



# **A Giant Step for Child Care**

**How the CCAC-Indiana  
Symposium on Child Care  
Financing Launched Business-  
Community Initiatives**



A report of

**Child Care Action Campaign**

330 Seventh Avenue

New York, New York 10001

# **A Giant Step for Child Care**

**How the CCAC-Indiana  
Symposium on Child Care  
Financing Launched Business-  
Community Initiatives**

By Gail Richardson  
with Minerva Novero



A report of

**Child Care Action Campaign**

330 Seventh Avenue

New York, New York 10001

## **Child Care Action Campaign**

The Child Care Action Campaign's mission is to stimulate and support the development of policies and programs that will increase the availability of quality, affordable child care for the benefit of children, their families, and the economic well-being of the nation.

To accomplish this, CCAC provides information and original research to parents, the general public, and to government and corporate policy makers about the needs of families and children. CCAC emphasizes the connection between these needs and the nation's prosperity, and advocates for additional investment in child care by employers, by labor, and by federal, state, and local governments.

*Printed by Indiana Family and Social Services Administration.*

# Contents

## **A Giant Step for Child Care: How the CCAC-Indiana Symposium on Child Care Financing Launched Business-Community Initiatives**

### *Acknowledgements*

- 1 Overview
- 4 Business-Community Partnerships on the Front Lines: CCAC's Child Care Financing Symposia
- 7 Step Ahead and the Origins of the Indiana Symposium
- 8 A Three-tier Framework for Action
- 9 The Indiana Symposium
- 11 Bringing Local Employers to the Table: Lessons Learned by Symposium Teams
- 17 The Indiana Child Care Fund and the Snowball Effect

### *Boxes*

- 2 Miami County Opens One Center—and Begins Work on Another
- 3 Lessons Learned in Bartholomew County
- 5 LaPorte County Establishes a Loan Fund for Family Child Care Providers
- 6 Step Ahead Improves Child Care in Indiana
- 10 Two Routes to Child Care Support in the a Company
- 11 How to Use Your 15 Minutes with a CEO
- 12 Not Too Small to Care: Small Business Champions of Child Care
- 13 Marion County Attracts Philanthropic Support
- 14 A Mentor Helps Fulton County
- 15 Friendly Persasion in Newton and Benton Counties
- 16 In-Kind Donations in Howard County

### *Appendices*

- 20 County-by-County Results of the Symposium Project
- 21 Map: Counties Participating in the Symposium Project
- 22 Table: Indiana Symposium on Child Care Financing: A Framework for Action
- 23 Symposium Planning and Implementation Committee Members
- 24 Private Sector Sponsors of the Symposium
- 24 Corporate Mentors to County Teams
- 24 Symposium Presenters
- 24 County Team Coordinators
- 25 CCAC Board of Directors
- 26 CCAC Staff

---

## Acknowledgements

Child Care Action Campaign gratefully acknowledges the many individuals, organizations, companies, and public agencies, predominantly in Indiana, who have contributed to the success of the Indiana Child Care Financing Symposium and the projects it has launched.

Mrs. Susan Bayh, First Lady of Indiana, and Mrs. Charlene Lugar, wife of U.S. Senator Richard Lugar, endowed the Symposium with vision and leadership. As co-chairs of the Symposium they affirmed the significance of good quality child care to the people of Indiana and provided invaluable support.

Cheryl Sullivan, Secretary, Indiana Family and Social Services Administration (FSSA), wisely guided the project's evolution and ensured its broad impact.

Thanks to Jerry Musich, Executive Director, Indiana Donors Alliance, the Indiana Child Care Fund, created during the Symposium project to provide private sector support to child care initiatives, has found a permanent home.

Carole Stein, Senior Policy Analyst, Office of Planning, Innovations, and Government Relations, FSSA, has inspired, organized, and assisted all project participants in Indiana and has made a whole out of many parts. Without her skills and dedication, the Symposium would not have happened.

Barbara Anderson, consultant, helped build corporate support for the Symposium. Erin Deemer of the Yale Bush Center in Child Development and Social Policy, brought expertise in business management and child care to the development of the Symposium agenda and the CCAC slide show presentation.

The many individuals and companies who contributed to the project as advisers, sponsors, mentors, Symposium presenters, and coordinators of county teams have put the ideas of the Symposium into action. They are listed on pages 20-21.

The David and Lucile Packard Foundation provided critical support to CCAC for organizing the Indiana Symposium.

---

---

## Overview

One morning last winter, in the heartland of Indiana, Rita Fearnow pinned a bright orange tag on her lapel before setting out to work as Operations Consultant for McDonald's Corporation in Indiana. Bearing the message, "Orange you glad I have child care?" Fearnow was one of hundreds of working parents in Howard County who observed "Orange Day" to show how many employees depend on child care and why firms have a bottom-line interest in the issue.

In neighboring Miami County, private sector leadership and contributions by a local utility, a hospital, four small firms and the *Peru Daily Tribune* have enabled one center to open and a second to be planned. (See Box on page 2.) In Bartholomew County, in the southern part of the state, Cummins Engine has helped to launch the Community Child Care Fund that is close to reaching its first year goal of \$25,000 to invest in training for child care providers and other improvements in local child care programs. (See Box on page 3.) In LaPorte County, which borders Lake Michigan, First Citizens Bank of Michigan City has created a below-market-rate loan fund of \$50,000 to help family child care providers spruce up their residences to better accommodate and protect young children. (See Box on page 5.)

Business-community partnerships are on the agenda and on the rise in the 17 counties that are participating in the multi-year project whose focal event was the Indiana Symposium on Child Care Financing, held on November 15, 1995. (See Map on page 21.) The Symposium was spearheaded by Child Care Action Campaign (CCAC) of New York City and jointly organized by CCAC and Indiana Family and Social Services Administration (FSSA). Its goal was to increase the role of private sector employers as leaders on child care issues and investors in building the capacity and improving the quality of child care for working families.

## Miami County Opens One Center— and Begins Work on Another

*The Symposium helped us so much. . . It taught us not to focus on what we want but on what business needs and can give, to put ourselves in their shoes.*

— Tyra Walker,  
Step Ahead Coordinator

A child care center for 50 infants, toddlers and preschoolers—with a room for sick-child care—is about to open its doors on the premises of Peru Grace Brethren Church in Miami County. This project got a big boost from the Symposium team, whose effective media strategies helped to attract business support.

Affordability for parents and quality care for children, not just more “slots,” are the challenging goals of the new center. The

church is providing space, utilities, and maintenance. NIPSCO, a private utility, along with two small businesses—Bryan Steam Corporation and Kuepper Favor Company—and the Step Ahead Child Care Grant Program have made contributions to build an attractive, safe playground. Duke Memorial Hospital is supplying cribs, in-service training, and health training and equipment. Other local employers supporting the project include Heraeus Electro-Nite and Woodcrest Manufacturing.

Inspired by this success, the publisher of the *Peru Daily Tribune* has decided to follow suit. He hopes to convert print shop space into an on-site child care facility for his eight employees and, space permitting, for the children of employees in a local bank.

