



UNC
THE UNIVERSITY
CHILD CARE CENTER

2011-2012 ANNUAL PLAN

*Submitted to UNC-Chapel Hill and UNC Hospitals
May 24, 2011*

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We are pleased to share our Annual Plan for the operation of the University Child Care Center for Fiscal Year 2011 – 2012. As in the past, we are initially providing some highlights and overview of our work this year, followed by a fuller list of accomplishments during this current fiscal year and goals (and proposed budget) for the upcoming year and related demographic information.

HIGHLIGHTS AND OVERVIEW

ACCREDITATION AND LICENSING

The Center is one of only five NAEYC (“National Association for the Education of Young Children”) Accredited and 5-Star rated child care programs in Chapel Hill.

- ***NAEYC Accreditation:***

The Center continues to maintain its NAEYC accreditation in good standing. Our accreditation is valid until 2014.

This year, we have undertaken converting our required NAEYC portfolios to electronic versions. The portfolios are a critical component of sustaining our accreditation by establishing current documentation of how over 300 NAEYC criteria and standards are being met in each classroom and in our program as a whole. The electronic portfolios are more efficient than the old notebook system that we have been using, in terms of teacher time and reduced printing costs. In addition, the electronic portfolios provide for better monitoring with a flagging system to indicate when items need to be updated and reports for checking portfolio status. These features will aid in maintaining the portfolios in a constantly current status, as well as allow for better accountability for staff in their evaluations and as reflected in their merit performance scores.

Goals have been established for staff for conversion of their classroom portfolios into the electronic versions, with expectations of at least 25% of the portfolios being converted by June 2011, and the remainder being converted by the end of the calendar year. These goals are tied to each teacher’s merit scores and will be evaluated in mid-point and year-end staff evaluations.

- ***Star License:***

The Center continues to maintain our State 5-Star license in good standing. Our license with the Division of Child Development will be up for renewal in June 2012. Starting this summer, we will be preparing for the extensive program evaluation associated with this renewal, which occurs every three years, and includes environmental rating scales (ECERS & ITERS) classroom evaluations in every age group.

Our annual licensing inspection took place in March 2011. This pop-in visit took place about a month-and-a-half earlier than expected, and we passed the inspection

with no items of non-compliance, resulting in 100% compliance with State regulations for the licensing year.

PROGRAMMING (CURRICULUM AND TEACHER TRAINING)

- ***The Creative Curriculum:***

We continue to improve our staff's proficiency with the Creative Curriculum. A schedule of structured planning time for each classroom was added this year in order to provide each classroom with weekly 3–4 hour blocks of designated time to focus on lesson plans and journal entries. A staff member replaces one of the classroom teachers during that block of time, so that the teacher can focus specifically on curriculum-related activities. As we continue to place a greater value on planning and parent-teacher communication, having the designated blocks of planning time has become essential. It also serves the function of taking away any excuses for not meeting planning and communication goals.

Teachers are accountable for meeting their monthly Creative Curriculum goals of entering an average of one journal entry per child per week. Each month, the Curriculum Coordinator generates a report indicating if journal goals were met for the month. Teachers' evaluation merit scores reflect those expectations.

The teachers continue to make progress on the quality of their lesson plans. We have incorporated new State requirements of adding category designations to the difference planned activities to indicate the developmental domains of Intellectual/Cognitive, Social/Emotional, and Physical/Gross Motor and ensuring that there are planned activities in each developmental area each day.

We've added a new expectation of listing the daily classroom book readings in the lesson plans in the format of "Title" by "Author". This helps parents to carry over our literacy activities into their homes, by letting them identify and find curriculum-related books to read at home as well. We also added a Lending Library for families to further promote family literacy activities.

In June of this year, we will implement a new version of the Creative Curriculum ("the Gold Standard"). Staff will receive training and support in order to be able to use this upgraded tool, though the Gold Standard is user friendly and we do not anticipate having any problems with the transition. The new tool has enhanced capabilities for assessing and individualized planning, which ties very appropriately to our overall program goals for more purposeful planning. The Creative Curriculum describes the Gold Standard as:

"... an assessment system that helps teachers be intentional in their teaching by accurately pinpointing where children are in their development and learning. It's a teacher-friendly, easy-to-understand approach to observation, documentation, portfolio-building, and reporting--the essential components of a high-quality assessment system."

To assure a smooth transition, the Center's Curriculum Coordinator is expected to be an expert resource in the Gold Standard, and will serve as support person and mentor for the staff both during the transition process and on an ongoing basis. We

have already been working hard to get all of the staff comfortable with the technologies required to perform well with these new tools, and even staff that initially were uncomfortable or apprehensive now maneuver the technologies quite proficiently with very few exceptions.

