



CROPP COOPERATIVE

organic and farmer-owned since 1988

Childcare Needs Assessment & Feasibility Study

Initial Findings and Recommendations

This report documents findings of research undertaken to obtain various perspectives of CROPP employees concerning childcare experiences, needs and opportunities to increase accessibility to quality care. This childcare needs assessment and feasibility study shows that CROPP employees desire more affordable, high-quality and flexible childcare options and are likely to participate in a CROPP sponsored facility.

Prepared by Eric Hartwig, Workplace Services Manager
December, 2015
Version I

Introduction

In the spring of 2015 the Employee Services Department continued its investigation into how to best address the childcare needs of CROPP employees. The team devised a workflow process based on existing and proven assessment models and began a needs assessment and feasibility study to be handled internally.

The purpose of this study was to investigate the potential for enhancing access to quality, affordable childcare for our employees and communities.

The assessment should enable CROPP to devise childcare solutions that support the recruitment and retention of talented staff, improve employee culture, increase positive public relations, further our mission, be in line with cooperative principles, increase productivity, and contribute to a better work-life balance for CROPP employees.

In La Farge and Cashton, there are two 2-star facilities, out of a five star YoungStar rating system. The La Farge Childcare Center is climbing out of a substantial debt and has reduced teacher pay while raising costs to families. They continue to improve but would welcome more hands-on CROPP assistance. Cashton, home to only one in-home facility for eight children, will have a large increase in demand when the Cashton Office Building (COB) opens. Westby and Viroqua each have one 3-star childcare center, both operating at capacity, with waiting lists. The Childcare Overview provides details on the importance of high quality care, which is severely lacking in our area.

Assessment & Study Overview

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- **304** employees took the survey
- 34 employees participated in 4 focus group sessions
- interviews with CROPP leadership
- 8 interviews with national, regional and local service providers
- 5 interviews with similar companies that currently offer childcare
- 4 meetings with childcare consultants

The objective of the study is to provide CROPP's board of directors, management team, farmer-members and employees with a comprehensive picture of the current and forecasted demand for childcare services, the market for childcare in the area, potential childcare service types, childcare center features and estimated costs, and operating model options. Information was collected through multiple methods including an online childcare needs assessment survey, interviews with CROPP leadership, employee focus groups, a local market study, childcare center interviews, childcare center operational model research, and estimated cost research. This information was gathered using both internal and external resources. The information from the study will assist CROPP to determine potential priorities to create solutions that meet the childcare needs of its communities.

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Executive Summary

Key Findings

This report documents findings of a childcare needs assessment and feasibility study conducted by the CROPP Cooperative Employee Services department, with assistance and analysis from CROPP Cooperative Human Relations, Profitability, Mission and Messaging (Public Affairs), Tax and Compliance and Business Analysts, and Mills Consulting Group.

This report presents substantial data which shows a clear need for quality childcare near the CROPP Cooperative office buildings, and research that proves, through quantitative and anecdotal data, that the investment is sound.

Throughout the process the researchers heard a consistent need for accessible, convenient, affordable, high-quality, mission-aligned and flexible childcare that offers organic foods. Seventy-one employees indicated they are expecting to have or adopt a child within 24 months of taking the survey in July 2015 (Survey Q11). Of these 71, 20% (12 individuals) responded that they have considered leaving the cooperative's employment because of childcare needs. One-hundred-seven survey respondents indicated they have a child five years old or younger. The parents who are already accessing childcare are mostly happy with this care but indicate they would be willing to switch to another alternative if it met the standards listed above.

The researchers heard a consistent need for accessible, convenient, affordable, high-quality, mission-aligned and flexible childcare that offers organic foods.

CROPP employees access family childcare, defined as care in a provider's home, at 48.08%, which is almost six times the national average of people accessing in-home care (Laughlin, 2011). Further, 24% of those accessing in-home family care use unlicensed and unregulated in-home childcare. Respondents reported experiencing undesirable situations from unlicensed in-home childcare providers, such as children taken to La Crosse to run errands without parental notification or permission, peanuts given to a child with a nut allergy, and a caregiver under the influence the alcohol and asleep while children were present. Further, a tragedy resulting from negligent childcare was the motivation for Frontier Co-op to build and subsidize their childcare facility as part of their headquarters. There is more information in the Company Interview section of this report.

CROPP Cooperative's facilities are located in, what Cornell University PhD Mildred Warner and Louise Stoney MSW call, an "underdeveloped market" (Warner & Stoney, 2005). The Warner & Stony study suggests strategies to close the early childhood education gap through economic development solutions, some of which are recommended in this report, and others are already being pursued. The solutions recommended in this study have also been shown through research (see Works Cited) to have a beneficial impact on a company's bottom line through improved employee retention, recruitment and engagement, and reduced absenteeism or workplace disruptions.

Employee absenteeism due to childcare breakdowns costs U.S. businesses \$3 billion annually (Child Care Aware, 2013), and 171 of CROPP employees reported in the survey that they have experienced

disruptions at work due to childcare issues. This converts directly to lost productivity, lower employee morale and reduced employee engagement.

A cost-benefit study conducted by Cynthia Ransom and Sandra Burud at the Union Bank in Pasadena, California, showed the institution's on-site childcare program saved the company \$138,000 to \$232,000 in annual operations costs (Hahn, 2007) due to the reduction in both turnover and absenteeism. CROPP's internal analysis shows this investment to be sound by creating a near break even or a positive return on the investment within one year, based on current enrollment, budget and enrollment models. The tax benefits are also favorable, with a 25% deduction for the building of a childcare facility, and as much as \$190,000 per year tax credit and deductions to offset the operations subsidy.

Conclusions and Recommendations

Cashton: We recommend building a 9,000 sq. ft. childcare facility at the corner of Organic Circle and Organic Drive, within close and safe proximity of both COB and the Cashton Distribution Center (DC) to care for 48 children from 12 weeks to 5 years and provide a summer camp for 24 elementary-aged children of CROPP employees and the Village of Cashton. Further, we strongly encourage this to be operational by March 1, 2016, for the opening of CROPP's Cashton Office Building. This organization should be owned and operated by CROPP, managed within the Employee Services Department, and treated as a profit center that will run at a deficit. We have a full breakdown of budgetary implications in the Recommendation in Depth section, including a sliding scale enrollment, facility costs, and subsidy and tax deductions. This recommendation will add 13 to 15 full-time-equivalent (FTE) employment positions for the local economy when at capacity.

La Farge: At this time, we recommend partnering with La Farge Childcare Center to formulate and execute a plan to increase their star rating to 4 or 5, professional childcare capacity, scheduling flexibility, ability to provide organic foods, play-based and educational curricula implementation, and provide a more natural play setting. If these goals are unattainable through this partnership, we will develop a plan with both businesses' best interests as the drivers. We do not intend to subvert any business from La Farge Childcare Center, but look to retain, retrain and improve the staffing and the quality of childcare in La Farge. If we deem the La Farge Childcare Center's current location, proposal, or structure is unfit for the needed improvements, we would recommend building a new 9,000 sq. ft. childcare facility in the hay field to the east of HQ, and operate this facility under CROPP management.

Viroqua: We are in the process of developing strategies with the Kickapoo Conversations Community Collaboration Group and Vernon Memorial Healthcare. The Vernon County Board has indicated they are willing to support this work further. We intend to develop cooperation between business and community leaders to ensure greater availability of high-quality childcare in our region. At this time, we have no recommendation for additional childcare in Viroqua.

Remote employees: We recommend that, given the lack of quality care available near CROPP's Wisconsin office locations, any recommendation for expanded dependent care is out of scope for this needs assessment. Thus, we do not recommend action to address childcare for remote employees at this time. Further input on the necessity of equity of perks is needed.

Recommendation in Depth

Cashton

Facility Requirements

Prepared by Mills Consulting Group

As a rule of thumb for a high-quality center, it is recommended that the interior space for the center, including assignable and non-assignable space, be based on approximately 125 square feet per child. In most cases this will result in at least 45 to 50 net square feet of classroom space, the number recommended by most experts in the field. The balance of the space will be circulation, offices, storage, lavatories, gross motor space, a kitchen, and entry/common space. This recommendation is 10 to 15 square feet larger than the Wisconsin state requirements of 35 square feet of usable floor space per child per classroom.

If CROPP Cooperative were to build a childcare center for 48 children under age five and add a classroom for 24 school-age children, this would be a center for a total of 72 children, with five classrooms. This total would include 48 children under five years old attending year-round and 24 school age children attending in the summer. The building size for this facility of 72 children with 125 square feet per child would be 9,000 square feet.

- 9,000 sq. ft. facility
 - o Director's office
 - o Administrative assistant office/space
 - o Classrooms (five total: four childcare rooms and one multi-purpose room)
 - o Indoor large motor area gym, play structure
 - Multi-purpose room
 - o Laundry area
 - Kitchen
 - o Staff room
 - Storage closets
 - o Bathrooms in classrooms
 - Adult bathroom

It is optimal to have playgrounds that have direct access to the classrooms. The Wisconsin State regulations require 75 square feet of outdoor space per child over two years old who is outdoors at any given time, and for children less than two years old, 35 square feet. We suggest 75 square feet per child regardless of age.

CROPP will conduct additional focus groups, and partner with the University of La Crosse Early Childhood Education department to ascertain additional facility requirements to ensure parents' needs will be met.

Budget Projections for a 48-Child Childcare Center¹

Prepared by Mills Consulting Group

In a high-quality center, a large percentage of the overall budget expense is in the staff salaries. If CROPP chooses to reduce some of these salary costs, it can be accomplished by looking at the staffing patterns in the classrooms. Both budgets were designed to be staffed for an 11-hour day. It may not be necessary to have as many teachers present in the classrooms during the early morning and late afternoons. If this is the case, the number of full-time-equivalent (FTE) staff in the two-year-old room and the three-to-five-year-old classrooms could be reduced by 0.5 FTE in each room, saving approximately \$32,760, which is the annual cost of one FTE teacher plus benefits.

The draft budget for four childcare classrooms and one multi-purpose room has a full-time director, a part-time administrative assistant, three teachers per classroom (12 total) and one full-time floater teacher. At 85% enrollment, this proposed budget has a deficit of \$241,177. There is no management fee in a non-profit 501c3 model. Refer to the detailed budgets for more information.

After speaking with a representative from Bright Horizons we learned that the sample budget they provided to CROPP had nine FTE teachers, a full-time director, and a full-time assistant director who would likely be in the classroom 25% of the time. It is interesting to note that the Bright Horizons budget, with 4 classrooms at 85% capacity, had a \$233,000 deficit and charged an additional \$55,000 management fee. Thus, the total employer contribution was \$288,000.

Equipment and Supplies

In addition to the cost of building a center, it is important to consider equipment and supply costs.

Appliances: The cost of all appliances will be in addition to space costs. If the center provides meals, an industrial kitchen will need to be a part of the design plan. If meals are not supplied, a residential-style kitchen that includes a refrigerator, sanitizing dishwasher, stove and oven will be needed. The center will also need a washer and dryer. Each classroom will most likely need a small refrigerator, as well.

Adult furnishings: Offices will need desks, chairs, a conference table, computers and printers. The staff room will need a conference table and chairs, and some comfortable chairs.

Child furnishings: One of the most highly regarded childcare center furniture companies in the country is Community Playthings. While their prices may be a little higher than other suppliers, their furniture holds up over many years, and in many cases is still in good condition after 20 or more years. Consider furnishing costs of approximately \$18,000–\$20,000 per classroom, for a total of \$72,000–\$80,000 for four childcare classrooms (these figures are based on Community Playthings' 2015 prices,

¹ Elementary summer camp not included. These numbers are to be used solely as a projection, not a final budget.

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plus a few additional furnishings from other suppliers). The multi-purpose room will need approximately \$5,000 worth of equipment and materials. In addition, materials will be needed for learning areas such as math, science, literacy, art, and music at approximately \$5,000 per classroom, for a total of \$20,000.

Playground equipment: There should be at least two playgrounds: one for infants and toddlers and another for preschoolers and school-agers. CROPP Cooperative may be interested in constructing a natural playground, so hiring an experienced natural playground designer would be very helpful. The cost for two playgrounds would run from \$150,000 to \$250,000 depending on the equipment and design.

Staffing Patterns and Costs

The budgets presented include staffing of three teachers in each of the four classrooms: one teacher, one teacher assistant and one aide. A typical staffing pattern for each classroom would include one teacher who works 7 a.m. to 2 p.m., one aide who works 9 a.m. to 4 p.m., and one teacher assistant who works 11 a.m. to 6 p.m.

It is important to note that before the center opens, there will be staffing costs that are not supported by revenues. For example, the director might start three to five months before opening, the administrative assistant two months before opening, and teachers start one-and-a-half weeks before opening.

Cashton Budget Summary

PROPOSED CHILD CARE O	ENT	ER BUDGE	T F	OR 48 CHI	LD	REN at \$16	5 pc	er week		
Child Capacity		48		48		48		48	48	48
# of FTE Children Utilized		48		46		43		41	39	35
Utilization:		100%		95%		90%		85%	81%	72%
Projected Total Expense										
Teaching Cost	\$	456,638	\$	456,638	\$	456,638	\$	456,638	\$ 365,310.40	\$ 342,478.50
Administrative Staff	\$	74,880	\$	74,880	\$	74,880	\$	74,880	\$ 74,880.00	\$ 74,880.00
Internal Support	\$	9,750	\$	9,750	\$	9,750	\$	9,750	\$ 9,750.00	\$ 9,750.00
Program Supplies	\$	6,000	\$	5,700	\$	5,400	\$	5,100	\$	\$ 3,672.00
Food	\$	57,600	\$	54,720	\$	51,840	\$	48,960	\$ 39,657.60	\$ 35,251.20
Other Program Exp	\$	29,900	\$	29,900	\$	29,900	\$	29,900	\$ 29,900.00	\$ 29,900.00
Other Operating Exp	\$	25,900	\$	25,900	\$	25,900	\$	25,900	\$ 25,900.00	\$ 25,900.00
Total Expense	\$	660,668	\$	657,488	\$	654,308	\$	651,128	\$ 549,529.00	\$ 521,831.70
Projected Revenue										
Young Infants	\$	66,000	\$	62,700	\$	59,400	\$	56,100	\$ 53,295.00	\$ 50,490.00
Older Infants	\$	66,000	\$	62,700	\$	59,400	\$	56,100	\$ 53,295.00	\$ 50,490.00
Toddlers	\$	99,000	\$	94,050	\$	89,100	\$	84,150	\$ 79,942.50	\$ 75,735.00
Three to Five Years	\$	150,000	\$	142,500	\$	135,000	\$	127,500	\$ 121,125.00	\$ 114,750.00
Registration Fees	\$	-	\$	-	\$	-	\$	-	\$ -	\$ -
Total Revenue	\$	381,000	\$	361,950	\$	342,900	\$	323,850	\$ 307,657.50	\$ 291,465.00
Surplus/(Deficit)	\$	(279,668)	\$	(295,538)	\$	(311,408)	\$	(327,278)	\$ (241,871.50)	\$ (230,366.70
Depreciation estimate	\$ ((50,000.00)	\$((50,000.00)	\$	(50,000.00)	\$(50,000.00)	\$ (50,000.00)	\$ (50,000.00
Tax credit & deductions	\$	195,000		195,000.00		195,000.00		195,000.00	\$195,000.00	\$195,000.00
Surplus/(Deficit)	(1	34,668.00)	(1	50,538.00)	(1	(66,408.00	(1	82,278.00)	(96,871.50)	(85,366.70)

Cashton Cost Allocations

ORGANIC VALLEY CHILD CARE CENTER

Cost Allocations							
Cost Allocations							
Classes	Teaching \$	Floaters	Total Teaching	Director	Admin. Assistant	Cook	Total Personnel
Young Infants	106,470	5,126	111,596	9,915	6,309	-	127,820
Older Infants	106,470	5,126	111,596	9,915	6,309	-	127,820
Toddlers	106,470	7,690	114,160	14,872	9,464	-	138,496
Three to Five Years	106,470	12,816	119,286	24,787	15,773	-	159,846
Totals	425,880	30,758	456,638	59,488	37,856	-	553,982
Classes	Program Supplies	Food / Household	Other Program Expense	Other Operating Expenses	Non-Personnel Sub-Totals	Grand Totals	
Young Infants	1,000	5,760	4,983	4,317	16,060	143,880	
Older Infants	1,000	5,760	4,983	4,317	16,060	143,880	
Toddlers	1,500	17,280	7,475	6,475	32,730	171,226	
Three to Five Years	2,500	28,800	12,458	10,792	54,550	214,396	
Totals	6,000	57,600	29,900	25,900	119,400	673,382	
Total Expense By Class	room	Cost/Student			Projected Total Expe	ense	
Young Infants	143,880	17,985.04			Teaching Cost	456,638	
Older Infants	143,880	17,985.04			Admin. Salaries	74,880	
Toddlers	171,226	14,268.79			Internal support	107,094	
Three to Five Years	214,396	10,719.79			Program Supplies	6,000	
Totals	673,382				Food	57,600	
					Other Program Exp	29,900	
					Other Operating Exp	25,900	
					Totals	758,012	

Cashton Personnel

	E CENTER				7-00	per week					
STAFFING CHART											
ADMINISTRATIVE											
Categories	Quantity FTE's	Wage	Hours	Weeks		roposed Salary	Proposed F. B. 30%		Total \$	Teaching Cost Per Student \$	
Administrative											
Director	1.00	22.00	40.00	52.0	\$	45,760	13,728	\$	59,488	1,239	
Administrative Assistant	1.00	14.00	40.00	52.0	\$	29,120	8,736	\$	37,856	789	
Total Administrative					\$	74,880	22,464	\$	97,344	2,028	
Support											
nternal Management	0.25	25	7.5	52	\$	9,750					
Cook	0.00	0.00	0.00	0.0	\$	-	-	9	-		
Total Admin & Support					\$	9,750	\$ 9,750	\$	107,094	2,231	
Classes	Quantity FTE's	Wage	Hours	Weeks		roposed Salary	FB\$ 30%		Total	Teaching Cost Per Student \$	
Young Infants											
Teacher	1.00	18.00	35.00	52		32,760	9,828		42,588		
Teacher Assistant	1.00	14.00	35.00	52		25,480	7,644		33,124		
Teacher Aide	1.00	13.00	35.00	52		23,660	7,098		30,758		
Total Young Infants	3.00					81,900	24,570		106,470	13,309	8 Children
Older Infants											
Teacher	1.00	18.00	35.00	52		32,760	9,828		42,588		
Teacher Assistant	1.00	14.00	35.00	52		25,480	7,644		33,124		
Teaching Aide	1.00	13.00	35.00	52		23,660	7,098		30,758		
Total Older Infants	3.00					81,900	24,570		106,470	13,309	8 Children
Toddlers											
Teacher	1.00	18.00	35.00	52		32,760	9,828		42,588		
Teacher Assistant	1.00	14.00	35.00	52		25,480	7,644		33,124		
Teaching Aide	1.00	13.00	35.00	52		23,660	7,098		30,758		
Total Toddlers	3.00					81,900	24,570		106,470	8,873	12 Children
3-5 Years											
Teacher	1.00	18.00	35.00	52		32,760	9,828		42,588		
Teacher Assistant	1.00	14.00	35.00	52		25,480	7,644		33,124		
Teaching Aide	1.00	13.00	35.00	52		23,660	7,098		30,758		
Total 3-5 Year Olds	3.00					81,900	24,570		106,470	5,324	20 Children
Floaters											
Floaters/Substitutes FTE	1.00	13.00	35.00	52	<u> </u>	23,660	7,098		30,758	1,537.90	48 Children
	40.00								450.005		
	13.00								456,638		
			Tanahin: 1	Calam:		254 200		^1ea	aching Total [^]		
			Teaching S	•		351,260					
			Fringe Ber			105,378					
			Total Tea	acner		456,638					
			Administra	tion	¢.	74,880					
			Fringe Ber		\$	22,464					
			Total Ad		\$	97,344					
			TOTAL AC	111111.	Þ	91,344					
			Support		Ф	19,500					
			Fringe Ber	nofit	\$	9,750					
			Total Su		\$	29,250					
			TOTAL SU	ρρυιι	Φ	29,200					
			Total Person	onnol	\$	583,232					
			rotal Perso	Oi II I C I	Þ	503,232					

Cashton Non-Personnel

PROPOSED CHILD CARE CENTER	BUDGET FOI	R 48 CHILDREN	at \$165 per	week	
Non-Personnel Expenses					
Program Expense					
Program Supplies	\$ 125	Academic Year			
Young Infants	8	1,000			
Older Infants	8	1,000			
Toddlers	12	1,500			
Three to Five Years	20	2,500			
Total Supplies				6,000	
Food/Household Items	Children		Per Day		
Young Infants	8	3.00	5,760		
Older Infants	8	3.00	5,760		
Toddlers	12	6.00	17,280		
Three to Five Years	20	6.00	28,800		
Total Food/Household Items				57,600	
Other Program Expense					
			1,000	1,000	
Maintenance Contract/Copier,	etc.			14,400	
Enrichment			1,500	1,500	
Staff Development	Per Staff	\$ 1,000			
	# FTE's	13.00			
			13,000	13,000	
Total Other Program Expense				29,900	
Other Operating Expenses					
nsurance					
Liability Insurance			6,900		
Workers' Compensation			4,800		
Total Insurance				11,700	
Office Expense					
Supplies			2,500		
Equipment			1,000		
Advertising/Recruitment			1,500		
Telephone			2,500		
Fees			600		
Accounting/Audit	May be subsid	dized			
Payroll Service	May be subsid				
Technology Upgrades	,		1,100		
Total Office Expense			,	9,200	
Other Expenses				-,	
Contingency			5,000		
Total Other Expenses			-,	5,000	
TOTAL EXPENSES				25,900	119,40

Cashton Revenue

ORGANIC VALLEY C PROPOSED CHILD CARE					REN	
		Tuiti∩	n Rates			
		i ditio	II Itatoo			
Classes	Ra	ite(s)	# Children	# Weeks	Aca	demic Yea
Young Infants		` ,				
5-day	\$	165	8	50	\$	66,000
Total Young Infants					\$	66,000
Older Infants						
5-day	\$	165	8	50	\$	66,000
Total Older Infants					\$	66,000
Toddlers						
5-day	\$	165	12	50	\$	99,000
Total Toddlers					\$	99,000
Three to Five Years						
5-day	\$	150	20	50	\$	150,000
Total Three to Five Years					\$	150,000
Registration Fee	\$	50	48	0	\$	-
Total Revenue					\$	381,000

- We would operate under capacity for 2-4 years as new children are born, enroll and stay with the program until they enroll in kindergarten.
- Sliding scale monthly enrollment fee of \$125 to \$200 per week, to be determined in the budgeting process.
- Priority enrollment for children of CROPP employees. Schedule to be aligned with CROPP calendar regarding days off, holidays, etc.
- Hours of operation to be 7 a.m. to 6 p.m.