To achieve this goal, the Symposium organizers first invited county-based teams of public and private sector leaders to define child care projects for their communities. Once these plans were formulated, teams were offered access—before, during, and after the Symposium—to national and state experts, state officials, and philanthropic and corporate mentors from whom they gained assistance in carrying out their local initiatives.

Energized and guided by the Symposium, county teams have produced record results in one year's time. Their achievements and works in progress include several new or refurbished child care centers; two employer-supported funds to invest in training and other measures to improve child care quality; a loan fund for family child care providers; and a mentoring program for infant-care providers. Employee surveys, “tool kits” of child care information for employers, press and television coverage, and events like Orange Day in Howard County are other notable accomplishments of county teams. (See *County-by-County Results of the Symposium Project*, page 20.)

Project momentum has spread to all corners of Indiana. In fall 1996, another 43 counties will join the Symposium project,

which is changing the way Indiana does business and supports its families.

Growing evidence of grass roots successes has triggered initiatives at the state level. These include the production of a half-hour public awareness video by FSSA and Ball State Teleplex, an intergenerational program to attract retired seniors as volunteers in child care centers, mentoring by retired corporate executives to local child care projects, and the consideration of child care as an economic planning issue by the Indiana Economic Development Council.

Most significantly, the Indiana Donors Alliance, representing 70 community foundations, has agreed to become the home of the Indiana Child Care Fund. Originally set up by CCAC and FSSA to provide seed funding to Symposium teams, the fund will now continue on a permanent basis to raise corporate, foundation, and individual contributions to improve child care throughout the state.

These results, revealed during interviews with Indiana project participants in summer 1996, confirm the effectiveness of

## Lessons Learned in Bartholomew County

*The Symposium helped us to define our goal and opened options for addressing the [child care] issue."*

—Barbara Piper  
Step Ahead Coordinator

Enlightened leadership on work and family issues by Cummins Engine Company, the Heritage Fund (a community foundation), the Columbus Area Chamber of Commerce, and the Bartholomew County Step Ahead Council paved the way for the Symposium team to create a Community Child Care Fund. The fund will make investments in training, accreditation, facilities, and technical assistance to improve child care quality.

The original action plan called for raising donations from 53 local businesses, but the plan proved too ambitious. By mid-1996, the county team had raised donations from nine businesses and other sources and expected to raise \$25,000 by the

year's end. Quickly and objectively, the team tallied successes and areas for improvement, as follows:

### Successes

- Confirmation of project validity
- A quick launch
- Chamber of Commerce support
- A matching grant from Cummins Engine Foundation
- Good newspaper and radio publicity
- Progress on needs assessment

### Improvements Needed

- Clearer definition of priorities
- Revised strategy for fundraising
- Accurate assessment of the competition
- A bigger role for city and county governments
- Ground rules for group decisionmaking

---

## **Business-Community Partnerships on the Front Lines: CCAC's Child Care Financing Symposia**

CCAC's strategy of teaming up with strong state partners to develop and assist local child care initiatives. In addition to the Indiana event, CCAC has organized similar action-oriented conferences in Florida, Michigan, and New York. CCAC invites leaders in other states to consider working with CCAC on a state symposium to build constituencies and mobilize resources to expand child care capacity and improve child care quality.

Since its founding in 1983, CCAC has studied and published reports on creative strategies for public and private financing of child care. This focus reflects the fact that market forces—which shape the vast majority of child care decisions in America—cannot ensure care that meets children's developmental needs and enables families to fulfill their job responsibilities.

On the demand side, the large majority of working families cannot afford the cost of good quality child care. Families who pay for child care pay, on average, about \$3,800 per year for one or more preschool children, according to the U.S. Census Bureau.<sup>1</sup> By contrast, national experts peg the cost of providing good quality care at \$6,400 to \$8,300 *per child* per year.<sup>2</sup>

On the supply, side providers struggle, too often unsuccessfully, to survive on fees that parents can afford, and their high rates of staff turnover disrupt the continuity of care on which children depend.<sup>2</sup> Nor, on typical fees, can providers offer children the labor-intensive programs—with trained staff, small group sizes, and low child-to-adult ratios—that encourage frequent, responsive adult interactions with each child, which are at the heart of “quality.”

The tight budgets of parents and the shoestring economics of providers go a long way toward explaining what research abundantly documents: that most child care in America is mediocre to poor, and some is downright dangerous.<sup>3</sup> Poor quality child care adversely affects the growth and develop-

ment of children and jeopardizes their prospects for future success in school and work.

Poor quality child care also affects the bottom line of business. Employees with undependable child care worry on the job, lose concentration, and have higher rates of tardiness and absenteeism than co-workers, according to national and local surveys. Even so, employers often do not take steps to support dependable child care for employees. Their reasons range from a traditional view of the divided spheres of work and family to a lack of evidence of the problem and limited familiarity with solutions. Many employers, for example, still believe that support for child care means building on-site centers, whereas many other lower-cost options exist in every community.

Certainly, employers need better data showing the impact of child care on productivity and identifying options for action where problems exist. Yet persuasive data do not always clinch the case for business investment in an arena that most employers find hard to decipher. Unlike school systems, child care has no unified structure, no district budget or boards. Family child

## **LaPorte County Establishes a Loan Fund for Family Child Care Providers**

*The Symposium has been enlightening...It gave us impetus to do more. Now we are pulling together our business plan and our pitch to business is: 'You've told us child care is important. Well, this is what we've done, this is what we will do next, and this is what we need from you.'*

—Dr. Janice Katz  
Clinical Psychologist  
Michigan City

Positively influenced by the Symposium team in LaPorte County, First Citizens Bank of Michigan City has announced its intention to create an installment loan product to assist in-home child care providers refurbish their residences.

Under its new program, Care Providers, First Citizens Bank will lend up to \$50,000 to family child care providers, at a five per-

cent interest rate. Applicants must first receive a referral from LaPorte County Step Ahead. The maximum a provider can borrow is \$5,000 for a period of 60 months. Repayments will revert to the loan fund for re-lending.

"This is a wonderful opportunity for licensed in-home child care providers, and First Citizens Bank is a great corporate citizen," says Adrienne Gottlieb, LaPorte County Step Ahead Coordinator.

Several team members in the Symposium project had formerly helped to found the Michigan City Child Care Consortium in 1992 by raising \$64,000 in start-up funding for a child care center, primarily from five local employers. The team now seeks both to expand this center and to encourage employers to consider other types of investment in child care.

care homes, churches, centers, neighbors, preschools, Head Start programs, relatives, play groups, and vacation camps are among the dozens of sources of care and education that constitute "child care" for working parents.

Because of child care's diverse forms, employers seeking to realize benefits from child care investments are often well-advised to team up with partners who know the child care terrain, can define attractive investment opportunities, and can assist in organizing or managing these investments. Such partners may include public agencies, foundations, nonprofit organizations, child care resource and referral agencies, and the full array of local child care providers.

To increase the visibility, number, and impact of business-community partnerships is the goal of CCAC's state symposia on child care financing. These partnerships are on the front lines of endeavors to solve the child care crisis in America because child care solutions are always local (although a strong state role and a strong federal role are essential) and because no one sector will finance the good quality care that all children deserve.