- ***Teacher Education:***

One classroom teacher recently completed her Bachelor's Degree in Early Childhood Education with support from our Strowd Roses grant. We are very proud of her accomplishment of completing her degree while continuing to work full-time with us. We continue to sponsor 2 teachers on T.E.A.C.H. scholarships to continue their education in the community college system. We have two teachers in our program who are working towards their Masters Degrees in education-related programs.

Consistent with NAEYC expectations and goals, we continue to work hard to improve overall staff education levels using a variety of strategies including encouraging and supporting staff to take further coursework, as well as hiring more degreed teachers into any vacant positions. We now have teachers with a Bachelor's degree or higher in Early Childhood Education or a related field, in 10 out of 11 of our classrooms.

FINANCES (2010-2011 FINANCES, 2011-2012 BUDGET, RESERVE FUND, AND AUDIT)

- ***Finances:***

Our tuition income at the Center remains strong, with enrollment staying consistently at or above 100% for the past 12 months. Importantly, we continue to meet our budgetary goals and the Center also continues to be free of debt.

In the second half of the 2010-2011 fiscal year, we pushed enrollment beyond "full" levels, in order to accommodate several sibling children of currently enrolled families. This special accommodation was necessary due to unprecedented demand for sibling placement, with almost 25% of our families applying to enroll a second child within a one year period, and very low attrition rates that otherwise prevented prompt enrollment of the siblings. We were able to do so without jeopardizing our required ratios or quality of child care. Not surprisingly, we continue to have an extensive waiting list in all age groups, with more than 145 total waitlisted families as of May 2011, which means we are able to keep the program tightly enrolled. Perhaps our biggest challenge is not having enough spaces to accommodate more people from the waiting list which has motivated the Board to continue to think of ways to expand our program (see "Goals" section herein). Currently, the average wait on our waiting list is 18 months or more before enrollment, and we are generally not able to assure new enrollment for any child older than 2.

- **FY11-12 Budget:**

The Board has again this year carefully considered the current economic climate when preparing our proposed budget. The budget reflects our commitment to balance the need to cover increased costs, to attract and retain quality staff, and to maintain a forward-moving, innovative program, with an understanding of the importance of keeping tuition costs down, and find economies and efficiencies wherever possible.

This year's proposed budget includes the following features:

- It provides for reasonably projected increases in expenses such as food and utilities, as well as important quality initiatives for the Center, such as the move to The Gold Standard Creative Curriculum and electronic NAEYC portfolios.
- It includes a 2% tuition increase in all age groups effective July 1, 2011 (approximately \$20-\$25 more per age group). Even with this increase, we would remain the most affordable NAEYC-accredited, 5-Star program in the Chapel Hill area.
- The budget assumes a 2% vacancy rate, which means we continue to budget our income at 98% expected enrollment, but we have budgeted salaries and wages at current *actual* levels of 100% enrollment, which is about 1 ½ % over this fiscal year's budget (due to continued full enrollment) to more accurately reflect our expected personnel costs.

A merit increase pool for staff of 2% is included, to be achieved with the 1½% increase from current budget, and the remaining ½% to be achieved by reducing staffing costs, including reducing overtime. Any salary increases awarded will take place on September 1st, allowing the tuition increase money from July and August to be "banked" into Salaries and Wages as an additional buffer.

- Newly incorporated in the upcoming budget is a line item of \$1000 for a furniture/equipment replacement fund. This year, in response to having to unexpectedly replace all the cribs in the infant room, the Board performed an inventory of the Center's furniture and equipment in order to better plan for future expenditures. This new line-item is designed to accrue funds to cover future unbudgeted or unanticipated emergency furniture/equipment expenses that would not be covered by the Reserve Fund.

- ***Payment to Reserves Fund:***

The Center's Reserves Fund balance remains at just over \$100,000. A short-term loan from the Reserves Fund for the purchase of new cribs has been repaid in full. Again this year, in the interest of keeping tuition increases to a minimum, we've projected a Reserves Fund payment of \$10,000 for the 2011-2012 fiscal year. We respectfully request permission to make a contribution at this level. Such a designation is allowable under the current contract (Article VI, Sections 6.05 and 6.06) if all parties agree. We would also like to request a broader review of the required reserves payment during our upcoming contract negotiations.

- ***Audit:***

This year, Coleman Huntoon Charamut & Brown, PLLC, completed a full, clean audit for the 2008-2009 fiscal year. However, due both to some failures of that firm to meet agreed upon deadlines, and also the firm's general lack of responsiveness, our Board of Directors voted to retain the accounting firm of Koonce, Wooten & Haywood, L.L.P. after researching different area firms. They promptly completed a compilation for the fiscal year 2009-2010, and prepared the Center's 990 tax return on time.