Capital Budget Summary

Budget Summary Category	Proposed	Notes
Building	\$1,350,000	9,000 sq ft. x \$150 per
PV rooftop solar	\$60,000	18 kw solar array for all electrical needs
Technical (IR)	\$111,186	Staff computers, emergency phones, ammonia/paging, door swipe, etc
Outfitting		
Classrooms	\$140,000	4 classrooms and multipurpose
Kitchen/Custodial	\$ 59,190.00	non production
Office furniture	\$ 68,740.00	Work stations, conference table, chairs, etc.
Misc	\$40,000	indoor play structure and elements
Total		\$307,930
Contingency	\$65,000	%5 of budget?
Finished Landscaping	\$50,000	Trees, raised mounds, edible landscape, gardens, fencing
Play structures	\$105,000	Natural play structures, trike tracks, shade structures, sandboxes, etc.
Start up consultant fees	\$20,000	
Total Cost	\$2,069,116	
Tax Credit25	(\$500,000	
Total adjusted cost	\$1,569,116	

 $\label{lem:capital-expenditure} \begin{tabular}{ll} Capital Expenditure Request: $\underline{I:\Facilities\Facilities}$ and $\underline{Maintenance\ Budget\2016\ Employee\ Services}$ \\ \underline{Budget\Capital-Childcare.xlsx}$ \end{tabular}$

Additional Financial Considerations

Return on Investment

Calculated by Mat Grewe

These numbers are simply an indicator of profits per dollar investment. The time frame is whatever is used in the total cost and gains, so in this case, they represent a year. It is a ratio that stands alone and doesn't get compared to a percentage of the budget.

Return on investment (ROI) is measured by finding the profit (gains minus the costs of investment) and dividing that by the costs of investment. If the number is negative, that means that the investment is losing money. Positive means the investment is making money. The closer to zero the number is, the closer the program is to breaking even.

Summary of ROI Assessment for Proposed 48-child Childcare Center

Utilization	100%	95%	90%	85%	81%	72%
ROI	0.07	0.03	(0.01)	(0.04)	0.09	0.09

See full budget comparison on next page.

Considering CROPP's childcare goals, these numbers are desirable. The co-op wishes to be close to breaking even, and in this case, the childcare center would often be on the positive side of breaking even.

Further, the researchers believe that CROPP's support of childcare will enhance its positive reputation and awareness within the business's key demographic, which could add intangible measures to the ROI.

Below is the operational budget, with additional projected ROI savings in the form of reduced unplanned missed days of work and reduced turnover of new parents. These calculations attempt to quantify soft savings on this investment and show an immediate ROI that varies at each level of enrollment.

ORGANIC VALLEY CH PROPOSED CHILD CARE C			OREN			
TROI OSED CINED CARE C	ENTER BUDGE	T OK 40 CIIILI	JKEI (
Child Capacity	48	48	48	48	48	48
# of FTE Children Utilized	48	46	43	41	39	35
Utilization:	100%	95%	90%	85%	81%	72%
Projected Total Expense						
Teaching Cost	\$ 456,638.00	\$ 456,638.00	\$ 456,638.00	\$ 456,638.00	\$ 365,310.40	\$ 342,478.50
Administrative Staff	\$ 74,880	\$ 74,880.00	\$ 74,880.00	\$ 74,880.00	\$74,880.00	
Internal support	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00
Program Supplies	\$ 6,000.00	\$ 5,700.00	\$ 5,400.00	\$ 5,100.00	\$ 4,131.00	\$ 3,672.00
Food	\$ 57,600.00	\$ 54,720.00	\$ 51,840.00	\$ 48,960.00	\$ 46,656.00	\$ 41,472.00
Other Program Exp	\$ 29,900.00	\$ 29,900.00	\$ 29,900.00	\$ 29,900.00	\$ 29,900.00	\$ 29,900.00
Other Operating Exp	\$ 25,900.00	\$ 25,900.00	\$ 25,900.00	\$ 25,900.00	\$ 25,900.00	\$ 25,900.00
Total Expense	\$ 660,668.00	\$ 657,488.00	\$ 654,308.00	\$ 651,128.00	\$ 556,527.40	\$ 528,052.50
Projected Revenue						
Young Infants	\$ 66,000.00	\$ 62,700.00	\$ 59,400.00	\$ 56,100.00	\$ 53,295.00	\$ 50,490.00
Older Infants	\$ 66,000.00	\$ 62,700.00	\$ 59,400.00	\$ 56,100.00	\$ 53,295.00	\$ 50,490.00
Toddlers	\$ 99,000.00	\$ 94,050.00	\$ 89,100.00	\$ 84,150.00	\$ 79,942.50	\$ 75,735.00
Three to Five Years	\$ 150,000.00	\$ 142,500.00	\$ 135,000.00	\$ 127,500.00	\$ 121,125.00	\$ 114,750.00
Registration Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 381,000.00	\$ 361,950.00	\$ 342,900.00	\$ 323,850.00	\$ 307,657.50	\$ 291,465.00
Surplus/(Deficit)	\$ (279,668.00)	\$ (295,538.00)	\$(311,408.00)	\$(327,278.00)	\$ (248,869.90)	\$ (236,587.50)
Depreciation estimate	\$ (50,000.00)	\$ (50,000.00)	\$ (50,000.00)	\$ (50,000.00)	\$ (50,000.00)	\$ (50,000.00)
Tax credit	\$ 195,000.00	\$ 195,000.00	\$ 195,000.00	\$ 195,000.00	\$ 195,000.00	\$ 195,000.00
Missed days of work savings*	\$ 59,076.92	\$ 56,615.38	\$ 52,923.08	\$ 50,461.54	\$ 47,997.00	\$ 43,075.00
Turnover savings*	\$ 120,000.00	\$ 115,000.00	\$ 110,000.00	\$ 105,000.00	\$ 100,000.00	\$ 90,000.00
Surplus/(Deficit)	\$ 44,408.92	\$ 21,077.38	\$ (3,484.92)	\$ (26,816.46)	\$ 44,127.10	\$ 41,487.50
ROI	0.07	0.03	(0.01)	(0.04)	0.09	0.09

The basis of the turnover and missed days of work equations are explained and cited below.

Employee to	urnover			
\$ 40,000	Emplyee average salary			
4	Emplyees who are considering leaving due to lack of childcare			
\$ 120,000	Replacement yearly costs			
http://www.	.childaction.org/providers/booklets/docs/Solutions%20for%20Em	valove o 0/ 20	Ch:ld0/ 20C	ana nalf

• • •

Mis	sed days	of work		
	8	Average missed days of work per year	20	
\$	40,000	Emplyee average salary	25	
	41	Emplyees who can benefit from on site childcare	30	
			35	
\$	50,462	Annual cost of missed days of work	39	
			41	\$ 50,462
			43	\$ 52,923
			46	\$ 56,615
http	o://www.	childaction.org/providers/booklets/docs/Solutions%20for%	20E 48	\$ 59,077
http	o://www.	cherokee.org/childcare/Employers/HowDoesChildCareAffec	ttheBottomLi	ne.aspx

La Farge

CROPP's previous financial and administrative support of the La Farge Childcare Center lacked CROPP oversight, communication of outcomes to be met, and corrective action to remain in good standing. The addition that was added to the facility in 2013, for the purpose of adding an after-school program for elementary-aged children, was built in a manner that could not be licensed to host children. Since CROPP stopped its financial support in 2014, the center had a turnover in leadership, reduced teacher pay, and raised tuition to remain a viable company. The addition is now being used as an office and makeshift storage. This is an example of its historical mismanagement and lack of professional processes.

We believe that the La Farge Childcare Center currently has a quality leader in Kathie Block, and the center's board is currently comprised of CROPP employees whose children are enrolled at the center. The previous director was ineffective and made poor financial decisions. Kathie worked in real estate before taking over the center in 2014 as a means to give back to the community. We believe she has only the best interest of La Farge and the children in mind.

At this time, we recommend partnering with La Farge Childcare Center to formulate and execute a plan to increase their star rating to 4 or 5, capacity, scheduling flexibility, ability to provide organic foods, play-based and educational curricula, and provide a more natural play setting. This recommendation would cost \$80,000 for health insurance, facility improvements, play area improvements and wage increases for qualified teachers.

If these goals are unattainable through this partnership, CROPP will develop a plan with both businesses' best interests as the drivers. We do not intend to subvert any business from La Farge Childcare Center, but look to retain, retrain and improve the staffing and the quality of the existing childcare in La Farge.

If we deem the La Farge Childcare Center's current location or structure is unfit for the needed improvements, we would recommend building a new 9,000 sq. ft. childcare facility in the hay field to the east of the CROPP headquarters and operate this facility under CROPP management.

Usage Projections for a Cashton Childcare Center

Prepared by Mills Consulting Group

Potential use and center size

In order to ascertain the potential use of a CROPP-sponsored childcare center, we asked CROPP to cross-tabulate Employee Needs Assessment data from respondents who reported that they were assigned to work in Cashton and were extremely likely or very likely to use a CROPP-sponsored childcare center. This data information revealed the following about respondents:

- Number of children
- Ages of children
- Present weekly fee paid for childcare
- Number of people expecting to have or adopt a child

The following table shows the number of children, and their ages, reported by the respondents identified above:

Ages	Numbers
Under 1 year	8
12 to 24 months	7
2 to 3 years	8
3 to 5 years	11
Total	34

There are 25 respondents who reported that they expect to have or adopt a child within the next 2 years.

Wisconsin State Regulations

To determine age groups and the number of children in each group, it is critical to know what the Wisconsin State regulations require.

Ages	Group Size	Ratio of Teacher to
		Child
Under 2 years	8	1:4
2 to 2.5 years	12	1:6
2.5 to 3 years	16	1:8
3 years	20	1:10
4 years	24	1:13

Based on the interest of respondents and the Wisconsin State regulations, we suggest two possibilities regarding the potential size of a childcare center. This takes into consideration the stated interest of CROPP in making slots at the center available to the wider community.

Possibility 1–Smaller Center

Ages	Numbers
Under 2 years	8
2 years	12
3 to 5 years	20
Total	40

Possibility 2–Larger Center

Ages	Numbers
Under 1 year	8
1 to 2 years	8
2 years	12
3 to 5 years	20
Total	48

CROPP suggested that they might want to include summer programming for school-age children. Needs assessment results revealed that 38 respondents from the Cashton site reported that they would be very interested in enrolling their elementary-aged children in a summer recreation program. If this were to be offered, based on these results, an additional classroom would need to be included to serve approximately 24 children.

In thinking about the size of the program and build-out of the space, it is important to consider the numbers of children the center is ultimately likely to serve. Based on conversations with CROPP regarding the growth of the Cashton site and the data results, our suggestion is to build the larger center (see Possibility 2-Larger Center chart above), but to expect to only fill the numbers for the smaller size center (see Possibility 1-Smaller Center chart above) in the first several years of operation.

The numbers above are all based on the numbers of potentially interested employees. However, if they don't feel that a CROPP-sponsored center is affordable to them, they are likely not to use it. The respondents who reported that they are extremely likely or very likely to use a CROPP-sponsored childcare center are presently paying the following for childcare:

Children under 1 year old

Current weekly fee for childcare	Number who would use a center
less than \$100	1
\$100-150	2
\$150-200	2

Children 1 to 2 years old

Current weekly fee for childcare	Number who would use a center
less than \$100	
\$100-150	3

\$150-200	3
\$200-250	2

Children 2 to 3 years old

Current weekly fee for	Number who would use a
childcare	center
less than \$100	
\$100-150	4
\$150-200	5

Children 4 to 5 years old

Current weekly fee for	Number who would use a
childcare	center
less than \$100	
\$100-150	4
\$150-200	3

Space considerations

As a rule of thumb for a high-quality center, we recommend the interior space for the center, including assignable and non-assignable space, be based on approximately 125 square feet per child. In most cases this will result in at least 45 to 50 net square feet of classroom space, the number recommended by most experts in the field. The balance of the space will be circulation, offices, storage, lavatories, gross motor space, a kitchen, and entry/common space. This recommendation is 10 to 15 square feet larger than the Wisconsin state requirements of 35 square feet of usable floor space per child per classroom.

If CROPP Cooperative were to build a larger center (possibility 2 above) and add a classroom for 24 school-age children, this would be a center for a total of 72 children, with five classrooms. This total would include 48 children under five years old attending year-round and 24 school age children attending in the summer. The building size for this facility of 72 children with 125 square feet per child would be 9,000 square feet.

- 9,000 sq. ft. facility
 - o Director's office
 - Administrative assistant office/space
 - o Classrooms (five total)
 - o Indoor large motor area gym, play structure
 - o Multi-purpose room
 - o Laundry area
 - Kitchen
 - Staff room
 - Storage closets
 - o Bathrooms in classrooms
 - Adult bathroom

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It is optimal to have playgrounds that have direct access to the classrooms. The Wisconsin state regulations require 75 square feet of outdoor space per child over two years old outdoors at any given time, and for children less than two years old, 35 square feet. We suggest 75 square feet per child regardless of age.

Childcare Overview

Importance of high-quality childcare

The Bill and Melinda Gates Foundation released *Lessons from Research and the Classroom: Implementing High-Quality Pre-K that Makes a Difference for Young Children* in September of 2014. In regard to the quality of childcare and its related outcomes, the research found the following:

- Poor or low quality (1 or 2 stars) programs can have a negative impact on children's school readiness, or at best, no impact on school readiness
- Moderate (3 stars) quality programs generally have little impact on children's school readiness
- High quality (4 or 5 stars) is the minimum necessary to reliably increase children's school readiness

This should be cause for concern for parents who are sending their children to lower quality childcare. Based on public YoungStar ratings and the *Lessons from Research and the Classroom* research, there are no high-quality childcare programs in Vernon or Monroe counties.

There are no high-quality childcare programs in Vernon or Monroe counties.

The quality of childcare impacts children's development and an area's economic development. Longitudinal studies show that children in higher quality programs:

- 1. Do better in school; are less likely to require special education services
- 2. Are more likely to attend college
- 3. Are more likely to earn higher wages
- 4. Are less likely to be involved in the criminal justice system

Childcare is one of the lowest paying professional fields. The average income for a full-time childcare professional in 2012 was \$21,310, which, when adjusted for inflation, was a decrease from 2011. The average wage for full-time childcare workers was \$10.25 per hour in 2012 (*Parents and the High Cost of Child Care 2013 Report*, Child Care Aware of America).

This is below the federal poverty guideline for a family of four and barely above the guideline for a family of three. The La Farge Childcare Center starts their teachers at minimum wage (\$7.25 per hour at the time of this writing), and slowly incentivizes wage increases through paid education and trainings. In 2010, there was a 25% turnover rate for childcare providers nationally, mostly due to low wages, long hours and limited benefits.

We heard these same issues in our conversations with small, local childcare providers. They are unable to increase quality, because they are unable to recruit and retain qualified teachers.

"Childcare is expensive—second only to the mortgage or rent in the average family budget. Infant care is more expensive than in-state public college tuition in 31 states, and costs to parents have nearly doubled in the last 25 years," said Brigid Schulte (*Parents' child-care costs have doubled. But teachers still earn poverty wages*, November 18, 2014)

"We pay our child-care workers on par with the people who park our cars, walk our dogs and flip our hamburgers. Is that really what we want for the people who are teaching our young children and getting them ready for school?" said Deborah Phillips, a psychology professor at Georgetown University (*Parents' child-care costs have doubled. But teachers still earn poverty wages*, November 18, 2014).

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Phillips cited her scientific research "about how critical a child's first five years are in developing the architecture of their brains—how positive engagement and attachment with caring adults can lead to future health and academic achievement, and how toxic stress can alter a child's genetic blueprint and impair memory, learning, emotion control, and physical and mental health." (Shonkoff, JP and Phillips, DA (eds). 2000 From Neurons to Neighbourhoods: The science of early child development, National Academy Press, Washington, DC)

"Our nation has never really come to terms with the fact that early education really is rocket science," Phillips said. "We're still straddling this fundamental divide between thinking about what happens before kindergarten as babysitting, rather than thinking of it as the best investment we could possibly make in a child's development." (Parents' child-care costs have doubled. But teachers still earn poverty wages, Brigid Schulte, November 18, 2014)

The largest cost to a childcare organization is labor, which can be up to 80% of the operating budget. Facility construction, or rental and retrofitting are the prevailing barriers to an independent start-up. Most operations are independently owned, operated and staffed, which means they are unable to take advantage of the economies of scale. Maintenance, food, professional services, training, supplies, activities, curricula, equipment and utilities round out a generally razor-thin margin.

Childcare Quality Standards

YoungStar is a program created by the Department of Children and Families (DCF) to improve the quality of childcare for Wisconsin children. It is "based on research and other states' experiences to establish criteria that are research-based, objective, and verifiable on a regular basis." See Appendix V for a detailed overview of the YoungStar Group Childcare Track by the Wisconsin DCF.

Childcare organizations are awarded points based on director and teacher qualifications, learning environment and curriculum, business and professional practices and health and wellness. (Youngstar, Quality Indicator Point Detail, Group Child Care, 2015).

- 1. **Education of teachers and directors** (Maximum points = 15): college credits or advanced degrees, ECE credentials, continuing education
- 2. **Learning Environment and Curriculum** (Maximum Points = 13): self-assessment and quality improvement plans, verification of improvement tool efficacy, trainings in developmentally appropriate practice and settings, documentation of planning and tracking of outcomes
- 3. **Business and Professional Practices** (Maximum Points = 7): Wisconsin Shares enrollment, tax compliance, employment policies, professional goal setting, access to resource material, retention of lead teachers and administration, staff benefits and family involvement
- 4. **Health and Wellness** (Maximum Points = 5): Nutrition meals, physical activity minimum, inclusion or social and emotional awareness trainings

The Registry is "Wisconsin's recognition system for the childhood care and education profession" (https://www.the-registry.org/TheRegistry/AboutUs.aspx), and verifies an individual's education, trainings, and other professional contributions, and awards points toward The Registry Career Levels. These levels are then used for the YoungStar point system quality ratings for teacher and director education.

Accreditation: These are considered to be a higher quality standard than YoungStar. This can be achieved through providers such as the National Association for the Education of Young Children (NAEYC), the National Accreditation Commission (NAC), Head Start Performance Standards, the Council on Accreditation (COA), and the National Early Childhood Program Accreditation (NECPA). YoungStar accepts this accreditation status as fulfilling their requirements. The rationale for accepting these accreditations as equivalent to a 4-star or 5-star rating is that the standards used in these accreditations are nationally recognized as linked to quality, and each accreditation requires on-site observations and verification of similar characteristics laid out in YoungStar. (http://dcf.wisconsin.gov/youngstar/pdf2015_point_detail.pdf)

Licensed Childcare Programs: The childcare licensing program is a component of the services provided by Department of Children and Families (DCF). The program is accountable for the statewide licensure of Wisconsin's childcare facilities, including family childcare, group childcare, and day camps. All YoungStar-rated childcare programs must be licensed.

Read more about licensed childcare programs. Childcare Licensing Rules DCF 251

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Childcare Certification: Wisconsin state law (s. 48.651) requires counties/tribes to certify childcare providers who receive public funding but are exempt from the licensing law. DCF decrees rules establishing standards for the certification of childcare providers and contracts certification functions to local counties and tribes. Most counties have made certification available for all family daycare providers, whether or not public funding is involved.