A CCAC-state financing symposium helps state partners work with communities to define child care priorities, bring business partners to the table, and launch collaborative activities to expand child care supply and improve quality. Once local pub-

## **Step Ahead Improves Child Care in Indiana**



Indiana understands the critical role quality child care plays in helping children reach their full potential, according to Cheryl Sullivan, Secretary of Indiana Family and Social Services Administration. Under Secretary Sullivan's leadership Governor Evan Bayh's Step Ahead Initiative has been implemented in all 92 Indiana counties.

The Step Ahead process permits local counties to combine various funding streams to deliver services that communities have identified as priorities. By simplifying bureaucracy and implementing creative approaches, Step Ahead has attracted over

\$24 million in additional federal funding to expand educational programs, enhance early intervention services, and increase the number of licensed child care providers.

"When Indiana's Step Ahead Councils conducted their own needs assessments, 85 counties identified child care as their priority service need," recounts Secretary Sullivan. "Those needs differ from community to community and from family to family. Indiana has moved aggressively to expand not only the capacity for child care but the quality of child care as well, in all counties."

---

## **Step Ahead and the Origins of the Indiana Symposium**

lic-private sector teams are on the move, higher-level decision makers in corporate, philanthropic, and policy arenas can target their resources and investments in ways directly responsive to local child care priorities. Thus can grass roots and state-level initiatives push each other forward to create broad-scale changes that benefit children and families, as is clearly illustrated by the Indiana project.

"Before the Symposium, we had this pie-in-the-sky outlook. Now we have a good handle on things. The Symposium started the ball rolling."

The speaker is Teri Carr, until recently Step Ahead Coordinator of Fulton County. Under Carr's leadership, a community team from "the middle of nowhere" wrote a proposal to participate in the 1995 Indiana Symposium on Child Care Financing by spelling out its goal: the construction of a new child care center to meet acute local need. In Fulton County, where 67.3 percent of mothers with children under five work outside the home, only 185 licensed child care spaces are available to meet a demand estimated at 1500 of the county's youngest children.

The shortage of child care in Fulton County resembles conditions in the 17 counties whose Step Ahead Councils joined the Symposium project. Indiana Step Ahead Councils, one in each of the state's 92 counties, were created by legislation in 1991, under the leadership of Governor Evan Bayh, to simplify state bureaucracy and increase public sector responsiveness to local needs. (See Box on page 6.) Step Ahead Councils set priorities for public programs serving families and children, administer child care subsidies, expand early intervention programs, and play a leadership role in launching local projects.

Periodic needs assessments by Step Ahead Councils show that child care is a top priority nearly everywhere in the state. In the Symposium counties, between 57 and 67 percent of women

---

with children five or younger work outside the home. Infant care is in critically short supply. Care for sick children and care during increasingly common extended hours and weekend shifts are unavailable in many locations. Care for special needs children is spotty: in rural Benton and Newton Counties, on the Illinois border, the nearest child care program for children with special needs is located a county away—too harsh a trek for three- and four-year-olds.

As largely volunteer bodies, Step Ahead Councils grapple with the disparity between their vision of a world of good and plentiful child care and their bare-bones staff and budgets. Moreover, federal and state welfare reform requirements will cause an influx of children needing care into a system already inadequate to meet existing demand for good quality care. By 1995, many Step Ahead Councils were looking for ways to bring new partners and resources to the table to expand child care supply and improve child care quality.

“The Symposium offered Step Ahead Councils a great opportunity,” says Carole Stein who, as senior policy analyst at FSSA, invited CCAC to bring a financing symposium to Indiana, and took the lead in rallying state partners and directing the project in Indiana. CCAC’s exploratory trip in fall 1994 confirmed the strong interest of state agency officials, child care providers, and Step Ahead Councils in pursuing a collaborative project. From that point on, recalls Stein, “This project has just kept growing.”

## **A Three-tier Framework for Action**

The Indiana Symposium evolved in three tiers as a powerful national-state-local framework for action. (See Table: *Indiana Symposium on Child Care Financing: A Framework for Action* on page 22.) CCAC contributed its expertise, strategic capability, links to resources and innovators across the country, and media skills. At the state level, FSSA brought high-level political support, organizational capability, state and local networks, and access to information and resources. Locally, Step Ahead teams

---

brought grass roots savvy, action goals, practical strategies, and implementation capacity.

First CCAC and FSSA worked out their collaboration. Then Step Ahead partners were brought to the table through a proposal process. In order to participate, a Step Ahead Council had to recruit a team that included an elected official and representatives of a local business, a financial institution, a philanthropic foundation, the regional private industry council, the Chamber of Commerce, parents, and agencies or programs in health, education, and child care. Teams were required to submit a plan to expand child care capacity and/or improve quality by means of strategies designed to attract private sector investment.

Once counties submitted proposals, CCAC and FSSA pursued corporate sources of seed funding to help counties implement their plans. To demonstrate high-level support for this effort, Mrs. Susan Bayh, First Lady of Indiana, and Mrs. Charlene Lugar, wife of U.S. Senator Richard Lugar, hosted a lunch for top officials from two dozen companies, at which CCAC president Richard B. Stolley was the featured speaker. Nearly all of the companies represented at the lunch made donations to a seed-grant fund for Symposium counties which later became the Indiana Child Care Fund.

## **The Indiana Symposium**

At the Symposium, co-chaired by Mrs. Bayh and Mrs. Lugar in the Indiana Statehouse, county teams learned about creative child care financing strategies in use by national, state, and local innovators. These strategies included community-focused investments in child care quality by AT&T, an employer-supported child care consortium managed by Allen County Child Care of Fort Wayne, community organization techniques and child care programs of Eastside Community Investments of Indianapolis, and family child care recruitment and training programs of the Oregon Child Development Fund of the Oregon Community Foundation. Afternoon workshops en-

## Two Routes to Child Care Support in a Company

Typically, employers can invest in child care projects through one or both of two different departments: Community Relations and Human Resources (or their equivalents). Each department pursues different company goals; therefore each must be approached in a different way. The following table summarizes key features of these departments that affect the fate of a proposal for corporate support. This table was prepared by Candice Lange, Manager, Human Resources, Work and Family, Eli Lilly & Company.

|                                   | Community Relations                  | Human Resources                             |
|-----------------------------------|--------------------------------------|---------------------------------------------|
| Source of Funds                   | Corporate foundation                 | Operating budget                            |
| Business Goals                    | Corporate social responsibility      | Employee productivity, retention            |
| What's the Competition?           | Other worthy causes in the community | Other human resources programs and expenses |
| Employer Interest and Involvement | Somewhat limited                     | Specific outcomes expected                  |
| How Employees Benefit             | As part of the community             | Preferentially                              |

abled teams to refine their original proposals and specify action goals for the following year.

Also featured at the Symposium was the CCAC presentation, "Child Care on a Shoestring," a slide show that employed budget data about Indiana child care centers and family child care homes to demonstrate why poor quality child care has economic origins beyond the capacity of parents and providers alone to alter, and why business has a bottom-line interest in investing in child care. A video, "A History of Child Care in Indiana," prepared by FSSA and the Ball State University Teleplex Center, encapsulated the evolution of child care programs in Indiana and ended with powerful testimony for family-friendly policies by CEOs of prominent Indiana companies.