* * *

ACCREDITATION AND LICENSING

NAEYC Accreditation

- ✓ We maintained our NAEYC Accreditation.
- ✓ We started transitioning to electronic NAEYC portfolios.

Star License

- ✓ We maintained our 5-Star license with a North Carolina Division of Child Development compliance score of 100% for the year, an indication of our commitment to following State licensing regulations.

PROGRAMMING AND PERSONNEL

Creative Curriculum

- ✓ The transition to the Creative Curriculum Gold Standard will be complete by the end of the fiscal year.
- ✓ Meeting the established Creative Curriculum goals have been explicitly factored into teachers' evaluations.

Staff Development

- ✓ We implemented scheduled weekly planning time for teachers.
- ✓ We implemented regular nest meetings (infants, toddlers, twos, and pre-school) for better communication between administration and staff.
- ✓ We sponsored several training events with Child Care Services Association at our site.
- ✓ We submitted applications for all teaching staff for the Early Educator Certificate Program.
- ✓ The Center's Executive Director attended training on Team Building as well as Workers' Compensation training.
- ✓ The Center's Executive Director completed a college course on HTML in order to be able to better manage the Center's website.

Personnel

- ✓ The Personnel Committee has been reviewing employee benefit packages, including exploring the program's health insurance benefits, leave time accruals, and possible wellness incentives.
- ✓ We are currently developing a Salary Scale that will coincide with the new Early Education Certificate levels.
- ✓ We are currently reviewing employee safety and workplace ergonomics.

BUILDINGS AND GROUNDS

Facility

- ✓ We installed a new fire alarm system at the Center.
- ✓ We installed a large shade that covers the infant playground.
- ✓ We added new ceiling fans on each of the outdoor classroom patios.
- ✓ We completed an inventory of furniture and equipment to help better plan for future needs.
- ✓ We purchased 18 new cribs to replace outdated drop-side cribs.
- ✓ We raised \$7500 this year (that will be matched by a contribution from the Reserves Fund) to replace the preschool playground mulch with permanent resilient surfacing.
- ✓ We completed the preschool playground resurfacing project, which is a significant improvement for playground safety, utility and aesthetics.

Center Expansion (Modular Classroom and FPG)

- ✓ We signed an agreement with an architect to do a feasibility study to add one or two modular units at the Center. Given the expansive wait list for spaces at the Center, the Board is committed to continuing to make progress towards this significant initiative among its goals for the upcoming year.
- ✓ In light of the news that FPG Child Care Center will be closing in 2013, the Board unanimously voted to support conversations with the University (and Hospital) about expanding the Center to that location in order to help address the continuing need for quality child care in this area.

OUTREACH AND COMMUNICATION

Communication

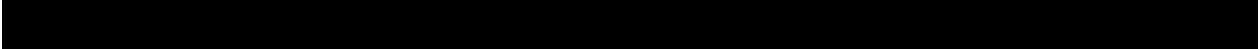
- ✓ We designed and implemented a new Center logo and artwork to better and more consistently identify the Center with the University and Hospital and to create a meaningful and distinct image for our program.
- ✓ We revamped our website to incorporate our new logo and make it more attractive, current, and informative for parents, teachers, and the community.
- ✓ We created a new Teacher Directory and Parent Directory.
- ✓ We created a new Teacher Picture Board and Board of Directors display.
- ✓ We initiated a Board Orientation program to help new members understand their roles and responsibilities and better understand the Center's operations.
- ✓ We began posting our Board meeting dates and minutes on the website to better explain our activities to parents and teachers. We also email meeting agendas to parents and post them for the staff.

FINANCES AND FUNDRAISING

Finances

- ✓ We kept the Center at 100% enrollment (at some points even over-enrolled) throughout FY 10-11.
- ✓ We retained a new accounting firm and they completed both a full audit and a compilation.

Fundraising

- ✓ Our Board Fundraising Committee has been actively working on several fundraising projects for the Center.
 - ✓ We submitted applications for several grants, and the Center received a \$2500 grant from NAP SACC (the “Nutrition and Physical Activity Self-Assessment for Child Care” program) for health and physical activity initiatives.
 - ✓ We applied for and received our solicitation license.
 - ✓ We raised \$7500 this year (that will be matched by a contribution from the Reserves Fund) to replace the preschool playground mulch with permanent resilient surfacing.
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ACCREDITATION AND LICENSING

NAEYC Accreditation

- To fully convert our classroom and program portfolios to electronic versions.

Star License

- To prepare, through training and work on the classrooms and playgrounds, for ECERS and ITERS license evaluation that will occur in Spring 2012.