<u>Learn more about childcare certification.</u>
<u>Childcare Certification Rules DCF 202</u>

Survey

Overview

Instrument: The survey instrument used in this study was designed by Employee Services Coordinator Eric Hartwig based on published needs assessments, a consulting session with a survey-creation expert, and an internal Human Resources and Data Analyst review. The questionnaire contains 37 items, 19 of which were administered only to study participants whose prior responses indicated the optional questions would be relevant. The majority of items allow the participant to select a response from a range of options and/or add a comment. It took respondents about 15 minutes to complete the survey. The questionnaire gathered information from staff regarding:

- their demographic information
- their childcare needs
- the age of their children
- the types of childcare they use
- the hours they need childcare
- their level of satisfaction with childcare services
- their preferences for the location of childcare
- costs associated with childcare
- their interest in potential recommended solutions
- the impacts of childcare on their work performance

Administration: The questionnaire was administered online through a Survey Monkey gold account. All staff were sent an email from the Employee Services Coordinator with a link to the instrument and a note requesting their participation in the study. There were also Weekly Dish (company e-newsletter) articles, digital displays and reminders during focus groups and leadership interviews. The survey was open to all staff included in the "_CROPP ALL STAFF" email distribution list. 304 employees submitted survey responses. This number of responses represents of 36% of eligible CROPP employees. The survey was open for seven business days, over two calendar weeks.

Not all of the questions were answered at the same rate, so there are variances in responses. Of the questions that included a comment box, a representative comment has been added to this portion of the report. The full comment responses are included in Appendix IV.

Analytical Approach: All percentages shown in the tables and figures in this report reflect the number of respondents who selected particular response options out of those who completed the survey items in question. Some tables summarize the findings of one survey item. In this case, the number of respondents is shown in the table heading as "N=#." Some tables summarize the findings of a set of survey items. Response rates for items in a set may vary slightly from item to item.

In a preliminary review of the survey data by the data review team, there was a unanimous opinion that there was a clear need and interest in additional high quality childcare.

Some sections below include a sampling of comments made by some respondents. These comments (as well as the full comments included in Appendix IV) have undergone very minimal, if any, editing for punctuation or grammar, and no changes have been made to their content or lengths.

In a preliminary review of the survey data by the data review team, there was a unanimous opinion that there was a clear need and interest in additional high quality childcare. We agreed to move forward with and internal analysis of ROI, and feasibility. We also agreed to explore budget modeling with an outside consultant.

Sample Characteristics: It is our belief that the respondents are slightly weighted toward those with interest in childcare. Some of those who did not respond mentioned in passing that they no longer needed or will not need childcare.

Survey Invitations sent	846
Total Participants	304
% of employees	36
Female Participants	197
Male Participants	105

Results

Survey Page 1: Introduction

Survey Page 2: Tell us a little about yourself

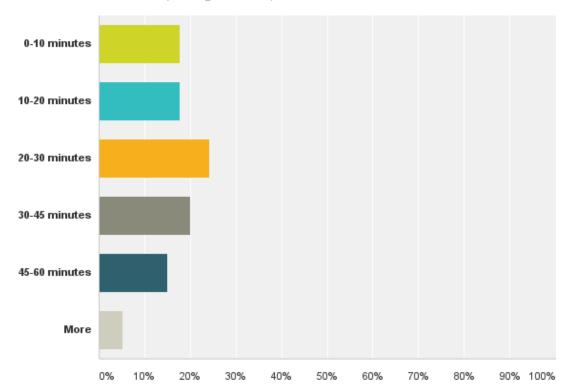
Q1: Are you male or female?

Answer Choices	Responses	
Female	64.92%	198
Male	34.43%	105
Prefer not to answer	0.66%	2
Total		305

Q2: What is your age?

Answer Choices	Responses	
18-20	0.66%	2
21-29	24.59%	75
30-39	41.64%	127
40-49	15.74%	48
50-59	14.43%	44
60 or older	2.30%	7
Prefer not to answer	0.66%	2
Total		305

Q3: How much time do you spend on your commute? (N=305)

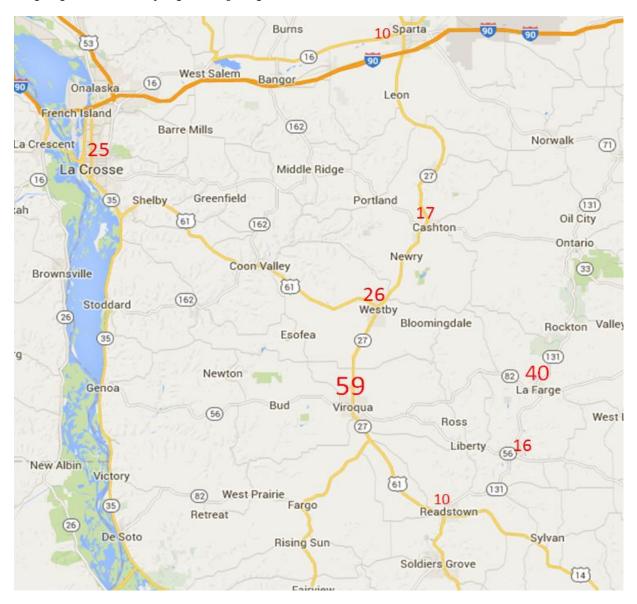


Q4: In what zip code is your home located?

Notes: The locations with more than 10 respondents are listed below, with the full list provided in Appendix IV. These locations represent 68% of the total respondents. (N=298)

# of respondents	Zip Code	Approximate Location
59	54665	Viroqua, WI
40	54639	La Farge, WI
26	54667	Westby, WI
25	54601	La Crosse, WI
17	54619	Cashton, WI
16	54664	Viola, WI
10	54652	Readstown, WI
10	54656	Sparta, WI

Map representation of top survey responses:



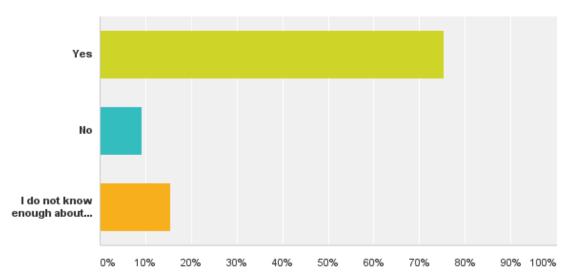
Q5: What will be your assigned location, once the Cashton Office Building (COB) is open?

Answer Choices	Responses	
La Farge	47.87%	146
Cashton	45.90%	140
Chaseburg	2.30%	7
Other - remote, etc.	3.93%	12
Total		305

Q6: How much total combined income (before taxes) did all members of your household earn last year?

Answer Choices	Responses	
\$0 to \$9,999	0.00%	0
\$10,000 to \$24,999	3.61%	11
\$25,000 to \$49,999	26.23%	80
\$50,000 to \$74,999	29.51%	90
\$75,000 to \$99,999	19.67%	60
\$100,000 to \$124,999	7.87%	24
\$125,000 to \$149,999	1.64%	5
\$150,000 and up	1.31%	4
Prefer not to answer	10.16%	31
Total		305

Q7: Do you feel that it is important for Organic Valley to assist in offering childcare? (N=305)



Q8: If yes, why? (N=224)

Representative answers, based on most used phrases and percentage of answers provided.

1. Families:

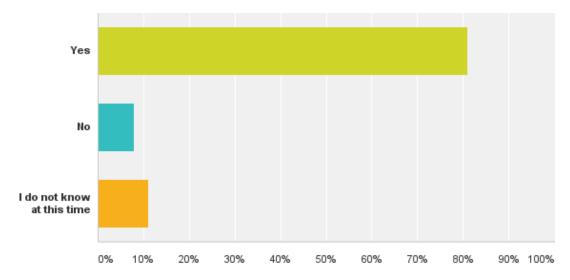
- It is hard for a family to find good safe places to take their children for childcare. Plus with the rising population and the growth of families it is getting harder and harder to find childcare and if you do find a provider they charge a fortune. So in most cases one of the parents has to give up their carrier to stay home with the child and if it's a single parent home that person has to try to rely on a parent to help while they work. So yes it would be nice with childcare. Plus I know if my little girl was still that little I'd rather pay CROPP to watch her then taking her somewhere else.
- 1. Organic Valley's target customers are young mothers with children. I feel like it would be an important extension of our brand and mission to offer Organic Valley employees childcare that supports the values of the co-op. 2. As we grow we will need to recruit new talent to our wonderful region. This area has a lot to offer, but is severely lacking in several areas that would be important to young people and families as they look to make the move to a very rural area. Quality childcare options are very, very scarce or impossible to find. As the mother of a young baby (and no family in the area), I had a terrible time finding infant care from a facility that I trusted. Now that my child is slightly older, he is able to attend the Viroqua Children's House, but spaces there are limited and there are several of us competing for those spots.
- Improved productivity would result from salaried employees with more time and focus on work. Additionally, supporting families is essential for a company that prides itself in properly supporting family farms. The mission, profitability, and recruitment of CROPP would benefit.
- With so many employees working at OV who have children and the lack of childcare in the area it just makes sense!
- It would be a great tool to use for recruitment, nice and convenient for working families to have their children close to them.
- I came to OV from a different company that assisted with childcare. It took a huge stress off
 of working parents to know their children were nearby, well cared for, updated regularly, and
 offered discounts.
- Offering childcare, including after school programs, would add a comfort zone for parents knowing the childcare would a have a degree of alignment with the emphasis placed on wellness and nutrition.

If no, why?

- I feel it is the responsibility of the parents. I paid for my childcare for my children. I don't feel it is my responsibility to pay for someone's childcare. It's a lot like a government program...taking from me to benefit someone else.
- If we're going to offer childcare then 100% of the associated expense needs to be covered by the employees utilizing it. That includes the space, extra utility costs, equipment, staffing, etc. It would be unfair for even one cent of CROPPs money being put towards it unless a matching stipend is paid to employees without children. I don't want my profit sharing to go down because funds were put towards a program that many employees won't benefit from. IF 100% of the cost is covered by the parents then I'd have no issue with it.
- I prefer not to have childcare; I feel it will be a distraction for employees with children.

Full answers provided in Appendix IV.

Q9: Do you agree with the statement: An employer sponsored childcare facility is beneficial to the entire cooperative and its surrounding communities. (N=305)



Comments:

- As long as people other than CROPPies are allowed to enroll
- I would hate to see small childcare businesses suffer if clients were taken away
- I don't know what this all entails, I'm sure more job opportunities, exposing our products to more consumers, etc. but insurance and liabilities are going to be extra
- Our children are our future.

Q10: Do you have a child(ren) that require care while you are at work? If so, what are their ages? Please check all that apply.

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Answer Choices	Responses	
No	58.69%	179
under 1 year old	4.26%	13
1 year old	6.23%	19
2 years old	8.20%	25
3 years old	7.54%	23
4 years old	5.90%	18
5 - 12 years old	24.59%	75
Total Respondents: 305		

Comments:

- Elder Care
- Baby on the way!
- My staff have children that need childcare
- Summer childcare seems to be especially hard to find
- Doggy daycare!

Q11: Do you expect to have, or adopt a child within the next 24 months?

Answer Choices	Responses	
Yes	23.43%	71
No	71.29%	216
Prefer not to answer	5.28%	16
Total		303

Q12: Do you anticipate needing childcare in the next 1-5 years?

Answering NO will skip you to the final section, and you will not be asked about your childcare needs.

Answer Choices	Responses	
Yes	55.12%	167
No	44.88%	136
Total		303

Survey Page 3: Childcare

Q13: Do you have children under the age of 5? If so, please check the appropriate amount and ages below. (N=80)

	Under 12 months	12-24 months	2-3 years	3-5 years	Total
Child 1	18.99%	26.58%	20.25%	34.18%	
	15	21	16	27	79
Child 2	12.00%	16.00%	28.00%	44.00%	
	3	4	7	11	25
Child 3	33.33%	0.00%	0.00%	66.67%	
	1	0	0	2	3
Child 4	0.00%	0.00%	0.00%	0.00%	
	0	0	0	0	0
Child 5	0.00%	0.00%	0.00%	0.00%	
	0	0	0	0	0
Child 6	0.00%	0.00%	0.00%	0.00%	
	0	0	0	0	0

Q14: Do you currently use childcare services? (N=162)

Answer Choices	Responses
Yes	62.35 % 101
No	37.65 % 61
Total	162

Q15: If yes, what kind of service, and where is it located? For example: In-home, relative, accredited center, etc.

Answer Choices	Responses	
Partner/Spouse provides childcare	13.33%	14
A relative provides childcare	22.86%	24
A nanny provides childcare	8.57%	9
l use a licensed family childcare	24.76%	26
l use a an unlicensed family childcare	23.81%	25
l use a licensed group childcare center	22.86%	24
Other	8.57%	9
Total Respondents: 105		

Comments:

- Summer school in Viroqua
- La Farge Childcare
- Nanny in my home
- Various babysitters/Multiple family members

Q16: If yes, about how much are you currently paying per week, for full time care? (N=96)

	Less than \$100	\$100-\$150	\$150-\$200	\$200-\$250	More than \$250	Total
Under 1	18.75%	50.00%	25.00%	6.25%	0.00%	
	.3	8	4	1	0	1
1-2 years old	9.09%	45.45%	36.36%	9.09%	0.00%	
	2	10	8	2	0	2
2-3 years old	18.52%	48.15%	29.63%	3.70%	0.00%	
	5	13	8	1	0	2
4-5 years old	15.38%	53.85%	26.92%	3.85%	0.00%	
	4	14	7	1	0	2
Other	57.14%	25.00%	3.57%	3.57%	10.71%	
	16	7	1	1	3	2

Comments:

- I pay \$316 per week for both children. We also provide diapers, wipes, and formula/baby food if we don't use theirs.
- I provide all food.
- We only have part-time care pay \$463 per month for 2 full days a week. There is only one facility that we have found in the area that we trust Viroqua Children's House. We cannot afford full time care at that facility.
- Include a meal, limited to 10 hours per day, and stopped doing field trips with kids due to understaffing. Transportation by bus company to and from preschool:)
- We can't really afford to send our children to childcare so we rely on our family.
- \$311 per week after 15% discount. No more than 10 hours of care per day is permitted.
- It would be nice to have a daycare where you pay by the day or hours vs. paying for the spot and you have to pay regardless if your child is there or not.
- Way too high and not enough education and nutrition implemented into the system. I do not like my
 children getting sugar all day long. I would love to have the community come together and create an
 affordable daycare that is home rooted educated and where the children have proper snacks.

Q17: How likely would you be to participate in employer sponsored childcare, at each price point, for full time care? (N=139)

• • •

	Very likely	Somewhat likely	Not very likely	Never	Total
\$100 per week	78.26%	17.39%	2.90%	1.45%	
	108	24	4	2	13
\$125 per week	62.12%	27.27%	6.82%	3.79%	
	82	36	9	5	13
\$150 per week	28.68%	43.41%	19.38%	8.53%	
	37	56	25	11	12
\$175 per week	8.73%	32.54%	36.51%	22.22%	
	11	41	46	28	12
\$200 per week	4.76%	11.11%	39.68%	44.44%	
	6	14	50	56	12
\$250 per week	3.20%	6.40%	34.40%	56.00%	
	4	8	43	70	12

Comments:

- As a remote employee, I am seeking a childcare stipend to offset care options. I do not have access to a Wisconsin-based childcare center. Remote employees should be guaranteed the same level of benefit.
- The higher the price of childcare, the more tempting quitting [and] staying home becomes. No one wants to work and have their entire paycheck go to childcare when you could stay home and raise them yourself.
- Dependent on flexibility with needing two locations
- Keep in mind the average income on a single parent working at CROPP when choosing price points.

Q18: Rank in the order of most important, in regards to choosing a childcare facility. (N=160)

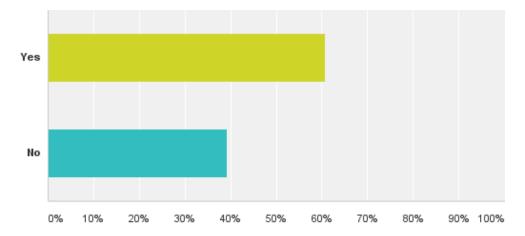
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	1	2	3	4	5	6	Total	Score
Affordability	22.50%	28.13%	26.88%	10.00%	10.00%	2.50%		
	36	45	43	16	16	4	160	4.36
Quality- Facility, Staff	46.25%	23.75%	15.00%	10.00%	3.75%	1.25%		
competency and relationships, portfolios, accreditation	74	38	24	16	6	2	160	4.95
Location close to	9.38%	9.38%	16.25%	26.88%	33.75%	4.38%		
home	15	15	26	43	54	7	160	3.21
Location close to	6.25%	17.50%	20.00%	30.00%	21.88%	4.38%		
work	10	28	32	48	35	7	160	3.43
Mission and values	13.13%	18.75%	20.00%	20.00%	26.25%	1.88%		
aligned curriculum and program - organic food/cleaners, outdoor learning, etc.	21	30	32	32	42	3	160	3.67
Other - fill in the	2.52%	2.52%	1.89%	3.14%	4.40%	85.53%		
following question	4	4	3	5	7	136	159	1.39

Q19: If you selected OTHER above, please explain what is most important, in regards to choosing a childcare provider? (N=25)

- Schedule flexibility (e.g., number of days per week, length of day)
- Provider that is fairly compensated want to leave children with people who don't have additional life stress of not being able to make ends meet
- Health/non-toxic environment: organic snacks/meals, non-toxic cleaners, etc.

Q20: Have you found it difficult to find childcare? (N=125)



Comments:

- All of them are full
- Limited options with accredited facilities in the area that align with our values
- Coming to the area new, it was difficult to evaluate daycare options and find something that we had confidence in. We just had to go with what had openings. We now are switching and again not confident but force by a situational move
- Our first in-home daycare experience was a nightmare, it started off very good but we found out the provider was an alcoholic and ended up leaving children unattended when she passed out. Her license was revoked soon after. Quality and reliability is always a challenge.
- 1) Licensed family care places NEVER have openings because they are only allowed to take a certain number of kids in certain age brackets. 2) It's really really hard to find someone you trust 3) It's really hard to find someone you know will take the care of your child you want them to (i.e.: feed organic foods, no TV, cloth diapering, etc.).
- Reliability I've had childcare in the past and last minute they are not able to come for the day or are late. They don't engage with the kids or just sit them in front of a TV.
- I haven't had trouble finding daycare but finding quality daycare has been a problem. Most people we have had will watch the kids but don't actually sit down and interact and make it a great learning and fun environment.

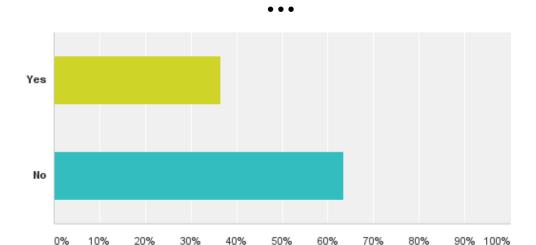
Q21: How satisfied with your current childcare provider are you?

Answer Choices	Responses	
Very satisfied	40.74%	44
Somewhat satisfied	43.52%	47
Undecided	12.96%	14
Somewhat dissatisfied	1.85%	2
Very dissatisfied	0.93%	1
Total		108

Comments:

- I am satisfied with the individual care I have found but would prefer something steadier that also has flexibility.
- Very satisfied with the quality and facility but cannot afford full time care at this facility.
- Our current provider is good with our daughter and very flexible with our schedules but I wouldn't be
 opposed to considering other options.

Q22: Do you believe your employer is currently doing enough to address your childcare needs? (N=126)



Q23: If an employee sponsored childcare were available today, how likely would you be to use it, instead of competing services currently available?

Answer Choices	Responses	
Extremely likely	33.09%	46
Very likely	30.22%	42
Moderately likely	17.99%	25
Slightly likely	10.79%	15
Not at all likely	7.91%	11
Total		139

Comments:

- A remote employee childcare stipend should be offered that is of equal value to an employer sponsored childcare facility.
- On-site childcare would only benefit my family on days that I am in the office. I would likely use services part time or occasionally if that were an option.
- The ideals and values of OV are something I want my children to have exposure to.
- This of course would depend on whether the OV facility met my values...although I would assume it would (no TV or screens, lots of outside play time, natural materials, and organic food). Also would depend on cost and flexibility.
- My son is in a situation where he is currently striving. He loves where he goes to daycare and is learning so much.
- I would love to have a reliable back up for when my current daycare provider is on vacation.
- It would depend on what the option was. I am happy with my current provider but would definitely consider a CROPP sponsored childcare if it was something that matched our needs.
- It would really depend on the quality of care. If I felt my child would be getting better care at an employee sponsored childcare, I would most definitely go for it. Especially if it was really close to or at work.
- I would switch! Hoping to get the hours to align more with work schedules that CROPP offers.

Q24: If you are not likely to use an Organic Valley sponsored childcare, why not?

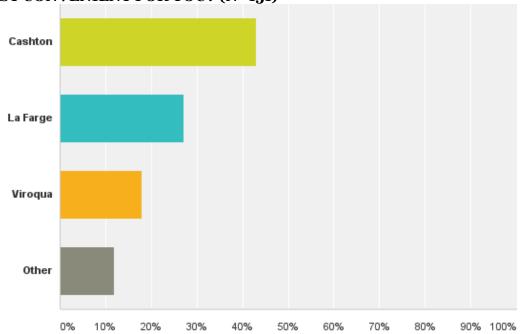
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Answer Choices	Responses	
Do not need a service like this	15.63%	5
Do not want a service like this	6.25%	2
Satisfied with competing services currently available	59.38%	19
Cannot pay for a service like this	15.63%	5
Not willing to pay for a service like this	3.13%	1
Total		32

Comments:

- I am satisfied with my lady, but when she is off for maternity leave, THERE ARE NO OPTIONS IN CASHTON!!!
- CROPP does not need to run a daycare. They only need to support daycare's both in-home and community based.
- Childcare will need to be affordable, and if it costs most of employee take home pay each month then it will not really be worth it. Without it being affordable, it becomes very hard to care and provide for your family.
- I am concerned of the impact to the current community day care where my children go. If somehow they could work together, that would be optimal.
- I would prefer to use Organic Valley's service over any other in the area.