Following the Symposium, county teams received overhead transparencies of "Child Care on a Shoestring" along with the FSSA-Ball State video for use in public awareness activities. In subsequent months, FSSA provided continuous technical assistance to teams in the form of periodic meetings for team coordinators, referrals to sources of expertise, circulation of materials, and workshops on special subjects in which CCAC partici-

pated. In addition, corporate supporters of the symposium offered managerial staff as mentors to assist county teams in designing and carrying out effective approaches to prospective private sector partners. (See Boxes on pages 10 and 11.) This targeted technical assistance was critically important in helping county teams to keep up their morale and their momentum. In addition, seed grants were disbursed in May 1996 to county teams from the Indiana Child Care Fund.

## Bringing Local Employers to the Table: Lessons Learned by Symposium Teams

Returning home after the Symposium, county teams quickly discovered, if they did not already know, that effective business-community partnerships do not spring into being overnight. Success requires multiple approaches, several strategies, and dialogue and action over the long term. The activities in use by counties to build partnerships, and the lessons learned, are summarized below.

**Build Awareness.** Building awareness is the first step to finding and engaging employers as partners in community child care projects, report county teams. "We in business have no idea," says Guy Spencer, owner of a print shop in Gary who joined the Lake County Step Ahead Team to learn what could be done to overcome this barrier to change. (See Box on page 12.)

### How to Use Your 15 Minutes With a CEO

#### Nine Steps to Success in Winning Corporate Friends for Child Care

1. Focus on the effect of child care on the bottom line.
2. Do your homework. Be sure you know the background of the company you are approaching and their policies regarding family-related issues.
3. Have a presentation prepared so you do not waste the CEO's time.
4. Use simple, everyday language and use statistics.
5. Show the CEO what you can do for that company. Be prepared to present a detailed description of your program, if asked. Then listen carefully to the response.
6. Explain what role the company can play and how it will benefit.
7. Find a competitor that is doing the same thing, because business leaders do not want to be perceived as lagging behind the competition.
8. Don't go in with your hand out. Stress that you are interested in the company's support, which can take various forms. Listen to the CEO's suggestions.
9. Don't say "nobody cares." The person who comes through is the one who has a positive attitude.

*Based on interview with Pat Riecks  
Human Resources Coordinator, PSI Energy*

## Not Too Small to Care: Small Business Champions of Child Care

Two of the most vocal business advocates for child care in the Symposium project run small businesses. They know first hand that employees' child care woes sap productivity, and they are working with Symposium teams to expand local child care capacity.

Greg Robinson runs a McDonald's franchise with a staff of 60 in Rochester, Indiana. He reports that he often receives calls from employees saying they can't come to work because "their baby sitter didn't show up, or quit. So I am left hanging," Robinson laments. "My business is left hanging. I have to find somebody to work that shift. Child care is a matter of big interest to me." Robinson is working with the Fulton County Step Ahead team

to round up the resources needed to create a child care center.

Gary Spencer owns a small print shop in Lake County. When they can't make other arrangements, parents who work for him are allowed to bring children to work. As a parent himself, he understands their worries.

As a member of the Lake County Step Ahead team, Spencer believes that lack of awareness is the primary obstacle to an expanded child care role for business. To help overcome this barrier, the team plans to conduct a survey of working parents to demonstrate to employers what types of child care investments would be likely to boost business productivity.

Topping the list of "awareness" activities by county teams, in terms of frequency, are presentations of CCAC's "Child Care on a Shoestring" to Rotary, Kiwanis, Lions, sororities, Chambers of Commerce, and other civic and community groups. By offering this presentation, county teams find it easy to get on the agenda of local organizations. In rural areas the "grapevine" supplements organized presentations; casual encounters and ad hoc conversations expand the circle of those who are informed about community child care initiatives.

Information brochures and resource guides, or "tool kits," are in production in six counties to supply data to business on the benefits of investing in community-based child care resources. (See, for example, the Marion County plan described in the Box on page 13.) Press attention to child care has been achieved through innovative events like Orange Day in Howard County and a candlelight vigil in Miami County. Step Ahead Coordinators in Bartholomew, Elkhart, and LaPorte Counties have succeeded in getting letters or columns printed in local papers. A CCAC workshop and materials provided important technical assistance to help county teams develop effective media strategies.

**Make the Case and Set Priorities.** As local employers learn about child care issues, they may nonetheless distance themselves from solutions, report the county teams. "Leaders of many local businesses are 'traditional' in their belief that the workplace should have nothing to do with home life. Other companies may feel they cannot afford 'extra' benefits," observes Michelle Janin of the Cummins Engine Foundation.

To overcome resistance, "use statistics to prove that child care affects the bottom line," urges Wendell Gooch, who owns the Orange County Publishing Company. Business people are busy, cautions Ron Humphrey, president of Kentland Bank in Newton County, so child care teams need to be "very specific."

Seeking local data to make the case to employers, Delaware, Elkhart, and Lake Counties are conducting surveys of local employees' child care needs and are benefiting from the technical assistance of a corporate mentor provided by Lincoln National Corporation as part of the Symposium project. In Orange County, a county-wide survey and luncheon meetings for employers will help the local team learn more about which businesses might be open to contact and collaborative endeavor. Identifying the right decision maker in each company is

## Marion County Attracts Philanthropic Support

*The Symposium started the ball rolling, and we must make sure the ball keeps on rolling.*

—Gayle Spicer  
Step Ahead Coordinator

The Symposium project developed by the Marion County team seeks to link business-community partnerships in child care with other efforts to support families who are required by state and federal law to leave welfare for jobs. Project components include

- tool kits and a speakers bureau to inform employers about the economic impact of child care;
- a Grow Child Care Fund to increase private sector investments in child care quality improvements including training;

- consumer education materials to help parents receiving child care subsidies to select care arrangements that meet both children's developmental needs and parents' work goals; and

- community advocacy to build the capacity of parents to influence state policy makers to respond effectively to the child care needs of low-income families.

Thanks to technical assistance by Child Care Campaign, the Marion County team has received support from the Moriah Fund of Washington, D.C. for this project. The Indianapolis-based Opportunities Industrialization Centers is coordinating the work of the Marion County Step Ahead team and its corporate mentors to carry out this initiative.

## A Mentor Helps Fulton County

*Our mentor has been very helpful in providing business perspectives. She gives us moral support and direction.*

—Teri Carr  
Step Ahead Coordinator

Fulton County did not expect to participate in the Symposium project because, according to Teri Carr, the county is "in the middle of nowhere, the country mouse. We didn't feel we had anything to showcase or feel important about."

Yet at the Symposium the county team "embraced the concept of an employer consortium." Now the team is seeking employer backing for a new child care center. A McDonald's franchise and an elder care facility would like to help out in some way.

Land has already been donated.

A key ingredient in this progress is Anna Rust, assistant vice president of Conseco, a large financial services company headquartered in Indianapolis. As corporate mentor to Fulton County, Rust has offered advice by phone on many occasions.

"I have tried to explain how to get to the right person, the decision maker, says Rust. "I find that often we spend an inordinate amount of time talking to the wrong person."

