fund subsidies.

- Although off-base FCC homes are the most cost-effective way of expanding the availability of quality child-care, there may be some additional installation costs for program oversight.