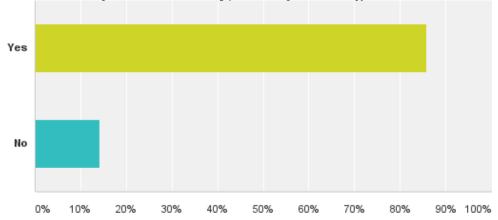
Q25: If we are to assist in a new location for a childcare program, which of these would be MOST CONVENIENT FOR YOU? (N=151)



Comments:

- Westby
- Both La Farge and Cashton
- Remote care option

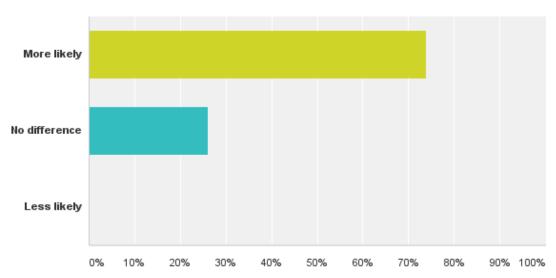
Q26: If you are currently using another childcare service, would you be willing to enroll in a new, near site OV sponsored facility, developed to align with OV values? (N=112)



Comments:

- I would feel like it's a win-win situation. I would be helping the co-op and they would be helping me by providing stable, reliable, and credible childcare.
- I would like to continue supporting current La Farge Community Day Care but feel OV could include them somehow.
- I love my daycare but need a backup.
- We are currently in the best childcare position for our family. Should that change, we would welcome an OV sponsored childcare opportunity.
- RIGHT AWAY

Q27: When considering working for Organic Valley, had you known they had an employer sponsored childcare option, would you have been ______ to consider working here? (N=150)



Comments:

- That is a service that is not offered many places and would definitely show how the co-op is invested in the employees!
- This would have been an awesome benefit that would have propelled me further and faster in to the application process.
- At the time I was hired I had not been considering having children but if I were a new employee today then childcare would have been a huge factor.

Q28: When considering employment here, were you concerned about childcare?

Answer Choices	Responses
Yes	37.76 % 54
No	62.24 % 89
Total	143

Comments:

- I didn't have/wasn't thinking about having kids at that time.
- It is my responsibility to provide care of my family.

Q29: Have you considered leaving Organic Valley because of your childcare needs?

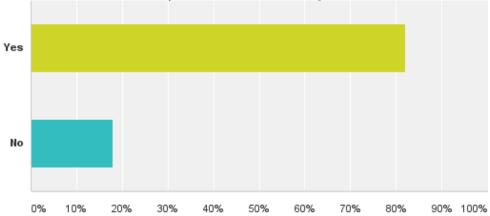
Answer Choices	Responses
Yes	19.42 % 27
No	80.58 % 112
Total	139

Comments:

• Yes, when I couldn't find anyone to watch them when my lady went on maternity leave.

- Tough question: I did leave when my second child was born but I believe I would have left regardless. I am now working for the co-op again and am very aware of the lack of childcare that OV provides.
- My reasoning was because of my shift. It's very very difficult to find a reliable daycare provider for 2nd shift unless you use a friend or relative.
- I have considered moving closer to family since we do not have family in this area and childcare is difficult.
- No. I love my job and I love OV. However the stress is significant and I need to balance my work at OV with my job as a parent to provide my daughter with the best possible care while I am at work. As hard as I have looked, I feel that I have not been able to provide that for my daughter and it does make me second guess if working here full time will be sustainable for me and for my family.

Q30: Would an Organic Valley sponsored childcare facility, near your assigned location, reduce your childcare issues and/or concerns? (N=140)



Comments:

- I would have been able to breastfeed my child longer, I would have more accessibility, and I would feel more comfortable in having another child.
- I would be closer to my son in the even there's an emergency or any type of issue.

Q31: How important is _____ when choosing childcare? (N=152)

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	Very important	Important	Somewhat important	Not Important	Tota
Cost/affordability	71.05%	20.39%	7.89%	0.66%	
	108	31	12	1	152
Program quality	79.61%	17.76%	2.63%	0.00%	
	121	27	4	0	15
Hours of availability	56.58%	42.11%	1.32%	0.00%	
	86	64	2	0	15
Flexibility in accommodating	59.33%	34.00%	6.67%	0.00%	
schedules	89	51	10	0	15
Reliability of staff	81.58%	17.76%	0.66%	0.00%	
	124	27	1	0	15
Adult to child ratio	47.37%	39.47%	11.84%	1.32%	
	72	60	18	2	15
Location	51.32%	42.76%	5.92%	0.00%	
	78	65	9	0	15
Other	50.00%	31.25%	12.50%	6.25%	
	8	5	2	1	1

Comment:

- Food Program, development & training of staff, inclusion of kids with disabilities
- Feeling part of the facility adult to child ratio doesn't bother me if the program quality is great and doesn't need the support

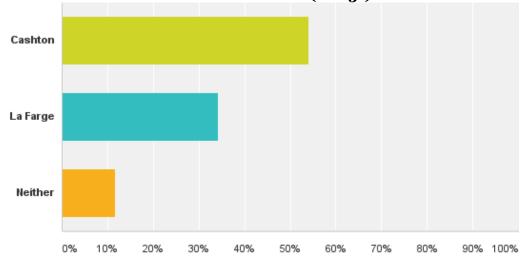
Q32: Would you be interested enrolling your child in an Organic Valley sponsored elementary school-aged summer recreation program?

Inswer Choices	Responses	
Very interested	26.69%	63
Somewhat interested	19.49%	46
Undecided	8.47%	20
Somewhat uninterested	2.97%	7
Very uninterested	0.42%	1
Do not have any children in this age group	41.95%	99
otal		236

Comments:

- Local communities provide good summer rec options, but they could use help with funding, logistics etc...Rather than creating our own program I would rather see us build up the local community programs.
- This is a really great idea!
- I don't live in this area but I would be of interest in the summer.

Q33: If we are to assist in a new location for a childcare program, which of these sites would be MOST BENEFICIAL FOR THE COOP? (N=231)



Q34: Have any of the following co-worker's childcare issues, not related to illness, and contributed to workplace interruptions in your department? (N=228)

Answer Choices	Responses	
Late to work, or had to leave early	67.54%	154
Disruptions at work	39.91%	91
Missed work days	55.70%	127
New parent not returned to work as planned	14.91%	34
None	25.88%	59
Total Respondents: 228		

Comments:

- I'm a Manager. We've had to adapt to childcare issues frequently. Family comes first, but it does pose a challenge for productivity.
- How does having and OV daycare stop these from happening?????
- I see many people bring in their children when there is nowhere for the child to be (like 3-6pm)
- People with kids skip work all the time. It's honestly ridiculous how ok it is for people to miss and skip work due to childcare. That should be resolved outside of work.

Q35: If Organic Valley were to sponsor a childcare solution, would you: check all that apply

Answer Choices	Responses	
Consider that a great benefit	80.42%	193
Agree the O∀ is invested in their employees	90.42%	217
Be able to focus more on work related tasks	40.00%	96
Recommend the cooperative to others	67.50%	162
Feel it is a waste of money	5.42%	13
Consider leaving because of this benefit	0.00%	0
Feel this is an unfair benefit to only some of the employees	11.67%	28
Total Respondents: 240		

Comments:

- I will recommend the CO-OP to others whether the program is offered or not.
- We are a marketing Coop, not a childcare provider.
- This could be an unfair benefit if only a certain portion of employees will be able to benefit from it.
- Its beneficial to all employees in the area those that live outside the region it wouldn't be as beneficial.

Q36: Is there any other information you would like to share with us on this issue? (N=65)

- I don't like that many daycares make people pay for when their kids aren't there. You should only pay for when you use the services. Cashton has no centers available whatsoever, and it WAS EXTREMELY STRESSFUL finding help when my in-home daycare needs to be closed (vacations, appointments, sickness) I feel that people who work weird shifts and weekends have a very hard time finding childcare.
- I already agree that OV is invested in the employees and there are a lot of issues with sponsored childcare. I think that it definitely helps employees and takes some stress off but I would also not like to see this cost the business anything. Childcare is expensive and convenience is an important aspect. I do think a lot of people would appreciate this option.
- When my kids where little. It was hell coming to work and having someone watch your kids you did not totally feel comfortable with. You tend to worry not able to focus on job and dread coming to work knowing your kids do not like daycare you have to use. It is a miserable feeling for both. Wonderful idea for either location.
- I think this is a great opportunity for both the co-op and employees. The co-op is known for being very family oriented and this is just another way to show the employees that. I get very excited at just the idea of it having 2 small children myself. I would definitely change providers and know my current provider would understand that. I hope more employees take the opportunity to use it as a main provider and not just a back-up for their current provider.
- Support of childcare serves not only the cooperative, but the entire region. Assistance for improvement of existing childcare providers would be well received. Not 100 % sure the cooperative is ready to get into the childcare business.
- I believe that employees should pay for the childcare service that is provided if they take advantage of it so that it levels the benefit out to those that do not need such a service. It should not be free and the cost absorbed by the Coop. That would make it unfair to some employees. Also, I think the ability to have drop-in service would be valuable to parents, especially on snow days or days with no school.
- I am very proud of the Co-op in keeping with the times, keeping with our mission of focusing on families, and considering this. I am long past this need, but remember the pains of finding and

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securing good, reliable, affordable care for my kids, and in offering this important option. Kudos! One of our co-workers must use a week of her vacation time each year at the same time as her childcare provider, or over holidays, etc., as she has no other choice for care. How wonderful if there is an option where staffing is not limited to 'certain weeks/days' of the year:)

- There's no way to make this fair across the board unless the parents pay 100% of the cost. I choose not to have children so I don't want to pay for others.
- I think that this benefit would be great for both locations, not just one. With staff going from location to location it defiantly is easier on all. I think this is a great thing to implement for incoming staff and existing. Childcare would attract more people and help them to do the job asked without having to worry about who/where is their child going to be; if they can find reliable safe childcare elsewhere.
- I am not a parent myself, but I may very well become one soon. If I do, this would be something that is very important to me, and I would definitely recommend CROPP to others for both the values it represents and the care it takes for its employees.

Focus Groups

Format: Six separate focus group meetings were offered by phone and in person at CROPP's La Farge Headquarters and Cashton Distribution Center locations to capture the experiences and thoughts of employees and staff regarding childcare. While six were offered, only four had people in attendance, and two participants typed responses as they unable to attend a session. Questions were standard for each group and were designed to be open-ended to promote discussion within the group. Results have been presented by topic area, in aggregate, to represent the main themes.

The sessions were hosted by Eric Hartwig, and notes were taken by Elayna Munson. The sessions were accessible by phone or in person. The host shared the Workflow Chart (see Appendix III), and read a scripted welcome. Snacks and refreshments were provided as incentive to participate. Each session lasted about 1 hour.

Sample Characteristics:

- Total Participants 34
- Male 8; Female 26

Analytical Approach: The main and repeated themes from each session are included in the results below. The full notes are listed in Appendix IV.

Results: representative samples shown in aggregate

1. What is most important to you in regard to childcare?

- Convenient location 1. close to work 2. close to home
- Quality and friendly staff
- Flexible scheduling options
- Organic foods
- Outside play, no TV
- Educational/play-based curriculum

2. When choosing a childcare facility, what is your most important factor?

- Nursing options
- Security
- Hours of operation aligned with work schedules
- Newborn care
- Summer recreation for siblings/school-age students
- Safe, inviting, warm, rich environment
- Natural material

3. What is your ideal childcare arrangement? Location, curriculum, etc.

- Located close to HQ/COB/Viroqua or home a network of centers to choose from
- Clean, homey, safe, rich outdoor play area
- Designated areas for eating, resting, playing, etc.
- Incorporation of early childhood education philosophy or curriculum
- Accessible and welcoming of parents

4. What ages would you like to see served in a childcare facility?

• Newborn – School aged

- Times to mix, but also must be age appropriate
- School-aged vacation camps, summer program, after school
- Newborn is most difficult to find and afford

5. What other services would you like to see at a childcare facility?

- Transportation between school/community programs
- Coordination between existing community programs and assets
- Community engagement
- Cloth diaper/Laundry service
- Exchanges toys, clothes, furniture
- Lactation rooms

6. Have you had childcare issues that have disrupted your work?

- Childcare provider lapse in service creates many issues, and need for back up care
- A lot of stress associated with returning to work, and finding quality care for infants
- Childcare provider taking child out of the area on "errands" without parent's knowledge
- Childcare provider gave nuts to child with a peanut allergy

7. What about cost? How would you like to see that developed? IE hourly, weekly, deductions, etc.

- Flexible drop in, hourly rates, pay only when child is in attendance
- Hour should reflect OV employee's work schedule, and calendar
- Sliding scale, based on income
- Sibling discount
- Based on cooperation, not only profit driven

8. If you are already accessing childcare, what reason would you need to switch to a new one?

- Convenient location
- Lapse in service closure, retire, health issues, etc.
- High quality education, facility, value aligned
- Lower or equal cost
- Siblings able to both attend

9. What are the benefits to you, or the co-op, if OV further "invested" in childcare?

- Recruitment Relocating parents would have less to worry about
- Peace of mind parents able to focus on work, knowing their kids are well taken care of
- Happier employees, retained employees are better co-workers

10. What qualities or attributes would you like to see a childcare facility have?

- The childcare provider's wellness, wages, training & benefits should be a focus
- Shared mission, organic food options in an educational setting

11. Is there anything else you would like to add to this conversation?

- This should be open to the community as well
- We do not want to negatively affect current, licensed programs & potential partners
- Security, storm shelter
- I believe deeply that supporting women (and families) through investing in childcare can, and will, strengthen the cooperative in ways that are very hard to measure at this time.

Leadership Interviews

Overview: 12 interviews took place at CROPP's La Farge Headquarters or by phone with individuals who represented various departments at the management team or director level. Results from these interviews are presented by topic area, outlining the key findings revealed within each topic.

Format: Participants and the researcher met one-on-one in private conference rooms or offices for 30 minutes. The researcher shared the Workflow Chart (see Appendix III), read a scripted welcome and instructions, which are included in Appendix III. Questions were designed to be open-ended in nature and, therefore, encouraged in-depth discussions. The researcher answered questions as needed and occasionally shared additional information not scripted or noted, as part of follow up conversations before, during or after the formal interview.

Sample Characteristics:

- Total Participants 12
- Male 5; Female 7
- Management Team 2; Directors 10

Results: Shown in full, based on researchers' edited notes.

There was a large majority support for further investing in childcare, with only a single Leadership Interview participant fairly uncertain and skeptical. The prevailing thought was that childcare is a stressor that CROPP can alleviate to better support its current and future employees, as well as to further the cooperative's mission.

1. Do you know of childcare issues affecting work performance, such as attendance, retention, etc.?

- Yes I lost an employee who didn't feel she could adequately pay for childcare with her salary. Several people who have children, work just as hard, and have longer commutes due to childcare location. We have lost employees who stay home to take care of kids (three named examples) all left. There are not adequate options, with quality, at a reasonable cost.
- I do not know of specific issues. At times, people from a distance need to leave the office to get kids, or drive 20-30mins extra to get their children. Its can add an undercurrent of stress for parents. It may not traumatically impacted work. We have a flexible work department, able to work anywhere, and able to work with staff on their placements. We are able to work from home.
- Yes parents who use in-home childcare providers often have issues when the provider closes for sick time, holidays, etc. There are limited options. Employees drive 20 miles out of the way, or split children between spots. Infant care is hard to come by, and they need to split up siblings. Staff uses vacation time, to cover for their service providers when they are out. If the child is sick, staff goes home.
- Not on my team, there are not many parents on my team. Word of mouth has it that juggling childcare providers and figuring out how to make it work are ongoing issue for all parents.
- No
- Yes I have an employee who, because of a lack of satisfactory childcare, was unable to perform 100% due to an unhappy situation for the child.
- I think we have lost moms at times when they wanted to return to work, but could not find quality childcare. I respect this choice, and know it is a tough choice. It damages relationships with CROPP, and difficult to then return. CROPP is good at working with staff to ensure they can take care of children at home. I do think people may take advantage of some of these situations. Hours are limited at childcare facilities. Production works past 4pm. As an employer, you need to make concession to employees who

need to be gone to take care of children. It is not necessarily affecting work, while they are here. As far as retention is concerned - I would say that high quality or any childcare around here is difficult.

- I would say that there are definitely employees that have to leave early for childcare out of the area. Not a real problem, since we can flex hours: one hour out early, one hour in early. On site would not solve sick children needing parents' attention. But, if an in-home provider is unavailable, there is no back up to keep the center open, and parents in this situation are often not able to work. Most of the folks in my area are using in-home childcare (often unlicensed & illegal).
- Not retention, but I do think that we have to be flexible with employees who need to leave for childcare issues.
- Yes, as a manager, most of my employees have kids. All of them are key pieces to work life balance; work and childcare are tough to balance. Childcare is a huge stressor for employees, and the reality that when childcare isn't quality/consistent/reliable it can be disruptive. In-home or amateur providers often close, and impact work attendance, performance. Well organized childcare is one less piece of stress for employees. Employees contemplate if it is worth coming back after having a child or two.
- Yes my direct report is having issues with her kids, thought older, but it is tough.
- I am on the fence with that. We are here in a very rural area, do we really need to give this amount of employee benefits to recruit and retain employees? Will there be an actual return on investment? Are we too flexible? Are we pampering employees, and is there a point of overdoing it? What is the real benefit of a childcare investment? Is it simply because of our location, or is truly a culture we are trying to create? These things I just don't know.

2. What, if any, action do you think the co-op should take to address childcare in the near future?

- An On-site childcare facility, in both La Farge and at COB.
- I do not have strong feelings about this, but believe the co-op already supports La Farge childcare. This would be a wonderful option, opposed to in house childcare. I appreciate working for a company that addresses these issues for its staff.
- Onsite childcare would be nice for smaller children. New mothers would appreciate having their child nearby. Continue to offer food to childcares in the area. More well-rounded facility for wide range of ages, with programs/curricula, to learn and reach objectives. Educational programming. OV run program would ensure they get all organic food, and that would be ideal.
- Depends on the viability, need, usage if deemed practical, I would love to see it addressed with on-site childcare, or supporting a high-quality and local center. We should be involved with structure and management of childcare facility. There are not a lot of good options for employees with children. George S. has said he misses days when children were around the office. If children are nearby in case of emergency, and well taken care of, it helps you focus on work and do what you need to get done.
- I do not live in the area, but we are considering moving here. My plan had been to be here, but I could not find childcare. Do I think we have to fix that? No. Do I think it would be a wonderful benefit? Absolutely. And I would use it.
- An organization of our size should have childcare that aligns with our mission. At this size, we should be partnering properly with people we feel will provide childcare in a way to that will be seen as a good benefit, or a reason to work here. A mission driven co-op should assist in supporting progressive education, with whole organic foods and high quality care.
- We have supported the La Farge center, and that was good. People can only afford to pay so much for childcare, and what you pay for is what you get (regarding quality of care). A few good teachers are there, and others that are not high quality skills, leadership, quality care and education. If CROPP is serious, I would want us to look strongly at grants, wellness, etc. to provide benefit to childcare staff. We have to get serious about providing employees with good care for their children. As a family oriented company, we should strive more to provide the whole family experience. Farmers are able to be there for their kids, we should be able to do this for our kids as well.
- It hard to explain the childcare situations I have been in, and you don't have a choice due to costs, it's hard. There is a community aspect missing for our children. Employee culture is improving, and would be a great to see that for the employee's family as well.
- I would say providing or partnering with a childcare facility would draw staff. There are not a lot of options for childcare in the immediate area, and it would cut down on commutes. It would be a perk.

- I think providing an option, whether we run it, or fund it, would attract new employees. We need to in this area, or we need to be able to recruit, and with our salaries low, benefits would be the thing to do it. It is a big move for folks we are recruiting, so the more we offer, the better chances we have.
- I do not think the co-op is responsible for it, but I think there is an advantage for the co-op to participate in and ensure that there are quality options available for the employees. In a leadership role, it is difficult to recruit quality staff. It is important in recruitment of potential employees. If we are to have a big campus in Cashton, having a facility nearby with quality, aligned values, etc. could be pretty beneficial to the co-op for recruitment and retention.
- We could give childcare allowance, but the problem is there is some favoritism to parents. Some people barely make enough money to pay for childcare, especially for a baby. What portion of workforce is in need? Wouldn't we want to make it easier on them?
- People should want to work here. If it is talent, perhaps we need offices in Madison or La Crosse. If the purpose if recruiting and retaining, are there better strategies? IE location, etc.

3. What childcare strategies do you believe would increase the co-op's ability to recruit and retain qualified applicants?