This input made all the difference to Carr, who wishes that Rust could have been available before the Symposium. Rust, for her part, is amazed that a few phone calls mattered. But, indeed, they did.

critical, advises the corporate mentor to Fulton County. (See Box on page 14.)

An effective case for business support also requires that clear priorities be set within the child care community, as the Bartholomew County team learned. After launching a bold plan for a business-supported Community Child Care Fund, the team realized that they needed to do more work to establish community consensus about which investments would bring the highest returns to employers, families, children and the community.

**Win Champions and Extend the Vision.** One objective of persuading local employers that child care merits their concern is to encourage them to step forward as champions—advocates for child care whose public status attracts significant attention and support from new quarters. "People must first be able to share the vision, then financial and other kinds of support will follow," explains Jay Brinkman, a chiropractor and president of South Newton School Board, in describing the strategy of the team working in Newton and Benton Counties. (See Box on page 15.)

Several county teams are spreading their child care vision by linking their projects with economic development experts and organizations. The joint project of Clark, Floyd, Harrison, and Scott Counties is headed by Jerry Wheat, a professor of business at Indiana University Southeast, who contributes a valuable outside perspective to this four-county collaboration. In Randolph County, a local economic development agency has taken the lead on the Symposium project. In Lake County, the Step Ahead team has expanded to include members of the local welfare-to-work planning team.

In Newton and Benton Counties, the multi-county Kankakee Valley Workforce Development Council is proving a strong regional partner. The council's economic development mission, strong ties to elected officials and business leaders, and communication resources are helping to build local support for the multi-purpose center that will house a child care program for special needs children—and perhaps one of the council's programs as well.

## Friendly Persuasion in Newton and Benton Counties

*The Symposium really helped me. We took a group of people from Benton and Newton Counties and we sat down together and listened to one another [on the subject of child care] for the first time. We realized we have a lot of common needs. That's when all this took off.*

—Dr. Jay Brinkman  
President  
South Newton School Board

"Happenstance" is how Dr. Jay Brinkman describes the origin of the Symposium project in Newton and Benton Counties: One day, at a local mall, he ran into Pam Hasser, the Newton County Step Ahead Coordinator. She told him about special needs children whose parents had no child care center in the county. He told her his dream of converting a house on school property into a preschool. The two quickly joined forces.

Pulling together a team and attending the Symposium jump-started the Newton-Benton plan. Now, rolling it out in the

community takes place primarily in neighbor-to-neighbor talk.

Using strategies picked up at the Symposium, Brinkman reports, "We have approached business and told them, 'we have something for you.' We have offered them a solution to their high rate of absenteeism among employees. We have offered them a solution to their problem of people leaving to find other jobs. We know they spend a lot of money hiring and training people, so we have said, 'Why don't we work together?' The response has been overwhelming."

Buoyed by growing community interest in the center, the Newton-Benton team has already convinced an architect to donate renovation designs, persuaded contractors to give a 44 percent discount on construction, identified a fiscal agent, and discovered a project partner in the Kankakee Valley Workforce, which may use center space for welfare-to-work training for adults.

**Offer Options for Action.** County teams emphasize that significantly greater financial resources must be found in order to build an adequate supply of good quality child care for working families. Yet many of them acknowledge that they must be flexible—and patient—about the requests they make to employers. A menu or list of investment options, with affordable choices for employers of all sizes, is in the works in LaPorte County. Here, two child care consortia have been created with employer support in the past few years. Now, stimulated by the Symposium, the county seeks to expand the base of employer involvement by drawing attention to a broad range of investment options including Dependent Care Assistance Plans (DCAPs), which benefit both employers and working families by permitting employees to put a portion of pre-tax earnings into an account to help pay for child care.

Employers involved with the local teams encourage broad thinking. “Funds are tight this year,” reports Greg Robinson, a McDonald's franchise owner and a supporter of the Fulton County team. “But we can still get involved by lining up providers, finding the building, being flexible with work hours.”

## In-Kind Donations in Howard County

*The fact that we have worked together and developed rapport, that people were brought together made a tremendous impact on the community. The Symposium project has connected us all and built this foundation. I can say whatever happens we would probably go on working together.*

—Jeannie Landseadel  
Child Care Center Director  
Kokomo

A drive for in-kind donations from business to “sustain and upgrade” existing child care centers, is the Symposium plan in Howard County. The team's preliminary list contains the following items, identified as lacking in many child care sites.

Contributions of these items would improve the learning environments, increase management efficiency, and add flexibility to providers' budgets to better support staff and training.

Fax machines  
Computers & software  
Copy machines  
Printer  
Office chairs  
File cabinets  
Paper  
Envelopes  
Pencils  
Pens  
File folders  
Art materials

Landscaping products

Mulch  
Trash cans  
Storage crates  
Coat racks  
Partitions  
Shelving  
Art easels

Child-size chairs  
Child-size tables  
Commercial sweepers  
Baby cribs  
High chairs  
Cots

Play kitchens  
Baby bibs & washcloths  
Paper products (tissues, etc.)

## **The Indiana Child Care Fund and the Snowball Effect**

In-kind donations by employers are one alternative to financial support, at least in the short term. In Orange County there is a history of obtaining such in-kind donations from businesses. In one case, the gas company contributed labor to move a gas line affected by construction work at a child care center, a service valued at \$2,500. Free architectural advice and a below market quote from a construction contractor are bringing the Newton-Benton center closer to realization. The Howard County team has compiled a wish list ranging from computers to toys in the hope that local employers will donate these badly needed items to local child care centers. (See Box on page 16.)

Financial contributions by employers have boosted projects in three counties. The recipients are a center for infants, toddlers, and sick-child care in Miami County; the Community Child Care Fund in Bartholomew County; and a loan fund for refurbishing family child care residences in LaPorte County.

The achievements of county teams—well supported and given visibility by FSSA staff—have ignited state-level initiatives in public awareness, senior citizen participation in child care, corporate mentoring, and state economic planning. Representing the biggest success to date is the recent decision by the Indiana Donors Alliance (IDA) to provide a permanent home for the Indiana Child Care Fund.

Under IDA's direction the fund will raise corporate, foundation, and other private contributions to invest in strengthening the state's child care infrastructure (e.g., training and mentoring for child care providers), developing child care expertise across the state, and increasing public awareness of child care issues. IDA's new commitment to child care reflects the growing interest of its member foundations in supporting efforts that improve the quality of life for children, according to executive director Jerry Musich. In addition to creating the state

---

fund, IDA will educate its members about opportunities to establish "field of interest" child care investment funds—to attract donor dollars into community-based child care projects like those undertaken by Symposium teams.

As Symposium-linked activities enter their third year, fully two-thirds of all counties in Indiana will be involved in creating or continuing business-community child care partnerships. The snowball effect shows no sign of slowing. This rapid evolution demonstrates how quickly communities can move to improve child care when offered appropriately-designed opportunities, incentives, and technical assistance. However, the Indiana project also reveals that grass roots initiatives need higher level support—for example, from regional agencies, state government, state and national philanthropies, large companies, and/or federal agencies. Otherwise they can wither quickly, wasting precious opportunities to realize the commitment to children and families that Americans profess.