PROGRAMMING AND PERSONNEL

Creative Curriculum

- To train all staff on the Gold Standard version of the Creative Curriculum.
- To improve the quality of journal entries and lesson planning with the Creative Curriculum through continued training and staff development.
- To continue to refine and develop the role of the Curriculum Coordinator to coincide with the Center's evolving needs and initiatives. The Curriculum Coordinator will play a key role in the implementation, training and support of staff through the transition to the Gold Standard in Summer 2011, as well as training and support of staff through the conversion of the NAEYC electronic portfolios. In addition, the Curriculum Coordinator will be responsible for the conversion of the Center's NAEYC Program Portfolio.

Employee Benefits

- To continue to review and evaluate current employee benefit package and explore alternate approaches to providing and sustaining a high-quality but affordable package of benefits for Center employees.

Wait List

- To convert our waiting list to an electronic database so that our administrators can more easily manage this dynamic document.
- To have a degreed teacher in every classroom with a Bachelor's Degree in Early Childhood Education or a related field.

BUILDINGS AND GROUNDS

Program Expansion

- To continue to pursue the addition of a modular classroom in order to be able to serve more families in our program.
- To continue communications with the University and Hospital to explore the possibility of expansion to the FPG space.

Playgrounds

- To continue to explore the possibility of adding permanent resilient surfacing to the playgrounds to replace the mulch for added safety, cleanliness, and permanency.
- To complete the fundraising projects for additional playground resurfacing.
- To add additional shade covers, beginning with the toddler playground and continuing with other playgrounds as funds permit.

FINANCES AND FUNDRAISING

Finances

- To maintain full enrollment throughout FY 11-12.
- To complete the implementation of an online tuition payment process to facilitate more timely and easier process for parents.

Fundraising

- To continue to strategically identify and increase our fundraising activities to add revenue to our program.
- To complete the fundraising projects for additional playground resurfacing.
- To market and sell logoed products.

Enrollment Levels Staffing Levels

ENROLLMENT LEVELS

- Enrollment effective May 10, 2011

Enrollment

	UNC Chapel Hill	Hospital	Total
Infants	18	1	19
Toddlers	27	1	28
Two's	18	4	22
Three's and Up	46	7	53
TOTAL	109	13	122

STAFFING LEVELS

- Current Information, as of May 10, 2011

	FULL-TIME	PART-TIME
TEACHERS/TEACHING STAFF		
Lead	11	
Assistant	14	
Floater	4	3
ADMINISTRATORS/STAFF		
Executive Director	1	
Curriculum Coordinator	1	
Cook		1
Assistant Cook	1	
Substitute Cook		1
TOTALS	32	5

**The University Child Care Center
Proposed Annual Budget
2011 - 2012**

	<u>Jul '11 - Jun 12</u>
Ordinary Income/Expense	
Income	
Application Fees	6,000.00
Enrollment Fee	8,000.00
Food Reimbursements	20,100.00
TEACH Health Reimbursement	26,400.00
Tuition Income	<u>1,532,869.00</u>
Total Income	1,593,369.00
Expense	
Flu Shots	750.00
Electronic Portfolio	800.00
Teaching Strategies	3,000.00
Advertising Expense	600.00
Bank Service Charges	600.00
Board Expenses	240.00
Classroom Activities	4,800.00
Dues and Subscriptions	650.00
Employee Benefits	
Dental Insurance	11,400.00
Health Insurance	162,000.00
Pension Expense	<u>14,400.00</u>
Total Employee Benefits	187,800.00
Employee Training & Development	6,000.00
Food	69,600.00
Furniture and Equipment	
Electronic Equipment	2,400.00
Furniture and Equipment	6,000.00
Furniture - Major Purchase Fund	<u>1,200.00</u>
Total Furniture and Equipment	9,600.00
Grounds	4,200.00

Insurance	
Children's Insurance	912.00
Liability Insurance	6,600.00
Workers' Comp	<u>17,200.00</u>
Total Insurance	24,712.00
Janitorial Services	19,200.00
Licenses and Permits	600.00
Maintenance	5,400.00
Payroll Service	3,360.00
Playground Maintenance	4,200.00
Postage and Delivery	960.00
Printing and Reproduction	3,600.00
Professional Fees	
Accounting	<u>10,200.00</u>
Total Professional Fees	10,200.00
Reserves	10,200.00
Payroll	
Salaries and Wages	840,000.00
Payroll Tax Expense	<u>275,877.00</u>
Total Payroll	1,115,877.00
Supplies	
Classroom	12,480.00
Housekeeping	12,480.00
Kitchen	5,700.00
Office	5,700.00
Program	<u>4,200.00</u>
Total Supplies	40,560.00
Telephone	4,800.00
Trash Pickup	3,060.00
Utilities	<u>58,000.00</u>
Total Expense	<u>1,593,369.00</u>
Net Ordinary Income	<u>0.00</u>
Net Income	<u><u>0.00</u></u>