- Onsite childcare, free significantly reduced price would be a huge attraction to families.
- Bring kids to work. Staff can accommodate others being able to bring them to work. It's nice to see kids around. Supervisors should work with employees if things come up. Partner with childcare providers to make it happen. There are a lot of negative issues regarding in-house care. Altra Credit Union opted not to do childcare, due to politics regarding childcare. Too much politics around space, wait list, who gets in, children/adult relationships. We are a different organization, but they ended it there.
- Offer discounted rates at OV owned or community facilities. Support in-home childcare with access to organic foods.
- This is becoming more and more a great recruitment tool. We already offer a lot, but we are tucked in the middle of nowhere, and recruiting people from elsewhere, you need to be confident in quality of care, and alignment of values. If we are part of the management of a childcare facility, we would be able to ensure organic food. We need to have aligned values in how our children are cared for.
- Flexible, drop in options, take kids to childcare and then head to work.
- Access to childcare, making it more accessible in our area is should be the highest priority.
- Assist in employees finding good options. Infrastructure or monetary investment, that we feel aligned with, to create better options.
- As a mom, you put yourself last. Are there ways to encourage mother/father wellness as well? Ways to help with recruitment/retention would be to help parents/mom to take time for themselves in regards to wellness.
- As a manager, it would be a great recruitment tool. Parents who don't need to be concerned with gaining
 access to childcare, it would be great to have children around, as a family friendly cooperative. Being able
 to interact with kids at lunch, etc.
- If we are to operate a new facility, and say it is the highest level quality, we should be able to offer the same level of care as google, proctor gamble, etc. The options here are limited. People move here, have lapses in care, and this is affecting employees.
- We offer a food subsidy, since there are no other places to go. Childcare would satisfy a need, and aid in recruitment and retention.
- Reading industry publications, top companies pay attention to childcare for their employees. This becomes a good winning point to companies. Patagonia has a published article or ROI study, and the feedback or intrinsic data is off the charts.
- Maybe a sliding scale contribution to childcare? Children do well if socialized in groups, and most employees cannot afford nannies. Even those with nannies, like to give their kids an opportunity to socialize. There is nothing like going to preschool to learn and be socialized.
- Cost of model internal vs external, insurance implications, back up care is a big plus. A lot of implications in regards to model, and locations.
- I don't see how we can do one location and not another without upsetting people. Which would double cost and infrastructure needed.

4. Can you identify barriers to this process?

- Cost, insurance
- Legal issues, assumptions/expectations, joint venture issues, could be helpful in recruiting process...which can be a challenge at times.
- Lack of childcare licensing expertise, childcare laws, insurance implications, leadership support, folks without kids support, multiple other initiatives that take priority. This is one more thing to figure out.
- The cost. Is there a need for a substantial facility? Quality childcare is not cheap, but our employees need it to be affordable and desirable. If you are working in COB, and your children are nearby, you will feel more secure. You will feel stronger, when you know your kids are well cared for.
- Cost to organization, and is it the investment we want to make at this time?
- Lack of value/appreciation for childcare, unwilling to pay for quality childcare. There are limited quality options currently in these small communities. Creating a successful business model, financial implications of establishment costs, consulting fees, monetary investment.
- Employees who may feel we cater too much to parents, or kids. I can see people thinking it is unfair. Quality of care you would like and the high cost for this quality. It takes a special person to be able to teach children, and they need to be paid well.
- This is an emotional topic, and could cause issues with teacher/parent relations. Managing relationships will be tough. You never please everyone.
- Cost, space, and distractions (based on placement) but could be avoided if done right.
- Cost, location (one to satisfy everyone), if we located in Cashton, perhaps people who need childcare could work there? Legal, insurance liability, responsibility if something happens, potentially the farmers saying that "do the employees need that benefit?"
- CROPP is a diverse philosophical group, and getting behind a single style of childcare may need some extra effort to gain buy in. ROI may not be exactly penciled out. We must factor in soft rewards, which are hard to quantify.
- Money of course, and the penny pinching aspect of the coop. We should invest in our employees. The idea that we have too many employees is false. How do we have a billion dollar company, without quality employees? I don't see childcare as HR; I see it as all company cooperative thinking. If the co-op believes that our employees are one of our core differentiators, it seems logical we should want to support those with kids.
- Nothing out of the norm sick, hurt, etc. Regular kid stuff.
- People want the option to work from home, which is our biggest issue. Childcare and flexible work schedules in combination are a potential barrier to consistent productivity.

5. Have you heard of any challenges or successes regarding childcare?

- In general, people are not happy with La Farge childcare. Co-workers are unwilling to take their kids there. There are also long waitlist, not enough spots available, and competitive enrollment process at other locations. La Farge childcare unwilling to take breast milk, not organic food, etc.
- Challenges lack of trusted providers in the La Farge area. Childcare challenges in many areas, coon valley, LAX, Viroqua as well.
- Finding quality infant care, with breastfeeding/breast milk options is a big issue. A facility to take multiple kids, of different ages. Close to home care, and close to office for people who flexible schedule.
- In Viroqua, Children's House Montessori Organic food, values alignment (engaging in hands on, no TV, outside, learn about food & earth) as a good success model.
- I hear a lot about people piecing things together grandma, neighbor, and babysitter these systems are precarious, and if something falls through, you need to drop everything and figure it out. There is a lack of organized, dedicated programs and availability, with good management.
- It has been very difficult to find childcare for my kids. I have never worked for an organization that has childcare, and it would be a cool and wonderful benefit to provide access to employee for this uncommon benefit.
- Flexible scheduling 2 days per week, allowing for flexible enrollment is great. Finding an existing location, with a proper size facility is difficult. Outdoor ed. combination of outdoor area, space, and quality facility is difficult in a limited market.
- One woman had twins, and found only one option for childcare.

- When you have a single provider, not having back up care. People get sick, etc. and there can be problems in obtaining childcare in those situations. I cannot say I have had anyone in my office quit, but I don't really have those conversations with folks. I have not heard good feedback about the childcare facility in La Farge. Some are uncomfortable with that facility; some flat out won't choose that facility.
- Employees that have grandmother watch child, then they can't do it anymore. There starts and stops of care from some providers. As employees work further away and commute, it is difficult to be there for the kids, and put in a full day's work.
- Patagonia. Great companies reduce critical stress factors, and those are of high value. Childcare is one of those tops concerns. In industry reviews, I have seen very little that says this is a bad idea.
- I know of some La Farge Childcare Center issues. You want engaging, dynamic educational experience and socializing opportunities. We want to do better than the local childcare reputation, this is not just babysitting.

6. Do you see this addressing our strategic and business goals and objectives?

- Yes, relating to culture, attracting and retaining employees. How will we attract young people who will come and stay? This could be a huge benefit, for a relatively low cost, in relation to retaining quality CROPPies long term.
- Yes employee satisfaction, engagement directly aligns. In my 14 years here, there has been a consistent message of work/life balance. This could further that.
- I do. I do. This is a productivity issue, which is hard to measure. Profitability if we can reduce stress and childcare distractions are removed, and can be more productive. This also has an employee culture and recruitment benefit.
- Absolutely Employee Culture to care for farmers and staff. Most of our staff loves their work, but if they have to choose between work and kids, it's clear who will win. My wish is we don't put parents in that position, that we help them find ways to have their children well cared for, and focus on their work, which is what they want to do.
- Certainly, employee engagement for those who are struggling with this. From a recruitment standpoint, I can see how childcare would be a challenge for people coming to this area.
- Absolutely. Though I have never heard this investment being quantified. An efficient business needs to have the best employee. The lack of quality childcare could make or break it for a potential employee.
- Yes, absolutely. Community care and healthy employees. Grass up for Good Health.
- Well, sure retaining qualified staff. It is another benefit to offer, and we are not as competitive in salaries. We get a limited number of applicants, the more perks we can offer, that are cost effective, is another way to draw qualified staff.
- Ves
- Yes retain quality staff, being attractive in recruiting staff. This is an underrated benefit we can provide.
- Yes
- There may be some in relation to culture, but nothing significant

7. How would you define a successful investment in childcare?

- Percentage of use: more than 50% of eligible kids. Well utilized, by a majority of employees who have children. Does this actually help young families? Will it increase retention over time? Track stats on why employees left, and do the childcare issue concerns go down?
- Survey Is there a general feeling that the co-op is supportive of families, what are the challenges of parents, in addressing childcare needs. Can we lessen these?
- Baseline data how happy are you will current provider programs, food, challenges. Improved baseline
 data will show impact. Do you feel that it hinders your productivity? Do you feel like your kids are being
 well taken care of? Happiness with service providers. Move the dial
- Recruitment & retention. We must be instrumental in shaping any childcare investment to be mission aligned. Have a board seat; assist financially and in any way possible.
- Getting really strong baseline data about what our expectations are. What are the needs of our employees? Clearly defined objectives prioritizing kind of care, cost, ease of use, length of use (what ages). Most of the people on my team will need childcare in the next 5 years. What does it look like to have all of these folks enrolled? Can we make it easy for folks to return from maternity/paternity leave, and still feel like their baby is well cared for? Does a new parent have the resources to do this, how can we help them?

Track baseline and be able to say - we raise the caliber of care for our employees. It feels good to have supportive company. Are we in the position to take it to the next level? Not sure, but it will make a lot of people's lives a lot easier.

- If there was a solution in place that provided an employee with a childcare need an option for quality, affordable childcare that would be a success.
- Number of employees that enroll. Not an OV only childcare, but open to the community.
- 15mins or less out of the way commute Reduced commute, less greenhouse gas emissions, less stress, more time with family and work.
- Employee satisfaction to have children around: Intangible benefit to having your children near.
- If there is structure and an education/curriculum methodology to follow. Having involved parents, being able to visit throughout the day and parents are encouraged to be there.
- Employee satisfaction gains, cost and quality of the care, building a base of really qualified people to run the organization. It will be hard to capture ROI of fully engaged employees.
- It is a good PR thing for the coop, as a family friendly cooperative. It a big part about why people want to work here and this feeds that. It fits with the mission of the coop.
- It comes down to strategic planning and employee engagement goals- better benefits can equal more engagements. In Hiring, are we will be able to attract more quality staff. We should survey new or potential hires regarding childcare benefits, survey current employees about how important the childcare is to their satisfactions.
- Usage projections, enrollment strategies, make sure people will be happy with our solution and it should be superior to current options, making sure that 90% of people that use it will be happy, we should look at a few different models (generous to conservative forecasting)
- It has got to have some financial feasibility. Survey of employees that are using it, are we truly providing a service. Beyond revenue, am I providing a service, is it valued by those taking advantage of it? Finding a critical mass of getting employees involved in the facility.
- Define success by numbers of enrollment, retention of employees, quality of programming, parent satisfaction being high
- It should lead to better productivity, and production.

8. What is your biggest concern regarding investing in childcare?

- Significantly increase insurance liability, to the point of impacting profitability.
- None
- None. Unless we only talk about this, and not do anything to address the issue.
- Children safety risk (reputational damage, business implications) & financial
- Finding a way to do it where the reach benefits all employees. If we do this, it may only serve a portion of employees. It should be addressed in all areas of OV offices and production.
- Disproportionate cost to other strategies that recruit/retain employees.
- Emotional issues if something would go wrong.
- That it would be utilized by enough of the staff to be useful/beneficial to the coop. only 5% of staff using the facility would be too low.
- Managing the cost, and how that affects our G&A, are we going to be able to scale up, or scale down for our growth. Can we plan for growth?
- This is an investment, this is not a slam dunk or cheap. You are dealing with staff's most valuable asset. A lot of emotional context, when dealing with children. Some parents will have different ideas on what is valuable. Finding a common ground is important. La Farge childcare center kids had TV, poor food, etc. Not in line with fundamental beliefs. Must address employee/children needs.
- Creating a division of parents, and those we are not. There must be an education of how it benefits all employees, and is not a punishment for those not using the benefit. Any solution should be well communicated, fair and 90% of employees should support it.
- The culture of our relationship with the farmers is a concern. It may not be deemed excessive, but with other benefits, it may become something to complain about. Farmers may not see this kindly, since they work 12hr days with no one to watch their kids.

9. Have you ever lost an employee due to childcare issues?

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- Yes
- Not that I am aware of...we generally have good retention in my department.
- No
- Not yet
- Yes, while working at a different organization
- No, not yet. I am more flexible in allowing people to work from home
- Yes not able to obtain childcare they were comfortable with.
- No I have had staff leave the area because their partner was unable to find acceptable employment in the area
- Yes, I guess we have. We lost someone who went home to take care of the kids.
- I don't know that I have lost an employee due to childcare issues, fully.
- Yes it screwed my department quite a bit when part of a succession plan left due to childcare needs. This person had family watching her child/children, before that was no longer an option. They then no longer had childcare, tried out 3, and were unhappy with them all. She could not work while her kids were there. There was nothing nearby that she could feel good about. If we would have had a better childcare option, she would not have left. Stress from poor childcare is very difficult to deal with, and it is not easy to find quality childcare.
- Not that I know of.

10. Do you think investing in childcare is the "the right thing to do?"

- Yes
- Yes
- Yes
- Yes if feasible. We must balance all of the factors. If this makes financial sense, and balance of priorities
- Yes, I think it is the right thing to do for employees, but it has to be balanced with the business impact.
- Yes
- Yes
- It would seem from my perspective that it is. I see more benefits than not, as long as we are wise regarding utilization, and done our leg work/research.
- Yes
- Yes
- This is in the best interest of the coop, to recruit and retain quality employees. This reinforces a culture of caring, and a supportive environment. We need to communicate indirect benefits that reinforce our culture. Peace of mind for employees that are here, while your kids are at childcare is important.
- Yes, investing is the right thing to do. HOW the investment works who, what, how much is the issue. It is a good thing, but don't know where to draw the line on what is right and what is too much. Without a real value back, or only for a small population of the employees. There may be another issue which gives us a better return on investment.

11. What kinds of information are needed to influence decision making with the co-op, regarding childcare?

- HR retention info how many people have left due to childcare? Interview people who have left. Heartstrings, backed up with data. Qualitative and quantitative to back it up.
- What is the total number of employees in childcare, and have had challenges meeting needs? Get baseline
 data. Use survey to better understand willingness to support the investment. Other company's process,
 rational on decision basis.
- A real commitment from employees to use the facility if provided. How satisfied are employees with their current provider. Use baseline data. ROI - recruitment and retention. Financial aspect is less concerning, similar to café/retail being subsidized.
- Data What's the need, threshold of cost, what will be supported, how much of a subsidy, can we find qualified staff, space resources, etc.?
- The number of impacted employees, how the solution could serve all employees, the business impact (cost, resources), scalable with growth, long term strategy for solution, presented with multiple options.
- Survey baseline data- regarding the style, location, cost, etc.

- Gather sound data, and proposal to present a case in regards to our mission and what we stand for. The
 whole employee should be addressed. Employees will be more productive, and engaged if they feel good
 about where they have their children every day. Children are well taken care of, and employee is as well.
 This is the best of both worlds.
- Ask staff what is important to them regarding a childcare facility.
- At Leadership level, it is important to show there is a benefit to coop.
- Usage projections, enrollment strategies, make sure people will be happy with our solution/superior to current options, making sure that 90% of people that use it will be happy, we should look at a few different models (generous to conservative forecasting)
- I am not sure
- ROI, tax impact, location impact, liability/legality make sure all issues are covered.
- Potentially lawsuits, etc.

12. Who else should be engaged in this process? Internal or external stakeholders

- Make sure set realistic expectations, regarding surveys, etc. Close the deal on this.
- La Farge Childcare Center
- La Farge childcare if OV opens or assists in a new facility, what impact would that have? Talk with La Farge childcare regarding survey and process.
- Employee J.R.
- Employee H.P.
- Would be interesting to know perspective of local care providers, in-home providers in the area. Would we be shutting down their facility? What does that look like? Get town/village perspective.
- Waldorf School in LAX previous proposal I will get me in touch with them, and share proposal.
- Jessica Anderson Montessori
- PRWS values aligned
- Give everyone an opportunity for a voice.
- Cultural Council M-Team Employee C.B.
- Talk to comparable sized companies that are providing childcare how do they use it to recruit, how much
 does it cost, etc.
- Community boards, cultural committee, community representation.
- Internal parents who will use the facility. Also people who will not use the facility, who have valuable input.
- External companies that offer childcare services, successes and failures.
- Parents with kids in childcare. Would our solution be something they would be interested in? How would this affect them?
- Employees, Management, Leadership and their needs. Where does this fit as in internal management, perhaps Operations? Wherever this lies, there must be full buy in, with vision to lead this moving forward. Or is this just a hands-off investment? Depends on the model we go with.
- Abbot Labs Chicago

13. Is there anything else you would like to add to this discussion?

- We have a great opportunity to influence having our kids raised in healthy way, regardless of our position within the cooperative. Financially speaking, it levels the playing field for opportunity of access to childcare
- I would love for us to take the approach that the child is a whole human being, like we do with the food system. These are very important developmental years, highly impressionable.
- I would be so grateful to have my kids nearby, and know who was with them. Same ethos surrounding the care for my child, as I feel at work would be ideal.
- The fact that we are looking into this is awesome. Employees, who have asked for assistance, should see this process as being wonderful.
- I think the ability to have a nearby childcare site would assist in recruiting/retaining quality staff. It would make my week to be able to see my kids on lunch or a break. It would increase employee satisfaction.

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- We as a company have not embraced the virtual work option. If we are to require people come to the building, and then we should be ensuring childcare is available. In Cashton, if there are no options, we need to ensure there is something. I think that closer proactive engagement will be most cost effective, as opposed to bailing people out later on. Proactive strategies to ensure successful options are needed. We have chosen to be located in tiny towns in Wisconsin, we may need to go the extra mile to ensure there is quality childcare for our employees.
- Teaching personal skills, responsibility, etc. are important.
- As a long time employee here, this has been something I wish we were able to do years and years ago. It is important, and I am glad we are digging back into this. The moms that are here at Organic Valley, some of the young and educated mothers, are people we want to keep here with us. It would be nice, and I hope we are able to come up with something. I am willing to help and work on anything you need.
- There will be folks who will not use this, and may not support it. What is the message to that audience? How to paint the picture to those who are not directly affected retention, recruitment, PR, etc. be wise to think about the messaging. Most people here care about the mission, and they need to be connected to the mission.
- Go back to mothers/fathers, and ask would you like this? In regards to your recommendation.
- If we are to become a world-class place to work, you must take care of the people who work for you. The more you care for them, they are more loyal, and they will give back, with customer service and positive attitude. They become your ambassadors, and you want people who care about where they work. Because they feel cared for and respected. The best way to let them know they are cared for is by caring for their families. If we want to keep families on the farm, we should support our employees. We should have quality childcare and education integrated in our culture. It's about creating a culture of nurturing families; we should pay a significant amount of subsidy.
- This needs to be more than "we are doing this for employee culture". We need to know there is value. Not just giving for the sake of giving. We are giving a lot, and employees may be taking all of these benefits (flex schedule, profit sharing, childcare, meals, etc.) for granted.

Feasibility Study

Research of Employer-Sponsored Childcare

Childcare services enable employers to gain wage savings. For their book, *Kids at Work: The Value of Employer-Sponsored On-Site Childcare Centers*, authors Rachel Connelly, Deborah S. DeGraff, and Rachel A. Willis studied hundreds of employer-sponsored childcare programs and interviewed some 1,000 employees. Their research demonstrates that on-site daycare is not only affordable but also profitable when indirect savings from other aspects of the business were taken into account. The researchers estimated savings in wages of \$150,000 and \$250,000 for two companies that provided on-site childcare. This is based on reduced turnover and absenteeism, and increased productivity. This return on investment (ROI) for CROPP is calculated in our operational budget projections.

Clif Bar reported 0% turnover for new parents in 2014, compared to between 43 % of new mothers who decide to "leave their careers or off-ramping for a period of time" (Scovell & Sandberg, Lean In: Women, Work, and the Will to Lead, 2013). In 2004, Virginia Mason Medical Center in Seattle reported 0% turnover among its employees who used the childcare center compared to 23% average turnover among the medical center's other workers. Further, Chase Manhattan's investment in backup childcare services for employees yielded a 115% ROI, saving the company 6,900 workdays in just one year. (Burud and Tumolo Leveraging the New Human Capital, 2004)

According to Scovall & Sandberg's study, a majority of all workers were willing to pay, on average, \$125 to \$225 per year to subsidize on-site day care—whether or not they had young children. Even non-parents said they'd contribute because they believed it would help raise morale and increase productivity.

"It shouldn't be so surprising that people who work with one another for five or more years should care about one another and that that actually translates into economic behavior," says Connelly. The five most likely reasons employers offer childcare benefits are recruitment and retention, reduction of absenteeism and turnover, sense of social responsibility, public relations, and demand from current employees. The authors of this needs assessment and feasibility study believe all five of these factors are applicable to CROPP at this time.

The Child Care Partnership Project states that 85% of employers report that providing childcare improves employee recruitment, and that one in three parents are willing to change employers or trade benefits and salary if they can find a work-family program. In this same study, 54% of employers stated that the services had reduced absenteeism by as much as 20% to 30%. (*The Child Care Partnership Project: Engaging Business Partners: An Employer Toolkit Template.* 1999. US Department of Health and Human Services)

Management structure

Prepared by Mills Consulting Group

There are three basic models for the management structure of a center-based program: an outside vendor model, a non-profit 501c3 model, and an employer-operated model.