The Symposium model of change is well-suited for success in the current political climate that favors smaller government and local control. Moreover, as the Symposium project draws broader numbers of Indiana institutions into the circle of its impact, state leaders are increasingly raising big questions toward which recent accomplishments point: What is the appropriate role for government, business and philanthropy in helping working parents meet their child care needs? What would it take to solve the child care problem for all families in the state?

Answers must be found, not only in Indiana, but in every state. If amplified by appropriate leadership and communications, the resolutions that states develop—or their steps toward such resolutions—can help lay the foundations of a national consensus that is urgently needed in order to combine private and public resources to finance good quality child care for all families that need it.

## Notes

<sup>1</sup> U. S. Bureau of the Census (1995). *What Does It Cost to Mind Our Preschoolers?* (pp. 50-52).

<sup>2</sup> B. Willer (1990). "Estimating the Full Cost of Quality," in B. Willer, Ed., *Reaching the Full Cost of Quality in Early Childhood Programs*. Washington, D.C. National Association for the Education of Young Children.

<sup>3</sup> Center-based child care providers earn, on average, \$6.70 per hour. For a typical work year of fifty 35-hour weeks, the average salary is \$11,725. Source: Whitebook, M., et al. (1993). *National Child Care Staffing Study Revisited: Four Years in the Life of Center-based Child Care*. Washington, D.C.: National Center for the Early Childhood Work Force.

<sup>4</sup> According to a recent in-depth study of 401 randomly sampled child care centers in four states, only one in seven centers (14%) offered developmentally appropriate care; one in eight (12%) offered "less than minimal" care; and the vast majority offered mediocre care. Source: Helburn, S., et al. (1995). *Cost, Quality and Child Outcomes in Child Care Centers*. University of Colorado at Denver. According to another recent study, researchers in three states, who oversampled low-income and minority areas, reported that, "Only 9 percent of the homes in this study are rated as good quality (meaning growth-enhancing), while 56 percent are rated as adequate/custodial (neither growth-enhancing nor growth-harming), and 35 percent are rated as inadequate (growth-harming)." Source: Galinsky, E., et al. (1995). *The Study of Children in Family Child Care and Relative Care: Highlights of Findings*. New York, NY: Families and Work Institute.

# County-by-County Results of the Symposium Project

*In the year since the November 1995 Indiana Symposium on Child Care Financing, Step Ahead teams in the 17 participating counties have achieved the following results in their efforts to build business-community child care partnerships.*

**Bartholomew County.** The Community Child Care Fund has been created to solicit corporate and philanthropic donations to improve training, facilities, and other aspects of child care quality and supply. The Fund expects to raise \$25,000 in 1996.

**Clark, Floyd, Harrison, and Scott Counties.** A "tool kit" of informational materials is being distributed to promote business leaders' understanding that good quality child care contributes to business productivity.

**Delaware County.** Ivy Tech Community College is creating a mentoring program for family child care providers, especially those caring for infants. A survey of local employees will be used to target child care improvement priorities.

**Elkhart County.** A survey instrument is being developed to assess employees' child care needs. The county has attracted local press coverage of child care issues and editorial support.

**Fulton County.** Land has been donated to build a child care center for which the support of a consortium of employers is sought.

**Howard County.** "Orange Day" was organized to demonstrate working parents' reliance on child care. In-kind donations from employers to child care centers will be sought. United Way and public schools are paying more attention to child care.

**LaPorte County.** First Citizens Bank of Michigan City has created a \$50,000 loan fund to help family child care providers refurbish their

premises; the county Step Ahead Council will help administer the fund.

**Lake County.** A survey of employees' child care needs will be conducted and is expected to show acute infant and toddler care shortages. The county team broadened its community base by including local welfare-to-work planning council members.

**Marion County.** The Symposium project has attracted support from the Moriah Fund to conduct outreach to business leaders, create a Grow Child Care Fund, distribute parent education brochures, and conduct local advocacy for better quality, affordable child care for low-income families.

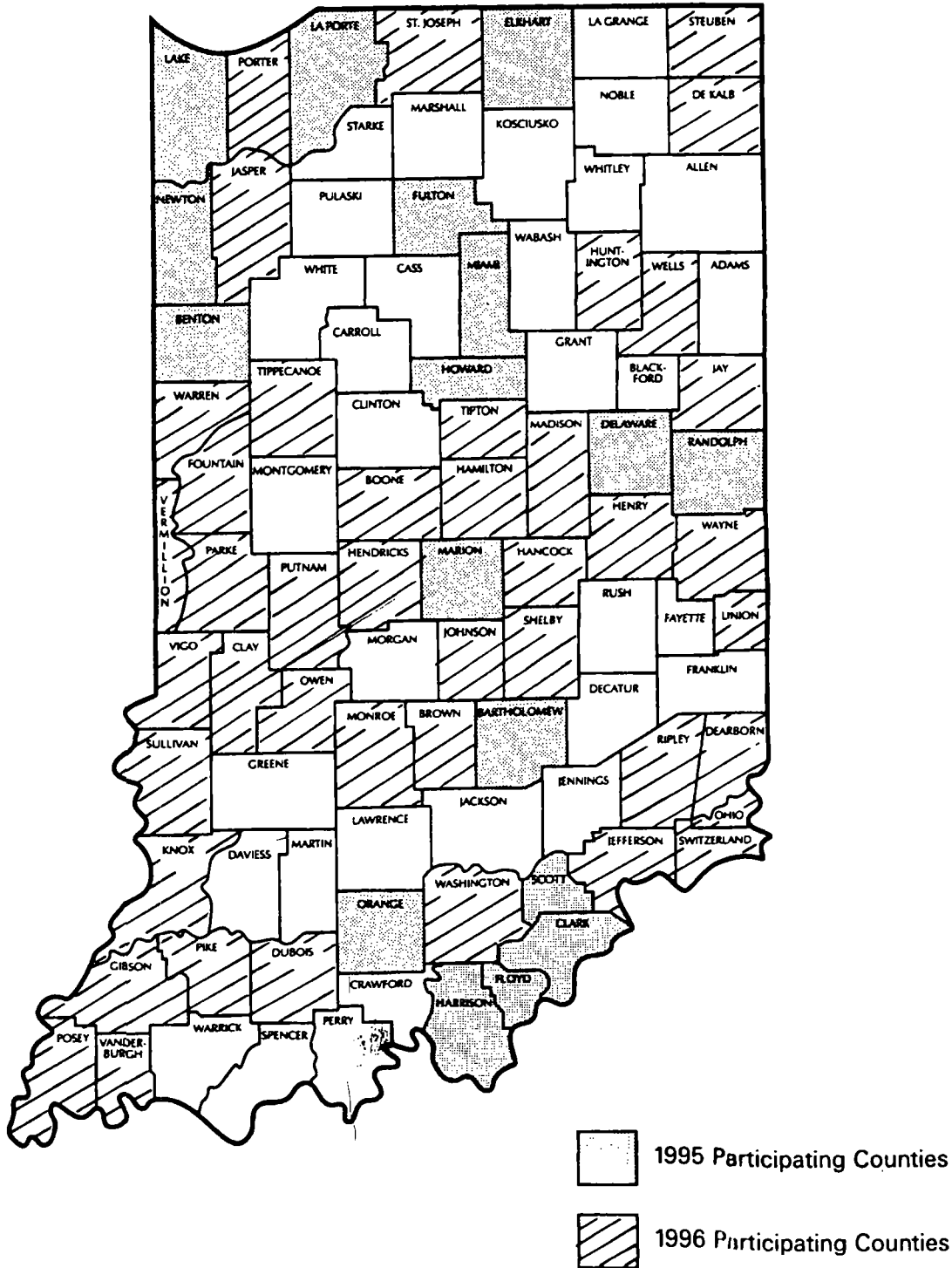
**Miami County.** A new child care center has opened, thanks to extensive local press coverage of child care issues and support from a major utility, a hospital, and several local businesses. The publisher of the local newspaper is seeking help to start an on-site child care center to serve his employees and those of a neighboring bank.

**Newton and Benton Counties.** Broad local support has been developed to convert a building on school property into a preschool center for children with special needs; in-kind donations from various businesses will reduce construction costs.

**Orange County.** A local child care center seeks to expand by identifying new business partners. An employee survey and employer lunches to increase corporate support are under way.

**Randolph County.** Several strategies are planned to attract the attention and support of business to respond to the well-documented surge in child care needs anticipated as welfare reform activities proceed.

## Counties Participating in the Symposium Project



# Indiana Symposium on Child Care Financing: A Framework for Action

The Indiana Symposium brought business-community teams together with national and state experts to plan local projects to attract private sector resources to improve child care and boost business productivity. The Symposium launched child care initiatives in 17 counties, a state child care fund, new state policies, and an expanding network of child care advocates. The following table depicts the steps taken by Child Care Action Campaign, Indiana Family and Social Services Administration (FSSA), and other partners to plan and carry out the Symposium event and the year of implementation activities that followed.

| FALL<br>WINTER 1994                                      |                                                                                                           | SPRING<br>1995                            | SUMMER<br>FALL 1995                                                                        | NOVEMBER 15,<br>1995 | WINTER<br>1995-96                                                      | SPRING<br>SUMMER<br>1996                                     | FALL<br>1996                                          |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------|
| CHILD CARE<br>ACTION<br>CAMPAIGN                         | Invitation to bring<br>Symposium model to<br>Indiana accepted.                                            | Intensive<br>assistance<br>given to FSSA. | Keynote given at<br>corporate lunch;<br>assistance given<br>to county teams.               | SYMPOSIUM            | Action resources<br>created for<br>counties.                           | Media training<br>offered to<br>counties.                    | National visibility<br>enhanced for<br>Indiana model. |
| FSSA AND PUBLIC-<br>PRIVATE SECTOR<br>PLANNING COMMITTEE | Symposium planned; requests<br>for proposals (RFPs) sent to<br>counties; assistance given to<br>counties. |                                           | Assistance given to<br>county teams.                                                       |                      | State initiatives<br>launched to<br>expand support for<br>communities. | Video produced;<br>county achieve-<br>ments documented.      |                                                       |
| COUNTY<br>STEP AHEAD<br>COUNCILS                         | Local projects defined<br>through RFP process;<br>public-private sector teams<br>recruited.               |                                           | Projects refined<br>and launched.                                                          |                      | Projects<br>implemented.                                               | Results and lessons<br>assessed.                             |                                                       |
| CORPORATE<br>ADVISERS,<br>DONORS &<br>MENTORS            | Attended corporate<br>lunch at Governor's<br>residence.                                                   |                                           | Strategic assistance,<br>donations to Indiana<br>Child Care Fund, and<br>mentors provided. |                      | Assistance to<br>county teams and<br>additional<br>donations given.    | Continued<br>participation in<br>Indiana Child Care<br>Fund. |                                                       |
|                                                          |                                                                                                           |                                           | INDIANA<br>DONORS<br>ALLIANCE                                                              |                      | Permanent home provided for Indiana<br>Child Care Fund.                |                                                              |                                                       |
|                                                          |                                                                                                           |                                           |                                                                                            |                      |                                                                        |                                                              |                                                       |

## **Symposium Planning and Implementation Committee Members**

**Carole Stein**, Chair, FSSA/Office of Planning  
**Barbara Anderson**, Consultant  
**Edward Alexander**, Goodwill Industries of Central Indiana  
**Dr. Barbara Batchelor**, Day Nursery  
**Charlene Burkett**, FSSA/Bureau of Family Independence  
**Keith Carver**, FSSA/Child Care Licensing  
**Ellen Clippinger**, At-Your-School Services  
**Dr. Roselyn Cole**, Auntie Mame's Child Development Center  
**Bobby Conner**, FSSA/Division of Disability, Aging, and Rehabilitative Services  
**Karen Copeland**, Children's Education Center  
**Janet Corson**, FSSA/Division of Mental Health  
**Debbie Davis**, Indiana Department of Commerce  
**Charles Deppert**, Indiana State AFL-CIO  
**Tom Friedmann**, historian  
**Karen Glaser**, Junior League of Indianapolis  
**Maureen Greer**, FSSA/Bureau of Child Development/First Steps  
**Gaye Gronlund**, early childhood education consultant  
**Lisa Hamilton**, Junior League of Indianapolis  
**Jerome Hauer**, Indiana Workforce Development  
**Michael J. Jakubisin**, Indiana Workforce Development  
**Mae Z. Jimison**, Indiana State Department of Health  
**Betty Johnson**, Indiana Department of Education  
**Sam Jones**, Indianapolis Urban League  
**Tim Kelly**, Indiana Human Resources Investment Council  
**Jan Keltz**, Indiana Alliance for Better Child Care  
**Ralph Komasinski**, Indiana Workforce Development  
**Candi Lange**, Eli Lilly & Company  
**Sandra Loyd**, Saint Mary-of-the-Woods College  
**Janet Luddy**, Junior Leagues of Indiana  
**Peggy O'Malley**, Indiana Workforce Development  
**Sue McCaffrey**, United Way of Central Indiana  
**Lauralee Martin**, FSSA/Bureau of Child Development  
**Tammy Miller**, McDonald's Corporation  
**Ginny Morris**, FSSA/Bureau of Aging and In-Home Services  
**Nan Nicol**, Vigo County Step Ahead  
**Donna Olsen**, Indiana Parent Information Network  
**Cal Olson**, Dependent Care Management of Indiana  
**Jackie Pitman**, FSSA/Division of Disability, Aging, and Rehabilitative Services  
**Professor Douglas Powell**, Purdue University  
**Fran Reigle**, Montgomery County Step Ahead  
**Pat Riecks**, PSI Energy  
**Gail Richardson**, Child Care Action Campaign  
**Carol Rolland**, Lincoln National Corporation  
**Professor Ena Shelley**, Butler University  
**Candes Shelton**, Indiana Child Care Fund  
**Don Smith**, First National Bank (Terre Haute)  
**Doreen Smith and Peg Smith**, Indiana Youth Institute  
**Bill Stephen**, Indianapolis Division of Workforce Development  
**Lorna Sterling**, Intergenerational Programs  
**Sharon Sullivan**, Ivy Tech College  
**Marsha Thompson**, Indiana Parent Information Network  
**Mariane Tisdale**, Indiana Association for the Education of Young Children  
**Graham Toft**, Economic Development Council  
**Joyce Tucker**, Greenleaf Community Center  
**Roy Vanderford**, Indiana Education and Training  
**Dianna Wallace**, FSSA/Office of Planning/Step Ahead  
**Judy Waugh**, WRTV, Channel 6  
**Nina White**, Indiana Workforce Development  
**Carlis Williams**, FSSA/Bureau of Family Independence  
**Sam Young**, FSSA/Family of Aging and In-Home Services