Outside Vendor Model

- This vendor could be a local non-profit or for-profit community program, or a for-profit, large-chain, national program.
- The vendor is responsible for the day-to-day operations of the center. They create the budget, set the tuition rates and salaries, market the center, and hire, train and supervise the staff with their own criteria and standards. In many instances there is discussion/negotiation with the contracting company regarding these areas.
- The vendor provides their own benefits package to staff, which typically includes medical coverage and vacation/holiday/sick time.
- In this model, it appears that the center is distant from the employer; however, should major problems arise, the families come to the employer for resolution.
- Most often the employer pays rent, heat and electricity.
- The reputation of the vendor plays a role in the selection process.
- The employer has less influence on the quality and management of the center than if they were operating it themselves.
- One of the goals for a for-profit vendor is to make a profit. Consequently, money that would go back into a center in the 501c3 or employer-run model instead goes to the vendor. Salaries, supplies and staffing may reflect the interest in profit.
- The large chain, for-profit vendor typically creates additional hierarchy in management because they are part of a larger organization
- There are two basic contracting models: the management contract model and the vendor-at-risk model. See the chart below, which illustrates the concepts that may vary from vendor to vendor within both models:

	Management Contract	Vendor-at-Risk
Financial risk of operating budget	 Employer has financial risk for program operations and facility expenses Vendor agrees to manage based on an agreed-upon budget If a profit is generated, employer keeps profit or it comes off management fee If bottom line comes in under, employer picks up deficit 	 Operator assumes profit and loss risk or operates within a defined level of support from employer Assumes tuition strategy that generates profit Defined level of support from employer
Control over policies:	 Employer keeps control over operating policy decisions Vendor provides guidance on financial and programmatic impact of policies 	 Vendor keeps control over policy decisions Vendor consults and negotiates with employer

• • •

Enrollment	Employer's choice: - Employees only - Open to other partners - General community	 Employer's employees have priority for enrollment; slots may be guaranteed by paying tuition Enrollment open to community after priority enrollment
Contract term	Shorter	Longer

Non-profit 501c3 Model

- The employer orchestrates the setting up of a new 501c3 center
- Often the employer has representatives on the board, thus having direct influence on the center
- The board is responsible for overseeing the center and the center's director
- The board, through the director, is responsible for the day-to-day operations of the center. The board's interest lies in a high-quality childcare program as opposed to making a profit
- The center/board creates the budget, sets the tuition rates, salaries and benefits, markets the center, and hires, trains and supervises the staff with their own criteria and set of standards that are appropriate for the employer's community
- In this model, it appears that the center is distant from the employer; however, should a major problem arise, the families will likely come to the employer for resolution
- Higher salaries may be offered to staff because all income goes directly back into the center. Higher salaries generally mean more experienced and better teachers
- The employer does not pay management fees
- The employer generally pays rent, heat and electricity
- The center has autonomy as it is not part of a larger organization
- In this model, funds can be raised through grants and private donations

Employer-Operated Model

- The employer has more overall influence on the center operations/structure
- The employer, in collaboration with the center's director, creates the budget, and sets the tuition rates and salaries
- The director markets the center, and hires, trains and supervises the staff with criteria and standards with input from the employer
- All staff members are company employees; thus teachers and parents share the same employer
- In this model, the employer is likely to offer better benefits and higher salaries to childcare staff, thus leading to better quality staff and a high-quality center
- This can be an expensive model because of the benefits offered to employees
- Employer-operated centers are offered through various departments in companies. Often they are run out of the human resources office.

Company Interviews

We contacted multiple organizations with whom we believe we share a mission or values and who are currently offering on- or near-site childcare to their employees. The notes for each of these interviews are below.

Clif Bar

We spoke with Thao Pham, executive director of the Clif Bar Family Foundation, regarding Clif Bar's childcare center called Base Camp. At the time of Base Camp's inception, Pham was the HR representative who championed the CEO's vision to assist in providing employees with high-quality childcare at their headquarters in Emeryville, California. Pham reports that the co-owners of the business, Kit and Gary Erickson, thought of childcare as essential to who Clif Bar was as an employer and that the company needed to have a place for new parents to take their kids when they returned from maternity or paternity leave.



Pham and Clif Bar chose Knowledge Universe's corporate childcare subsidiary Children's Creative Learning Center (CCLC) as their childcare provider. The decision was mainly based on CCLC's high-quality programing, their model to fully manage all aspects of the childcare program, and—significantly—that it was a family-owned business which Pham believed aligned with Clif's mission. CCLC is no longer family-owned, but recently sold to a Swiss private markets equity management firm called Partners Group. Pham indicated they would have most likely run the childcare programming internally if they had not been able to find a family-owned company to provide the service when they were creating Base Camp. The partnership between Clif and CCLC worked well, as CCLC was a competent childcare provider, provides a model to build on, educational resources and staff support. This highlights the potentially volatile partnership with a for-profit education corporation, whose motives and ownership can shift based on profits.

Clif Bar's program started out slowly and enrollment leveled out around year three as newborns enrolled and stayed with the program as they grew. The childcare program is offered as an employee benefit, and Clif Bar subsidizes the program in the \$100,000 to \$200,000 range per year. Clif Bar is currently exploring an additional childcare facility at their Reno, Nevada, distribution and production facility.

Pham cautioned CROPP to have realistic expectations in the first few years regarding growing enrollment, learning curve of regulations and teacher recruitment and retention.

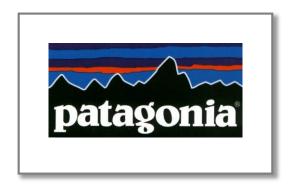
Supporting articles:

- http://www.sfgate.com/business/article/Clif-Bar-keeps-it-green-and-local-in-Emeryville-3247472.php
- http://www.cclc.com/our-centers/emeryville/ca/081012/

• http://www.bizjournals.com/sanfrancisco/blog/2010/10/clif-bars-hq-a-new-model-for.html

Patagonia

Generous leave and childcare policies, including on-site childcare, help keep turnover low at Patagonia. This results in savings for the company, specifically in reduced costs of recruiting and training new employees. An evaluation by Lost Arrow, Patagonia's parent company, shows that the company recovered its \$585,000 investment in two years, largely due to reduced turnover, increased employee morale and productivity, reduced absenteeism and enhanced



recruitment. (Investing in Child Care: Challenges Facing Working Parents and the Private Sector Response, U.S. Department of the Treasury, 1998)

Patagonia manages its childcare programs internally, and all childcare staff members are full Patagonia employees with benefits—and therefore, professional equals—which, Patagonia believes, has resulted in happier childcare staff and the best care for the children.

Anita Furtaw, director of family services and a Patagonia employee of 30 years, describes Patagonia's investment in childcare as a strong business investment due to the tax benefits and a 100% retention rate of new mothers in 2014, compared to the national average of 60%. She acknowledges that return on investment is often difficult to quantify, but there are clear benefits of positive public relations and employee peace of mind.

Yvon Chouinard, the former CEO of Patagonia, experienced the challenge of juggling work and home life first-hand. Over 30 years ago, the company began to offer a very family-friendly policy of allowing children in the office, in board meetings, etc. Chouninard believed it was important to have young children near their parents to breastfeed and build bonds. The company then had some work interruptions due to a colicky child whose mother had experienced a tough labor, and Chouinard saw the need to grow their childcare offerings beyond their current offerings. Patagonia then began to offer "babysitting" in a trailer in the company's Ventura, California, office parking lot for the child previously mentioned, who was in need of a more engaged and calming environment near her mother.

Additional children of employees and community members soon joined the group, and Patagonia saw an opportunity to adopt a childcare strategy when a new office building was being designed in 1983. The founder's spouse, Malinda Chouinard, pushed the idea of an on-site childcare facility in 1984 and childcare has been a part of the company's culture ever since.

Patagonia's Great Pacific Child Development Center opened in 1984, and the original child in need of more engaging care back in the parking lot trailer now has her own child enrolled at the center. The company found that childcare shows retention value, organizational buy-in, and builds a family-like, as opposed to corporate, setting. Great Pacific's tagline is "Kids: Our Best Product."

Patagonia subsidizes 40% to 50% of the enrollment costs, coming to around \$600,000 per year before being adjusted for taxes. Great Pacific Child Development Center is open to the community, with

Patagonia employees having priority. Both groups have access to a sliding enrollment fee scale, with an additional scholarship available. Patagonia's family services department is directed by the corporate attorney.

Supporting articles:

- http://causecapitalism.com/patagonia-employee-initiatives
- http://www.patagoniaworks.com/press/2015/4/16/kids-our-best-product-
- http://www.washingtonpost.com/business/a-company-that-profits-as-it-pampers-workers2014.html

Standard Process

Located in Palmyra, Wisconsin, and specializing in highquality, whole food nutrient solutions, Standard Process partners with Bright Horizons Family Solutions to offer a subsidized, on-site childcare program called Vita Kids Learning Center. Christine Mason, farm operations manager, called Vita Kids a "personal blessing" since they helped raise her child from one year old through fourth grade summer camp.



Standard Process is located in a town of 1,300 people and understands the need to for high-quality, reliable childcare. One of their employees experienced a tragedy at an unlicensed in-home provider, and Standard Process began their search for a solution to the lack of quality childcare for their employees. Since opening the door to their childcare facility, Standard Process has made it a priority to never say no to an employee who needed childcare.

Vita Kids opened its doors in 2003, and at around 4,000 square feet, it serves 38 children and is a well-laid-out, engaging environment. In 2010, it was expanded to 11,000 square feet and now offers NAECY national accreditation and 5-star YoungStar childcare programming for up to 102 children from 6 weeks to 12 years old. Vita Kids operates at a substantial subsidy, provided by Standard Process, and works with Bright Horizons staff each year during budget season to ensure synergy.

Supporting articles:

- http://childcarecenter.us/provider_detail/vita_kids_learning_center_palmyra_wi
- https://www.standardprocess.com/About-Us/Newsroom/Decade-of-childcare-partnership-celebrated

Frontier Co-op

At their Norway, Iowa, facility, Frontier Co-op operates a state-licensed childcare center that serves around 70 children. Frontier subsidizes about 50% to 60% of the cost so that employees pay \$1.55 per

hour for infants and \$1.30 per hour for older children, with discounts for multiple siblings. Employees' children (up to age 12) can enjoy day camp fun during their summer break from school. Employees at other locations are provided a stipend for licensed childcare for their children.

Frontier believes in trendsetting employee relations and builds a local and efficient workforce through programs like subsidized childcare and an organic cafeteria. Starting as a family-friendly office environment, it began to offer on-site childcare in 1983 and believes it is an integral to Frontier's culture. Parents and children eat lunch together in the organic café, and the children play out in the yard directly in front of their headquarters or in the on-site gymnasium. The childcare program is managed internally, directed by Megan Schulte in Human Resources.



During our visit there, it was the first day of summer camp for the elementary-school-aged group. There was a lot of energy and play for the older kids while the younger ones napped in their darkened classrooms. Megan believes completely that investing in culture and employees is a great recruitment and public relations tool. Frontier would never consider cutting its childcare program.

Supporting articles:

• http://www.referenceforbusiness.com/history2/27/Frontier-Natural-Products-Co-Op.html

Gunderson Health Systems

The Gundersen Child Care Center has a licensed capacity for 101 children and provides care for children between the ages of six weeks and 12 years. While the center is corporately sponsored for the employees of Gundersen Health System, enrollment of the general public is welcome as space permits. The childcare center just celebrated its 25th anniversary, and continues to subsidize programming around 50%.



The Gundersen Child Care Center is proud to be a five-star early child care provider rated by Wisconsin's YoungStar Child Care Rating Program. They are committed to the safety, quality, and professionalism of programming. They have over one acre of outdoor space, with various age appropriate play elements.

Their staff provided insight into physical layout strengths and deficits, operational models, and working in a profit-driven organization. They offer hourly, weekly and daily rates, as well as drop in care.

The Department of Defense²

"The Defense Department employs 22,000 early childhood education teachers and staff who care for 200,000 children, many in high-quality centers accredited by the National Association for the Education of Young Children (NAEYA). After a massive reform in 1989, early childhood education teachers at the DOD are now paid at the same rate as other civilian employees, based on experience. Teachers receive training. DOD subsidies cover about two-thirds of the cost of care, based on a sliding scale according to income. Childcare staff turnover rates have fallen from a high of 300 percent to an average of 27 percent." (Parents' child-care cost has doubled. But teachers still earn poverty wages. Brigid Schulte, Washington Post, November 18, 2014)



Supporting articles:

- http://www.irle.berkeley.edu/cscce/wp-content/uploads/2014/11/ReportFINAL.pdf
- http://www.washingtonpost.com/blogs/local/wp/2014/11/18/parents-child-care-costs.html
- http://www.purdue.edu/newsroom/releases/2015/Q2/purdue-centers-partnerships.html

² Although we did not speak with anyone at the Department of Defense, we found it prudent to share this information.

Local and Regional Service Providers

During the assessment process, we met, spoke or emailed with many current and previous childcare service providers and educators to gain a better insight into the assets and barriers in our region. These local service providers and educators included La Farge Childcare Center, Children's House Montessori, Sprout Childcare, UW-La Crosse Early Childhood Education Department, Westby Childcare Center, MaryEllyn Mattison-Doerr, Marinella Pro, Tara Schmitz, Becky Steinhoff and Angela Tortorise. We have also been an active participant with the Asset Based Community Development Community Collaboration Group, led by Thomas Mosgaller, focusing on regional childcare issues. CROPP is positioned as a leader in this effort in Vernon County and is looking for partnership opportunities with Vernon Memorial Healthcare, Scenic Bluffs, Vernon County, Westby Co-op Credit Union and others to increase access to quality childcare throughout our rural setting.

During these discussions we have seen the following trends.

- 1. Costs of building new facilities or retrofitting existing structures are cost prohibitive.
- 2. Independent and disparate childcare organizations mostly operate alone, and thus have no scaling for purchasing power, professional services, marketing, teachers, trainings, benefits, etc.
- 3. The thin margins make it difficult to increase teacher pay rates without raising tuition costs, which is already at a plateau due to low income trends in Vernon County.
- 4. Many people may commute or have seasonal work. This mandates flexible enrollment, which small organizations are not able to accommodate because these organizations need to budget based on consistent enrollment.
- 5. In-home, unlicensed care is a cause for concern, and many have heard cautionary tales.
- 6. Costs of continuing education for teachers without a college degree and certification/accreditation costs are a large burden on childcare organizations.

Staff salaries

Prepared by Mills Consulting Group

We were able to obtain average wage information for La Crosse County, Wisconsin, from the local childcare resource and referral agency.

Childcare wages in La Crosse County:

Title	# of records	Minimum	Maximum	Average wage
		hourly wage	hourly wage	
Directors	21	\$11.00	\$34.02	\$17.93
Assistant	11	\$7.50	\$16.21	\$12.43
Directors				
Teachers	22	\$8.00	\$21.00	\$12.95
Assistant	21	\$7.25	\$12.00	\$9.77
Teachers				
Cooks	N/A			

We used this information to guide us in our salary projections in the sample budgets.

Sparta childcare

There are three centers in Sparta, and two of them were willing to share information on their tuition rates, number of children enrolled and age groups served. Based on what we learned, as of August 2015, there were only 11 center-based infant slots in Sparta.

Young at Heart

Age	Numbers	Weekly Tuition
Infants	8	\$195
Toddlers	6	\$155
Preschool	12	\$155

There are no vacancies at this time

Child First

Age	Numbers	Weekly Tuition
Infants	3	\$187
Toddlers	16 (2 groups of 8)	\$160
Preschool	11	\$160

There are no vacancies at this time

Site Options

Cashton North

This facility could potentially be suitable to enroll 20 kids, with some building and site upgrades. Restrooms, staff offices, kitchen, room sizing, outdoor area would need work. There would not be room to host a school-aged program without an addition. There would be no room for an indoor, large motor play structure or gymnasium. The outdoor play area adjacency is a concern due to its proximity to Highway 27 and a currently decommissioned bio-diesel plant.

The current asking price is \$340,000, and we estimate the site would need \$200,000 to \$350,000 in facility upgrades in order to create a childcare facility that meets CROPP's need. This is a feasible option for fewer children than are projected to need care, but the location limits potential growth, does not allow for elementary-school-aged summer camp, and is situated in a less than ideal setting. We do not recommend this option.

Odessa Farm

The Odessa Farm was believed to be an ideal location for a new childcare facility, but the current structure on Odessa Farm is not suitable for a childcare facility as-is and may need to be razed, but a new structure could potentially be built upon the recently upgraded foundation. If the Odessa Farm is to host a childcare facility, we recommend all outbuildings be inspected and the entire site made safe for children in order to be a licensed play area or classroom for outdoor activities and nature immersion.

After additional review, the Odessa Farm is simply not convenient enough for employees to readily access from the Cashton Office Building or the Distribution Center. Further, studies showing the potential of negative health affect from the wind turbines present a risk worth avoiding.

La Farge

La Farge site assessment is not being completed at this time, as we intend to first explore partnering with La Farge Community Childcare Center to increase the center's program and facility quality and increase awareness of drop-in options. As a contingency, the hay field to the east of CROPP's La Farge Headquarters would meet the cooperative's needs for upgrading a current asset, and the area is convenient location for CROPP employees, with plenty of safe outdoor area. We recommend investing in La Farge Childcare Center, with administrative support and required outcomes to be met as a means to increase access, quality and affordable care in La Farge. If a partnership is not feasible, the cost projections and needs will be similar to the recommended Cashton facility budget.

Regional Childcare Enrollment Costs

Charts provided by The Parenting Place, La Crosse, Wisconsin

Vernon	Full Time Rates per week				Part Time Rates per hour			
	0-24 Months	2-3 Years	4-5 Years	Over 6 Years	0-24 Months	2-3 Years	4-5 Years	Over 6 Years
Licensed Center	\$167.25	\$149.0 0	\$147.75	\$147.75	\$4.97	\$4.62	\$4.60	\$4.60
Licensed Family	\$121.50	\$116.0 0	\$111.84	\$106.67	\$3.22	\$3.27	\$3.25	\$3.25
Certified Family	\$120.00	\$120.0 0	\$120.0 0	\$120.00	\$3.25	\$3.56	\$3.56	\$3.56

Monroe	Full Time Rates per week				Part Time Rates per hour			
	0-24 Months	2-3 Years	4-5 Years	Over 6 Years	0-24 Months	2-3 Years	4-5 Years	Over 6 Years
Licensed Center	\$179.67	\$150.17	\$147.0 0	\$139.33	\$5.30	\$5.30	\$5.30	\$5.30
Licensed Family	\$128.08	\$118.8 5	\$118.4 6	\$115.80	\$3.96	\$3.79	\$3.79	\$3.65
Certified Family	\$122.50	\$111.67	\$111.67	\$105.83	\$3.75	\$3.25	\$3.25	\$3.75

Crawford	Full Time Rates per week				Part Time Rates per hour			
	0-24 Months	2-3 Years	4-5 Years	Over 6 Years	0-24 Months	2-3 Years	4-5 Years	Over 6 Years
Licensed Center	\$231.75	\$215.1 0	\$186.3 0	\$152.60	\$4.35	\$4.17	\$3.85	\$3.50
Licensed Family	\$135.00	\$125.0 0	\$120.0 0	\$118.33	\$4.25	\$4.09	\$3.92	\$3.50
Certified Family	NA	NA	NA	NA	\$3.50	\$3.00	\$3.00	\$3.00

La Crosse	Full Time Rates per week				Part Time Rates per hour			
	0-24 Months	2-3 Years	4-5 Years	Over 6 Years	0-24 Months	2-3 Years	4-5 Years	Over 6 Years
Licensed Center	\$184.98	\$157.81	\$153.2 3	\$150.54	\$10.00	\$7.97	\$7.79	\$6.82
Licensed Family	\$154.35	\$140.0 8	\$136.77	\$133.24	\$4.24	\$4.05	\$4.03	\$3.45
Certified Family	\$145.25	\$139.9 8	\$137.0 9	\$134.78	\$4.10	\$3.96	\$3.80	\$3.62

Insurance Implications

We have been unable to gain a clear cost of insurance, as we will need to fully apply for the coverage to get a quote. Our insurance agent has said it will be at least \$5,000, but is unable to give much more information. The authors of this report do not believe this is a barrier, and it has been appropriately budgeted for in the projections.

From: Cooley, Pamela L

Sent: Thursday, June 04, 2015 4:48 PM

To: Tammie Lee

Cc: Nettekoven, Todd G; Wohlfahrt, Rick

Subject: Day Care

Hello, Tamie.

Further to our conversation of this afternoon, I can offer the following as insight into what is entailed to procure Liability coverage for a day care.

A free-standing building with 70 children will be viewed more as a school than a day care, particularly if you are considering opening this to kids other than those of CROPP employees. It is very likely we will need to go outside of your current General Liability coverage with Nationwide and pursue coverage in the wholesale market (which means that any premiums will be subject to state surplus lines tax, which is 3% in Wisconsin). At a minimum, I could indicate \$5,000 for the primary General Liability with Sexual Abuse/Molestation coverage. With 70 kids, I am pretty certain the premium would be higher, and it varies based on experience and protocols. Additionally, we would want to approach your existing Umbrella/Excess carriers to schedule the coverage and they too would want additional premium to do so, if they are even able. In any event, CROPP would incur additional expense for layers over the primary.

I am including herewith a couple of fact sheets from our wholesaler that will give you a feel for the coverages, and an application which will provide insight into what sort of exposures and controls CROPP will need to undertake if you move forward with this project. Just for an example, there would need to be written protocols in place for things like:

- 1. Vetting all employees as respects background checks (criminal, drug, sex crimes)
- 2. Procedures for distribution of any medications
- 3. Daily check in and check out of the kids

The application also asks about physical characteristics of the location, any off-site field trips, transportation of kids in employee or volunteer's vehicles and a host of other questions.

Please review the attached and feel free to contact me if you want to discuss.

Kindest regards,

Pam Cooley Associate Client Manager

Marsh USA, Inc. 411 E. Wisconsin Ave., 13th Floor Milwaukee, WI 53202 (414) 290-4760

Taxation and Compliance Implications

CROPP's Tax and Compliance Manager reported that the co-op will be eligible for around \$195,000 in tax credits and deductions each year if the co-op adopts the recommendations in this report. There is also a tax credit of 25% of the cost of building a childcare facility. Additional information is provided below with budget projections.

- **Market Value:** Can we set this, given there is no competing or comparable programming in Cashton?
 - We cannot set the market value; it is set by the state. However, we can set our own rates that we charge for the day care center
 - The county and tribal subsidy rate (market value) for Monroe County is
 - Age 0-24 months: \$146/week; \$4.17/hr.
 - Age 2-3: \$132/week; \$3.77/hr.
 - Age 4-5: \$120/week; \$3.43/hr.
 - Age 6+: \$116/week; \$3.31/hr.
 - Qualified low income families can receive a Wisconsin Shares childcare subsidy, limited
 to the amounts above so if we charge more than these rates those families will have to
 pay the difference, with some exceptions.
 - o The average child care rates in Monroe County are
 - Age 0-24 months: \$173.67/week; \$5.10/hr.
 - Age 2-3: \$149.84/week; \$4.95/hr.
 - Age 4-5: \$146.14/week; \$4.80/hr.
 - Age 6+: \$141.54/week; \$4.80/hr.
- **Tax implications to employees:** If considered under market value, how can we ensure there is no tax liability to our employees?
 - We can charge under the market value
 - o The tax liability is still limited to the \$5,000 per year, regardless of our rate, and is considered a fringe benefit
 - Employees could participate in multiple avenues for a tax break but employees are still limited to the \$5,000 per year and amounts cannot be doubled up (can't use the same money for multiple tax breaks)
 - Can claim a childcare expense credit on own tax return, with limitations
 - Can participate in the dependent care Flex Spending Account (FSA)
 - Can receive a subsidy from CROPP
 - o Qualified low income families can receive a Wisconsin Shares childcare subsidy, limited to the market values set by the state
- Tax deductions/credit available to CROPP, based on the projections
 - Deduction for monetary subsidy
 - Deduction is equal to the total subsidy provided to all employees during the tax year:
 - Estimate on 48 children, none being from the same family, deduction would be \$240,000
 - plus any subsidized childcare outside of the center (e.g., remote employees)
 - Credit for costs incurred to operate the facility:
 - Annual tax credit of up to \$150,000
 - A credit can save more than a deduction because the credit directly reduces tax liability.
 - Should evaluate our eligibility for the credit each year and deduct the excess costs
 that can't be included in the tax credit

- If we construct the facility, those costs can also be included in this tax credit calculation (estimated \$2 million would equal a credit of \$500,000)
- The credit can possibly be carried forward if the total credit was not used (if our tax liability was less than the amount of credit available)

• Any other tax or compliance implications

- Deficit does not have any effect on the subsidy but the subsidy can be taken as a deduction which will reduce the taxable income
- Dependent care subsidy cannot be a perk because they are considered fringe benefits

From: Janeen Lockington

Date: June 25, 2015 at 1:32:07 PM CDT

To: David Poremba

Subject: RE: Taxation of benefits, subsidized program

Hi Dave,

Here is what I found as far as the tax implications of offering subsidized childcare.

- Dependent care assistance is considered a fringe benefit with exclusions
- Employees can exclude, from taxable income, up to \$5,000 (may change depending on their tax and dependent status) of dependent care benefits per year, this includes dependent care flexible spending and subsidized dependent care.
- Subsidized dependent care can take many forms, such as free onsite daycare, reduced fee onsite daycare, subsidy provided for offsite daycare, etc.
- The "market value" is what the subsidy is calculated from and this is the amount that is considered when figuring the \$5k tax free benefit. So anything that is subsidized over the \$5k becomes taxable income to the employee.
- The calculation is the same regardless if it is a facility open to the public or not. The only thing that may be different here is liability.
- If CROPP provides on-site daycare facilities, it can deduct every cost incurred to operate the facility and may be eligible to take a tax credit of up to \$150,000 for a portion of the costs annually
- If CROPP provides a monetary subsidy, it can deduct the total subsidy provided to all employees

Appendix

Appendix I: Mills Consulting Group: Full report

Report to Organic Valley, CROPP Cooperative Childcare Center in Cashton

August 2015

Prepared by:

Mills Consulting Group, Inc.

191 Sudbury Road, Suite 30

Concord, MA 01742

Organic Valley hired Mills Consulting Group to provide consultation and research services relative to the potential startup of an Organic Valley sponsored childcare center at their Cashton site.

The information in this report provides Organic Valley with information that will be helpful as they move forward, and includes information on the potential size of a center, space considerations, budget considerations and management structure.

Potential use and center size

In order to ascertain the potential use of an Organic Valley sponsored childcare center we asked Organic Valley to cross tabulate data information from the employee needs assessment they conducted by respondents who reported that they were assigned to work in Cashton, and were extremely likely or very likely to use the center. This data information revealed respondents':

- Number of children
- Ages of children
- Present weekly fee paid for childcare
- Number of people expecting to have or adopt a child

The following table shows the number of children and their ages of respondents who would be working in Cashton, and reported that they would be extremely likely or very likely be to use an Organic Valley sponsored childcare center today.

Ages	Numbers
Under 1 year	8
12 to 24 months	7
2 to 3 years	8
3 to 5 years	11
Total	34

There are 25 respondents who reported that they expect to have or adopt a child within the next 2 years.

Wisconsin State Regulations

To determine age groups and the number of children in each group, it is critical to know what the Wisconsin State regulations require.

Ages	Group Size	Ratio of Teacher to
		Child
Under 2 years	8	1:4
2 to 2.5 years	12	1:6
2.5 to 3 years	16	1:8
3 years	20	1:10
4 years	24	1:13

Based on the interest of respondents and the Wisconsin State regulations, we suggest two possibilities regarding the potential size of a childcare center. This takes into consideration the stated interest of Organic Valley in making slots at the center available to the wider community.

Possibility 1–Smaller Center

Ages	Numbers
Under 2 years	8
2 years	12
3 to 5 years	20
Total	40

Possibility 2-Larger Center

Ages	Numbers
Under 1 year	8
1 to 2 years	8
2 years	12
3 to 5 years	20
Total	48

Organic Valley suggested that they might want to include summer programming for school age children. Needs assessment results revealed that 38 respondents from the Cashton site reported that they would be very interested in enrolling their elementary school aged child in a summer recreation program. If this were to be offered, based on these results, we would suggest an additional classroom would need to be included to serve approximately 24 children.

In thinking about the size of the program and build out of the space, it is important to consider the numbers of children you are ultimately likely to serve. Based on conversations with Organic Valley regarding the growth of the Cashton site and the data results, our suggestion is to build out for possibility 2-larger center, but to expect to only fill the numbers for the smaller size center in the first several years of operation.

The numbers above are all based on the numbers of potentially interested employees. However, if they don't feel that an Organic Valley sponsored center is affordable to them, they are likely not to use it. When looking at the respondents who reported that they are extremely likely or very likely to use an Organic Valley sponsored childcare center, they are presently paying the following for childcare:

Children under 1 year old

Current weekly fee	Number who would
for childcare	use a center
less than \$100	1
\$100-150	2
\$150-200	2

Children 1 to 2 years old

Current weekly fee	Number who would
for childcare	use a center
less than \$100	
\$100-150	3
\$150-200	3
\$200-250	2

Children 2 to 3 years old

Current weekly fee	Number who would
for childcare	use a center
less than \$100	
\$100-150	4
\$150-200	5

Children 4 to 5 years old

Current weekly fee	Number who would
for childcare	use a center
less than \$100	

\$100-150	4
\$150-200	3

Space considerations

As a rule of thumb for a high-quality center, we recommend the space for the interior of the center including assignable and non-assignable space be based on approximately 125 square feet per child. In most cases this will result in at least 45 to 50 net square feet of classroom space, the number recommended by most experts in the field. The balance of the space will be circulation, offices, storage, lavatories, gross motor space, a kitchen, and entry/common space. This is more generous than the Wisconsin State requirements, which requires 35 square feet of usable floor space per child, per classroom. The classroom space we recommend is 10–15 square feet larger per child.

If we were to assume that Organic Valley builds a center for the possibility 2-larger center and adds a classroom for 24 school age children, which would be a center for a total of 72 children, with 5 classrooms. This would include 48 children under 5 years old attending year round and 24 school age children attending in the summer.

The interior space would include, for example:

- Director's office
- Administrative Assistant office/space
- Classrooms (5 total)
- Multi-purpose room
- Laundry area
- Kitchen
- Staff room
- Storage closets
- Bathrooms in classrooms
- Adult bathroom

The building size for this facility of 72 children with 125 square feet per child would be 9,000 square feet.

It is optimum to have playgrounds that have direct access to the classrooms. The Wisconsin State regulations require 75 square feet for the number of children over 2 years old outdoors at any given time, and for children less than 2 years, 35 square feet. We suggest 75 square feet per child regardless of age.

Budget considerations

Sample budgets

We have prepared two budgets for a new non-profit 501c3 center to serve infants through preschool age children, one for 40 children and another for 48 children. These budgets do not include a summer recreation program for school age children.

Below are summaries of each budget model. Details on these budgets can be found at the end of the report.

Smaller Center:

Child Capacity	40	40	40	40
# of FTE Children Utilized	40	38	36	34
Utilization:	100%	95%	90%	85%
Projected Total Expense				
Teaching Cost	\$302,411	\$302,411	\$302,411	\$302,411
Administrative Staff	\$99,299	\$99,299	\$99,299	\$99,299
Cook Staff	\$16,926	\$16,926	\$16,926	\$16,926
Program Supplies	\$5,000	\$4,750	\$4,500	\$4,250
Food	\$20,640	\$19,608	\$18,576	\$17,544
Other Program Expenses	\$18,400	\$18,400	\$18,400	\$18,400
Other Operating Expenses	\$25,900	\$25,900	\$25,900	\$25,900
Total Expense	\$488,576	\$487,294	\$486,012	\$484,730
Projected Revenue				
Infants	\$68,640	\$65,208	\$61,776	\$58,344
Toddlers	\$102,960	\$97,812	\$92,664	\$87,516
Three to Five Years	\$156,000	\$148,200	\$140,400	\$132,600
Registration Fees	\$2,000	\$1,900	\$1,800	\$1,700
Total Revenue	\$329,600	\$313,120	\$296,640	\$280,160
Surplus/(Deficit)	\$(158,976)	\$(174,174)	\$(189,372)	\$(204,570)

Larger Center:

Child Capacity	48	48	48	48
# of FTE Children Utilized	48	46	43	41
Utilization:	100%	95%	90%	85%
Projected Total Expense				
Teaching Cost	\$394,940	\$394,940	\$394,940	\$394,940
Administrative Staff	\$99,299	\$99,299	\$99,299	\$99,299
Cook Staff	\$16,926	\$16,926	\$16,926	\$16,926
Program Supplies	\$6,000	\$5,700	\$5,400	\$5,100
Food	\$22,360	\$21,242	\$20,124	\$19,006
Other Program Expenses	\$18,850	\$18,850	\$18,850	\$18,850
Other Operating Expenses	\$25,900	\$25,900	\$25,900	\$25,900
Total Expense	\$584,275	\$582,857	\$581,439	\$580,021
Projected Revenue				
Young Infants	\$68,640	\$65,208	\$61,776	\$58,344
Older Infants	\$68,640	\$65,208	\$61,776	\$58,344
Toddlers	\$102,960	\$97,812	\$92,664	\$87,516
Three to Five Years	\$156,000	\$148,200	\$140,400	\$132,600
Registration Fees	\$2,400	\$2,280	\$2,160	\$2,040
Total Revenue	\$398,640	\$378,708	\$358,776	\$338,844
Surplus/(Deficit)	\$(185,635)	\$(204,149)	\$(222,663)	\$(241,177)

In a high-quality center a large percentage of the overall budget expense is in the staff salaries. If Organic Valley chooses to reduce some of these salary costs, it can be accomplished by looking at the staffing patterns in the classrooms. Both budgets were designed to be staffed for an 11-hour day. It may not be necessary to have as many teachers present in the classrooms during the early morning and late afternoons. If this is the case, the number of FTE staff in the 2 years and 3 to 5 year classrooms could be

reduced by .5 FTEs in each room, saving approximately \$32,760, which is the annual cost of one FTE teacher plus benefits savings.

Our draft budget for 4 classrooms has a full time Director, a part time Administrative Assistant, 3 teachers per classroom (12 total), 1 full time floater teacher and one .5 FTE cook. At 85% enrollment, this proposed budget has a deficit of \$241,177. There is no management fee in a non-profit 501c3 model. Refer to the detailed budgets for more information.

After speaking with a representative from Bright Horizons, we learned that the sample budget they provided to Organic Valley had 9 FTE teachers, a full time Director, a full time Assistant Director who would likely be in the classroom ratio 25% of her time, and a cook. It is interesting to note that the Bright Horizons center budget with 4 classrooms at 85% capacity had a \$233,000 deficit and charged an additional \$55,000 for a management fee. Thus, the total employer contribution was \$288,000.

Equipment and supplies

In addition to the cost of building a center, it is important to consider equipment and supply costs.

The cost of all appliances will be in addition to space costs. If the center provides meals an industrial kitchen will need to be a part of the design plan. If meals are not supplied, using a residential kitchen, a refrigerator, sanitizing dishwasher, stove and oven will be needed. The center will also need a washer and dryer. Each classroom will most likely need a small refrigerator as well.

Regarding furnishings, adult furnishings will need to be purchased; offices will need desks, chairs and a conference table, along with computers and printers. The staff room will need a conference table and chairs, and some comfortable chairs. For child furnishings, one of the most highly regarded childcare center furniture companies in the country is Community Playthings. While their prices may be a little higher than other suppliers, their furniture stands up over many years, and in many cases is still in good condition after 20 or more years. Consider furnishing costs of approximately \$18,000–\$20,000 per classroom for a total of \$72,000–\$80,000 for 4 classrooms (these figures are based on Community Playthings prices plus a few additional furnishings from other suppliers). The multi-purpose room will need approximately \$5,000 worth of equipment/materials. In addition, materials will be needed for learning areas such as math, science, literacy, art, and music at approximately \$5,000 per room for a total of \$20,000.

Playground equipment is another cost. There should be at least two playgrounds, one for infants and toddlers and another one for preschoolers. Organic Valley may be interested in constructing a natural playground and hiring an experienced natural playground designer would be very helpful. The cost for two playgrounds will run from \$150,000 to \$250,000 depending on the equipment and design.

Staffing patterns

The budgets presented include staffing of 3 teachers in each of the 4 classrooms: one Teacher, one Teacher Assistant and one Aide. A typical staffing pattern for each classroom would include one Teacher who works 7 a.m. to 2 p.m., one Aide who works 9 a.m. to 4 p.m., and one Teacher Assistant who works 11 a.m. to 6 p.m.

It is important to note that before the center opens there will be staffing costs that are not supported by revenues. For example, the director might start 3 to 5 months before opening, the administrative assistant 2 months before opening, and teachers one and a half weeks before opening.

Staff salaries

We were able to obtain average wage information for La Crosse County Wisconsin from the local childcare resource and referral agency.

Childcare wages in La Crosse County

Title	# of records	Minimum hourly wage	Maximum hourly wage	Average wage
Directors	21	\$11.00	\$34.02	\$17.93
Assistant Directors	11	\$7.50	\$16.21	\$12.43
Teachers	22	\$8.00	\$21.00	\$12.95
Assistant Teachers	21	\$7.25	\$12.00	\$9.77
Cooks	N/A			

We used this information to guide us in our salary projections in the sample budgets.

Area childcare

There are 3 centers in Sparta, and 2 of them were willing to share information on their tuition rates, number of children enrolled and age groups served. Based on what we learned, there are only 11 center-based infant slots in Sparta.

Young at Heart

Age	Numbers	Weekly Tuition
Infants	8	\$195
Toddlers	6	\$155
Preschool	12	\$155

There are no vacancies at this time

Child First

Age	Numbers	Weekly Tuition
Infants	3	\$187
Toddlers	16 (2 groups of 8)	\$160
Preschool	11	\$160

There are no vacancies at this time

We called Great Beginnings, and they were not willing to share information. They do not serve infants.

Management structure

There are 3 basic models for the management structure of a center-based program: an outside vendor model, a non-profit 501c3 model and an employer-operated model.

Outside Vendor Model

- This vendor could be a local, non-profit or for-profit community program or a large chain for-profit national program
- The vendor is responsible for the day-to-day operations of the center. They create the budget, set the tuition rates and salaries, market the center, and hire, train and supervise the staff with their own criteria and set standards. In many instances there is discussion/negotiation with the company regarding these areas
- The vendor provides their own benefits package to staff, which typically includes medical coverage and vacation/holiday/sick time
- In this model, it appears that the center is an arms-length from the employer, however, should a major problem arise, the families will ultimately come to the employer for resolution
- Most often the employer pays rent, heat and lights
- The reputation of the vendor plays a role
- The employer has less influence on the quality and management of the center than if they were operating it themselves
- One of the goals for a for-profit vendor is to make a profit, consequently money that may go back into a center in the 501c3 or employer-run model goes to the vendor. Salaries, supplies and staffing may reflect the interest in profit
- The large chain for-profit vendor typically creates additional hierarchy in management because they are part of a larger organization
- There are 2 basic contracting models; the management contract model and the operator at risk model. See the chart below which illustrates the concepts within both models, which may vary vendor to vendor

	Management Contract	Operator at Risk
Financial risk of operating budget	-Employer has financial risk for program operations & facility expenses -Vendor agrees to manage to an agreed upon budget -If bottom line comes in over, employer keeps profit or it comes off management fee -If bottom line comes in under, employer picks up deficit	-Operator assumes profit & loss risk or operates within a defined level of support from employer -Assumes tuition strategy that generates profit or defined level of support from employer
Control over policies: Days and hours of operation Tuition Enrollment policies Staff/child ratios Salary levels	-Employer keeps control over operating policy decisions -Vendor provides guidance on financial and programmatic impact of policies	-Vendor keeps control over policy decisions -Vendor consults & negotiates with employer
Enrollment	Employer's choice: -Employees only -Open to other partners	-Employer's employees have priority for enrollment; slots may be

Childcare Needs Assessment & Feasibility Study

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	-General community	guaranteed by paying tuition -Enrollment open to community after priority enrollment
Contract term	Shorter	Longer

Non-profit 501c3 Model

The employer orchestrates the setting up of a new 501c3 center

- Often the employer has people sit on the board thus having direct influence on the center
- The board is responsible for overseeing the center director and center
- The board, through the director, is responsible for the day-to-day operations of the center. The board's interest lies in a high-quality childcare program as opposed to making a profit
- The center/board creates the budget, sets the tuition rates, salaries and benefits, markets the center, and hires, trains and supervises the staff with their own criteria and set of standards that are appropriate for the employer community
- In this model, it appears that the center is an arms-length from the employer, however, should a major problem arise, the families will likely come to the employer for resolution
- Higher salaries may be offered to staff because all income goes directly back into the center. Higher salaries generally mean more experienced and better teachers.
- The employer does not pay management fees
- The employer generally pays rent, heat and lights
- The center has autonomy as it is not part of a larger organization
- In this model, funds can be raised through grants and private donations

Employer Operated Model

- The employer has more overall influence on the center operations/structure
- The employer, in collaboration with the center director creates the budget, and sets the tuition rates and salaries
- The center director markets the center, and hires, trains and supervises the staff with criteria and standards with input from the employer
- All center staff members are company employees; thus teachers and parents share the same employer
- In this model, the employer is likely to offer better benefits, and higher salaries, thus leading to better quality staff and a high-quality center
- This can be an expensive model because of the benefits offered to employees
- Employer-run centers are offered through various departments in companies. Often they are run out of the Human Resources Office.

Appendix II: Employee Childcare Focus Group: All Notes

Attendance: 34 participants; gender ratio (male: female) 8:26

Introduction:

- > Eric H thanked the meeting participants for agreeing to participate in the employee focus group portion of the needs assessment, and feasibility study regarding OV potentially further supporting childcare. The process was encouraged by multiple employees, and the CEO, to best understand our situation and options. We hope to be able to recommend a solution within the next two months, and employee input will be valuable in helping shape our next steps. It is important to communicate that this process is to better help us understand childcare needs, and we do not know where the board and M-team will end up. All answers will be confidential, and added anonymously as qualitative
- ➤ Eric H shared the process flowchart with participants so they may have a better understanding of the process which includes not only the Focus Groups but also one-on-one Leadership interviews with Managers, a Co-op wide survey and a market study. We want to ensure that our recommendation is based on quality hard data.