## Private Sector Sponsors of the Symposium

American States Foundation  
American Cablevision  
Brightpointe, Inc.  
CB Commercial  
Conseco  
Cummins Engine  
Eli Lilly & Co.  
Golden Rule Insurance  
Ice Miller Donadio & Ryan  
IPALCO Enterprises  
Indianapolis Water Company  
IWC Resources Corporation  
Junior League of Indianapolis  
Lincoln National Corporation  
Marsh Supermarkets  
Maytag  
McDonald's Corporation  
NBD Bank  
Northern Indiana Public Service Company (NIPSCO)  
PSI Energy  
Resort Condominiums International  
Society National Bank  
Weiss Communications and Indianapolis Woman  
William N. Wishard Memorial Hospital  
WISH/TV  
Work-Family Directions

## Corporate Mentors to County Teams

Candice Lange, Eli Lilly & Company  
Mindy Lewis, Cummins Engine  
Pat Riecks, PSI Energy  
Carol Rolland, Lincoln National Corporation  
Candes Shelton, Junior Leagues of Indiana  
Anna Rust, Conseco  
Linda Strickland, Wishard Memorial Hospital  
Phyllis Wilkins, NBD Bank  
Wendy Yerkes, IPALCO Enterprises

## Symposium Presenters

Judy O'Bannon, wife of Indiana Lt. Governor Frank O'Bannon  
Byron Jensen, Goodwill Industries, Indianapolis  
Kathleen Likeness, Child Care of Allen County, Fort Wayne  
Mrs. Charlene Lugar  
Barbara Reisman, Child Care Action Campaign  
James E. Rogers, CINergy  
Deborah Stahl, Lucent Technologies Foundation  
Christine Tomlinson, Oregon Child Development Fund  
Dennis West, Eastside Community Investments, Indianapolis

## County Team Coordinators

Bartholomew County: **Michelle Janin, Mindy Lewis and Barbara Piper**  
Benton and Newton Counties: **Pam Hasser**  
Clark County: **Jerry Stephensen**  
Elkhart County: **Sandra Friesen**  
Floyd County: **Angela Robinson**  
Fulton County: **Teri Carr and Lorena Kanouse**  
Harrison County: **Shirley Hawkins**  
Howard County: **Mary Mason**  
Joint County Project (Clark, Floyd, Harrison, and Scott): **Jerry Wheat**  
Lake County: **Barbara Corcoran**  
LaPorte County: **Adrienne Gottlieb and Dr. Janice Katz**  
Marion County: **Gayle Spicer**  
Miami County: **Tyra Walker**  
Orange County: **Pat Hooten**  
Randolph County: **Jim Byrd**  
Scott County: **Carolyn King**

## Child Care Action Campaign Board of Directors

### *Honorary Chairmen*

**President Jimmy Carter**

**President Gerald R. Ford**

### *Founding President*

**Elinor Guggenheimer**

### *President*

**Richard B. Stolley**, Time Inc.

### *Vice-Presidents*

**Dana E. Friedman, Ed.D.**, Corporate Family Solutions

**Francine Sommer**, Gabelli Multimedia Partners, L.P.

### *Secretary*

**Judith Kauffman Fullmer**, Citibank

### *Treasurer*

**Arnold H. Kroll**, Schroder Wertheim & Co. Inc.

### *General Counsel*

**Gaines Gwathmey, III**, Paul, Weiss, Rifkind, Wharton & Garrison

**Susan Aronson, M.D.**, Fellow, American Academy of Pediatrics

**Susan Bayh**, State of Indiana

**Helen Blank**, Children's Defense Fund

**Ronald E. Blaylock**, Blaylock & Partners, L.P.

**Myrna Blyth**, *Ladies' Home Journal*

**JoAnne Brandes**, SC Johnson Wax

**T. Berry Brazelton**, M.D., Harvard Medical School

**Roger H. Brown**, Bright Horizons Children's Centers

**Bettye M. Caldwell**, Ph.D., University of Arkansas for Medical Sciences

**John Mack Carter**, Hearst Magazines Enterprises

**Peggy Charren**

**Sey Chassler**

**Roxanne J. Coady**, R.J. Julia Booksellers, Ltd.

**Judsen Culbreth**, *Working Mother*

**Matilda Cuomo**, MENTORING USA

**Ricki Fairley-Brown**, Coca-Cola

**Ellen Galinsky**, Families and Work Institute

**Gary David Goldberg**, UBU Productions

**Betty Hudson**, Reader's Digest

**Sheila B. Kamerman, D.S.W.**, Columbia University School of Social Work

**Elliot Lehman**, FEL-PRO Incorporated

**Jacqueline Leo**, Good Morning America, ABC News

**Patricia S. Lieberman**, A.L. Mailman Family Foundation

**Jay Mazur**, UNITE!, AFL-CIO

**Gerald W. McEntee**, AFSCME, AFL-CIO

**Evelyn K. Moore**, National Black Child Development Institute

**Gwen Morgan**, Wheelock College

**Ann Pleshette Murphy**, *Parents*

**Sondra L. Murphy**, New York Women's Foundation

**Arthur L. Novell**, Markham/Novell Communications, Ltd.

**Francine Sussner Rodgers**, Work/Family Directions

**Bea Romer**, State of Colorado

**Herman Sillas**, Ochoa & Sillas

**Dee Topol**, The Travelers Foundation

**Linda Villarosa**, *Essence*

**Thomas J. Volpe**, Interpublic Group of Companies

**Bernice Weissbourd**, Family Focus, Inc.

**Edward Zigler**, Ph.D., Bush Center, Yale University

## **Child Care Action Campaign Staff**

**Barbara Reisman**, Executive Director  
**Candice Anderson**, Executive Assistant

*Program and Communications*

**Gail Richardson**, Program Director  
**Jay Bainbridge**, Program Associate  
**Robin Brazley**, Program Associate  
**Laurie Miller**, Program Associate  
**Minerva Novero**, Assistant to Program Director  
**Lance Dronkers**, Program Assistant

**Ellen Lubell**, Communications Director  
**Dolores Schaefer**, Editorial/Production Manager  
**Wanda Carter**, Receptionist

*Membership and Development*

**Helene Figueroa**, Development Director  
**Jennifer Klopp**, Events Coordinator  
**Byrne Armiento**, Grants Coordinator  
**Elaine Molinaro**, Membership Services

*Accounting and Personnel*

**Barbara Hurst**, Accountant/Office Manager  
**Eileen Chan**, Accounting Clerk