Focus Group Questions:

- 1. What is most important to you in regards to childcare?
 - Location in regards to both home and work; is it along my normal route, what works best for
 my family.
 - Daycare Staff; they're second parents to my children and I need to feel that I can trust them; there needs to be a tight relationship between parents and staff.
 - Ratio of staff to children needs to be kept low.
 - Parent currently has daycare very close to home (neighbor); being home offers parents flexibility for unforeseen events.
 - Reasonable cost; high quality care is expensive.
 - Security; many schools have upgraded to have secure entrances however not many daycares have; would like to see that happen.
 - Daycare is able to get children on and off the school bus.
 - They serve organic/ healthy food.
 - Limiting TV or not at all.
 - Outside play/ physical activity.
 - That there's trustworthiness of the person caring for your children.
 - Creativity of teacher (s); parents can see that they're children are learning and engaged (songs, art projects, stories that they're children bring home).
 - Education is important.
 - Daycare provides daily log of activities (what your children eat, what activities they do, their mood, illness, etc.); your children cannot always tell you what their entire day entailed and as a parent it is important that you know.
 - Limited daycare hours are challenging for some parents although OV has been flexible in accommodating; parents also don't want to burden daycare; can be stressful.
 - Facility is located near the office and/or home; anything that would make the commute easier for self and spouse
 - No TV
 - Serves organic food
 - Provides a lot of outside time for children
 - Convenience for parents; have not been able to find quality care that is also located nearby or within short distance; prevents parents from carpooling.

- Cost
- Location is definitely something we take into consideration.
- Quality of care; are the care givers experienced.
- Education; does the care giver have a background in early childhood development.
- Quality daycares that we were interested in had long waiting lists; the daycares that had open spots we weren't as thrilled about.
- Certification of care givers; know of several people who care for children in the Viroqua area but are not certified; that makes parents nervous.
- Making sure that the care giver is qualified; background with education.
- Facility has a nurturing and learning environment where the children can thrive.
- Location; within proximity between home and work; closer to work would be convenient if a parent should need to get there quick.
- Integrity of the provider including reputation, background, experience.
- Flexibility if parent needs to stay late or come early; not just an 8 am-4 pm facility.
- Cost.
- Offer educational activities.
- Limit TV/ Screen time.
- Provide a lot of outdoor time and activities.
- Transportation for school aged children.
- Flexibility with snow days, early release, summer rec.
- Location in relation to home and work; don't want to have to drive too far out of the way or it be an inconvenience.
- The closer to work it would be, the easier it would be; my child would spend less time in daycare and more time with parents.
- In WI children are only allowed to be in daycare a maximum of 10 hours per day.
- A facility that is accommodating in regards to allergy sensitivities.
- Multiple facilities (i.e. Cashton & LF) that work in cooperation with one another.
- A Cashton location is desperately needed; there's currently an established daycare in La Farge but nothing in Cashton; really need something similar; both parents are OV employees and will be moving to the COB.
- If a facility was established in the Cashton area, the Marketing Department sees greater opportunities to recruit and retain employees from the Lacrosse area.
- Trust; it is really hard to find a reliable daycare in the timeframe that you need.
- Flexibility; really need something that is flexible and will work with you to accommodate scheduling.
- Philosophy/approach, communication and connection with the providers, location, organic lunches (in that order)
- A warm, intentional, creative, imaginative, stable environment that is held by teachers/care givers who are dedicated to fostering the whole human.
- 2. When choosing a childcare facility, what is your most important factor?
 - Security: parents want to know that their children are safe.
 - Outdoor play.
 - There's a private place for moms to nurse during lunchtime/ break.
 - Children sized facilities (bathroom, sinks, etc.).
 - Provides healthy foods; at some daycares parents take turns providing snacks; have no control what other parents provide as snacks.
 - Hours of operation; love current provider but they do not offer a schedule that matches work schedule; an 8:00 a.m. -4:00 p.m. schedule does not work.
 - Difficult to juggle schedules when provider takes several weeks off.

- Frustrating and costly to have to pay for care even though your child is not present.
- Outdoor equipment, space for children to use.
- Structure or curriculum; less open play and more structured or balanced play.
- Plenty of outside time; organic food, limited screen time and educational activities that are age appropriate are huge for me (three other participants also strongly agreed).
- Currently there are very limited licensed facilities that have openings for newborns or infants.
- Onsite nursing areas for breastfeeding mothers; it is very difficult and challenging to do this and still be able to balance with work (strongly agreed upon by all female participants).
- After school programs for school aged (elementary) children; can be stressful and frustrating for parents to find care for all their children.
- Summer Rec programs for school aged (elementary) children.
- Having the ability to bring children as a drop-in versus a long term commitment.
- · Care for Snow Days or unforeseen circumstances.
- That it's a warm and inviting atmosphere.
- Environment is safe.
- Minimal digital equipment.
- Separate spaces for different ages.
- Access to outdoor space; gardens, trees; nature based, not concrete.
- More structured; provides educational learning opportunities.
- Outdoor space.
- Interactive, provides children interaction with one another; free play.
- Structure similar to Montessori School; teaching skills for life; currently have children enrolled in the Montessori school and have seen child develop tremendously.
- Safe outdoor space for children to play (fenced in); outdoor play equipment that is age appropriate.
- Very secure facility with automated child sign in/ out; record accessibility; parents are able
 to access information about their child throughout the day; feel better about a licensed
 facility versus in-home provider.
- Classrooms for different ages.
- More natural toys; not plastic.
- Feeding whole, organic healthy foods; not filling kids full of sugar; awareness to allergy and gluten sensitivities.
- Philosophy/approach
- The adults who are providing the care! Location and price also play a factor.
- 3. What is your ideal childcare arrangement? Location, curriculum, etc.
 - Located onsite, at the office; some days could present difficulties depending on travel; spouse.
 - Location is nearby, convenient for parents.
 - Daycare facility has appropriate (separate) areas for napping, eating, own space for different activities.
 - Children are provided with own cot, blankets, etc. for hygiene.
 - Atmosphere is homey, clean and safe.
 - Two locations (i.e. Cashton & La Farge) that could collaborate and work with parents who work locations often change.
 - Having a daycare located at the Headquarters in La Farge or within the Village of La Farge would be ideal.
 - Having a daycare located in Viroqua would be ideal as there is not that many quality, licensed daycares with openings and yet are still affordable (seconded by another participant).

- It makes sense to have a daycare located at the HQ.
- There are currently no daycare options in the Cashton area.
- Having multiple facilities (i.e. Viroqua, Westby or Cashton and LF) would offer more options to parents.
- Are there current assets that we have that we could potentially retrofit to become a daycare facility (i.e. Westby Greenhouse)?
- Incorporate learning/ early childhood education, i.e. shapes, numbers, potty training.
- Age appropriate curriculum; nothing that is overwhelming for children.
- Educated/ properly trained providers as well as continual education/training for providers.
- Accessibility for parents during the day; option to live stream your children, ability to email staff; quality parent involvement within the program.
- On campus facility for breastfeeding; with the appropriate amenities such as sink, fridge, privacy, etc.
- Educational; prepares young children for going to school.
- Open environment where everything is visible rather than closed in as such in a home like daycare.
- It would be easier for new moms to make the transition back to work if childcare was onsite or if the facility was close to work; would allow for mother's to go and breastfeed during the day.
- Waldorf-inspired or at-least play-based, in Viroqua
- Viroqua or La Farge
- Curriculum: Any sort of philosophy/curriculum that cares for the development of the head, heart and hands and keeps imaginative/creative play at the center of activities. Ample outdoor play in all weather, none to limited screen time, limited sensory overload (other than other kids!). Dedicated to rest period during the day.
- Flexibility: If I were designing my own ideal childcare situation it would have a high level of schedule flexibility built in. Example: Monday: no care, Tuesday: half day, Wednesday: no care, Thursday: full day, Friday: no care.
- 4. What ages would you like to see served in a childcare facility?
 - Newborn-school age.
 - Provides after school program for children through elementary age (age 12).
 - Summer program (harder for smaller daycares).
 - Transportation for school aged children during school year and summer for summer rec
 activities to and from daycare; would like to have a good partnership between school and
 daycare.
 - Each age group has own dedicated teacher.
 - Elementary summer programing for school aged (elementary) children.
 - Infant care.
 - After school program for school aged (elementary) children; one of the biggest problems we have right now is finding a place for my children after school.
 - Care for school aged children when there is early release, no school, or snow days.
 - Programs for elementary aged children for after school/during the summer.
 - Infancy; many facilities around do not have openings for such young children; can be very expensive and very hard to find one that is close to work.
 - After school care for school aged children.
 - Summer care program for when school aged children are not in school.
 - Care for school aged children on snow days.
 - Care from birth- School aged children.
 - It is the hardest to find care for infants.

- 2-5
- Mixed age groups.
- 5. What other services would you like to see at a childcare facility?
 - Coordinating services between providers (school, summer rec managers, and parents).
 - Transportation to and from school activities, summer rec.
 - Good, healthy meals.
 - Centralized location (similar to bus stop) that transports to daycare.
 - Children are getting out and doing things out in the community- Library, Bethel Home, Fire Station, etc. (within walking distance).
 - Laundry service for cloth diapers.
 - Transportation services for children to attend after school activities, summer rec, etc. (agreed upon by 2 other participants as well).
 - Cloth diaper/ laundry service.
 - Cloth diaper/ laundry service.
 - Toy exchange; children grow out of toys so quickly it would be nice to be able to donate, lend or borrow such toys.
 - Breast feeding suite with lockers for Mom's to store their equipment, refrigerator where they can keep milk, etc.; something more than just a room.
 - Transportation.
 - For older children a summer program that collaborates with community; i.e. the KVR, swimming lessons, etc.
 - Lactation Room for nursing mothers.
 - Live streaming cameras to allow parents to check in on their children throughout the day; could also be a distraction.
 - Trust in providers that they will inform parents of pertinent information.
 - Accessibility for parents; no appointment necessary.
 - Organic/whole foods lunch and snack program
- 6. Have you had childcare issues that have disrupted your work?
 - Unscheduled days off by provider (vacation, sick, etc.); finding a back-up provider can be difficult at last notice.
 - Having to take off work or work from home when daycare closed unexpectedly; easier to make arrangements if parents are given the heads up.
 - OV has been flexible for parents.
 - Have had disruptions in work flow if have to stay home for unforeseen circumstances; Lync has made it a lot easier to be able to work from home and OV has provided flexibility; can cause a lot of stress trying to find care for your child at a moment's notice.
 - Hours are currently pretty flexible at work but there have been times when have had to make
 other arrangements when daycare wasn't an option (provider or providers kids sick, provider
 vacation days, etc.); this may not be the same for other staff whose schedules aren't as
 flexible.
 - Had a lot of stress during infancy of children especially having to come back to work as a new
 mom; not from this area and family does not live nearby so do not have that extra support
 system; have spoken with other families and were struck by the number of others who
 experienced the same; can be very difficult.
 - Work schedule is very flexible and able to work from home which is very close to home; would like to spend more time in the office but with being away from very young child comes with many worries; working from home provides the flexibility to go see her during the day; also if were to come into the office would require child to stay an extra hour per day in daycare.

- Transition back to work is much easier for parents (especially very young or infant) who are able to be nearby and accessible; less worries for parents.
- At the Distribution Center staff has had to alter their schedules to accommodate their childcare.
- We've had to rearrange and find alternative care for days when our normal provider took vacation.
- It would be nice to have back up care available; ability to take drop-ins and pricing that would reflect that.
- Have had to find alternative care or take off work when provider was sick or needed the day
 off.
- Would like a daycare schedule that reflected my work schedule.
- Having the option to drop-in rather than having to work from home, or have partner miss work; it can be very stressful.
- Not having a reliable care provider; need a provider that I can count on.
- Have had to scramble to find last minute care for children when regular provider needs to take time off; even with notice finding alternative care can be stressful.
- Have had difficulty finding care when provider takes vacations.
- Have had difficulty finding temporary care when provider was unavailable for a length of time (i.e. maternity leave).
- Would be ideal to have the option to drop in at a facility that has a reasonable fee especially if parents are able to give advance notice; a lot of drop in fees are expensive; would like something reasonably affordable.
- Provider has taken kids with parent's permission out on errands.
- Provider has given daughter nuts when she had a nut allergy.
- Parents are taken a chance when using a non-licensed in-home provider.
- Yes
- Yes
- 7. What about cost? How would you like to see that developed? IE hourly, weekly, deductions, etc.
 - It is nice not to have to pay on days when children are not present at the daycare.
 - Multiple children discounts; gets expensive when you have two, three or more children.
 - Discounts options available (i.e. for parents who bring own food, etc.).
 - Flexibility for drop-ins.
 - Parents charged using range of days versus per day scale.
 - Parents would pay less and children would be in daycare less if facility was onsite or nearby; parents who work 40 hours per week have children who are in daycare 40 plus hours.
 - Some daycares offer a weekly, hourly, or set fee; parents utilize both; daycares usually require children to be present 4 or more days to be considered full time; in most cases it is extremely difficult to find another part time child that matches up with yours to equal full time.
 - Some daycare providers offer holiday and sick days to children; a lot of daycares work with parents to accommodate their vacations, unforeseen situations.
 - Would possibly be willing to pay more for quality care.
 - Flexibility; available options to meet the needs of all parents.
 - Make it FREE! An OV Perk! Would also help in recruiting talent. If FREE isn't possible keep the cost lower than traditional costs.
 - Currently utilizing hourly care, easier when you never know what your day is going to be like.
 - Not having to pay for days when your child isn't there; have a pay structure that incentivizes parents for spending more time with their children, not penalizing them.
 - Would prefer an hourly rate.

- Currently have a child that attends the Montessori school; the cost is expensive and would be something that would have to be taken into consideration if had another couple of children to add.
- OV Reimbursement program for childcare or working with an existing facility to help offset the cost.
- Sibling discounts
- A lot of parents choose to work part time or not at all because of the costs of childcare; it's very expensive; it's hard to justify working just to pay for childcare (strongly agreed upon by all participants).
- Hourly costs for those who did not need full time care.
- Back-up/drop-in option for when unforeseen occurrences happen.
- Paying for the time they're there and not having to pay for the days they're not.
- Collaboration between a monthly fee and drop-in; many parents utilize both.
- Operate as a Coop; owned by the parents.
- Some parents are willing to pay extra for flexibility.
- Some may prefer monthly, some prefer drop-in, between two could collaborate
- Operate as coop, parents own the Coop
- Having a straight fee for the time that your child is there; not having to pay for time when they are not there (agreed upon by all participants).
- Pay as you go program.
- Kids are provided with sick/ vacation days; currently utilize facility that gives children 6 days per year; that number of days doesn't seem to be enough.
- If you do not have to pay for days when your child isn't in care, it encourages parents to keep their children who may be sick and contagious home versus taking the chance of having to pick their child up mid-day because they are ill or taking the chance that they may spread sickness to other children; OV already provides vacation and sick days so most parents have that flexibility to stay home or leave early if they're children are ill or not feeling well.
- If you're paying fulltime for the week and having to take your child out due to illness, that may affect your personal income; parents may be willing to risk taking their children to daycare if they've evaluated that their symptoms are not severe even though they still may be contagious.
- Not fair to a quality daycare provider either if you're not able to provide them with a reasonable fee or amount of days; they need to be able to sustain their business also.
- Having a facility that offers multiple rates such as full time, part-time, drop in or weekly contract.
- Day or half-day increments
- Hourly and/or weekly
- 8. If you are already accessing childcare, what reason would you need to switch to a new one?
 - Current provider would need to retire.
 - If work location was moved to COB.
 - If OV invested in two locations (i.e. La Farge & Cashton) that partnered together, convenient for parents who work multiple locations.
 - Stability; facility would have to offer long term stability, not temporary.
 - If current provider decided to no longer provide service.
 - Closed holidays.
 - Price would have to be on par or less.
 - More educational value.
 - If facility was more connected to OV (ownership of daycare(s)).
 - Fee was based on percentage of your salary; sliding scale.

- Capacity of facility; would facility be able to accommodate additional siblings in the future or would facility reach max capacity.
- Some older school aged children would need to stay in school district; would depend on location.
- More robust summer program.
- Two locations could help with capacity.
- Quality of care. If facility staff were provided with things such as insurance, paid vacation, sick pay, training opportunities, fair pay they could be that much better at what they do and provide exceptional, quality care.
- Currently rely on family members for childcare; at this time it is not an option for my spouse to work more than 2 days per week; it would depend highly on cost and facility.
- Currently using the Children's House; they have a tremendously long waiting list; not sure of the extent of space they'll have in the fall; very happy with facility although it is very expensive and we can't afford full time care right now; for us it makes more sense for one spouse to work part time versus moving to a facility that we don't like as well; would consider switching and both parents working full time if it were cheaper yet met all of our values.
- Currently utilizes in-home care provider versus licensed childcare due to most licensed childcare facilities require parents to sign a waiver in regards to immunizations; feel that it is a very personal choice and a choice that is to be left to the parent; did not want to have to have that conversation.
- Transportation program; then wouldn't have to leave work.
- If current provider was no longer able to care for children.
- Flexibility of childcare.
- Location; currently juggling schedules to make it work.
- Having a summer program.
- If I wasn't happy with current facility.
- Curriculum.
- Company supported/ sponsored by OV.
- Organic healthy food was being provided.
- Hours of operation.
- Location of facility in regards to work/ home.
- If extended hours were provided; possibly 24/7 to accommodate some folks who work different hours/ shifts.
- Cost.
- Convenience of being available every day.
- Dependability of provider.
- Flexibility of accessing two facilities (Cashton and LF) for parents who work in multiple locations.
- Back up/ drop in care.
- If current provider were to quit or retire.
- Has to be worth the time and money; has to be cost effective for the employee.
- I am currently spotting childcare together through using a collection of in-home/shared family nannies/childcare professionals.
- 9. What are the benefits to you, or the coop, if OV further "invested" in childcare?
 - It would help in the recruitment process; it provides options for childcare to parents seeking employment with us.
 - Fits in with our messaging/ Mission.
 - Could offer daycare services to our Farmers when they visit for meetings, etc.
 - Increase in employee productivity; parents would not be as worried about having to leave at a certain time to pick up their child.

- An onsite or nearby facility would provide some ease of mind to parents; they would be more fully engaged in their work rather than worrying about what's going on at the daycare.
- Relocating employees would have one less thing to worry about; during relocation process after fire; parents found it very stressful finding new daycare.
- If OV were to invest and operate a childcare facility, it would offer stability to parents in which would take a lot of stress and pressure off from staff.
- It would be much easier to recruit new people to the area, especially a lot of young people; communities are growing and we need more options.
- It would recruit new talent; it would be the tipping point if it were one of OV's perks.
- It would provide peace of mind for a lot of parents; having that stability and knowing their children are in a safe, nurturing environment that fits our values would be one less thing to worry about; employees could be more productive and focused on work.
- It would provide balance and flexibility between work and life; it would all be taken care of.
- There would be more people who would be able to come into the office rather than working from home.
- Parents would be encouraged to come back to work fulltime.
- There would be peace of mind for new parents who would want to be close and accessible to their children.
- You would have more productive employees and parents would have more time with their children; it would be super cool to have a day when the kids could come visit at OV or join their parents in the café.
- Having a reliable provider could improve relationships between employees; it can be stressful not only for the parents but for coworkers who may have to pick up the extra slack when parents can't be in the office.
- Recruitment efforts; help to retain employees whose decision to join our Cooperative may be dependent on their need for childcare.
- Helps parents answer the question, does it make sense for me to work part-time/ full time or does it make more sense to not work at all due to childcare costs.
- Parents have more time with their children and children spend less time in childcare.
- Benefit for recruitment
- As a mother who also imagines further developing my professional career, I would be much
 more willing to commit to taking on more demanding roles within the co-op if OV invested in
 developing a childcare program that met my scheduling and curriculum desires. At this time
 in my life, because OV has not invested, I am choosing to create that atmosphere within my
 own home/community instead of dedicated myself to my professional development (via
 taking on more demanding roles at the co-op and/or training)
- 10. What qualities or attributes would you like to see a childcare facility have?
 - Some employees may go part time or leave based on their needs for childcare; a lot of people
 consider becoming a stay at home parent at some point; a lot of emotions are involved in
 making that decision.
 - A lot of parents don't want to feel like someone else is raising their children; having them close deals with the urge to be close with their children especially after pregnancy; it is a lot easier (especially for new moms who are breast feeding) to come back to work.
 - A facility that also takes into consideration the wellness of the childcare providers; often they are not paid as much; it can be really tough on parents to take their children to a facility where their providers are stressed; want an environment where people are happy and full of energy that is put towards quality care; CROPP could add a lot of benefit there.
 - A facility that offers options to parents.
 - Fair wages, training opportunities and benefits for childcare workers.
 - Children are currently enrolled at the Montessori preschool; really like their curriculum which includes lots of reading, themed activities tied in with nature, animals, sustainability,

songs and singing; their activities encourage development of young children and are age appropriate.

- Education that includes organic agriculture.
- Activities that include getting their hands in dirt, i.e. growing plants.
- Having a facility that models who we are.
- Knowing my children is getting healthy, organic food.
- There is a real need for childcare in the immediate Cashton area; most are not licensed and/ or have too many kids already.
- A facility that shares the same mission as parents; not having to choose a facility based on that it's the only thing available.
- Some daycares push the limits with the kid: adult ratio, nutrition, etc.; would want a facility that has high standards that are compliant with state laws.

11. Is there anything else you would like to add to this conversation?

- Would daycare be open to only employees? Or also the community?
- Currently the La Farge daycare provides services to mostly OV parents. If OV were to invest in childcare, what would the impact be on the community daycare? Would they be brought on board?
- Prior La Farge daycare director had vision to open a daycare in Cashton that would operate around the clock providing services for second and third shift workers.
- Would like daycare to have a Severe Weather shelter; current daycare does not; when LF daycare previous flooded, children were brought to OV.
- The COB would be a great location; there seems to be a real need there.
- How could we also support the local businesses if CROPP were to invest in childcare?
- Have had to change work hours due to their being no after school care program that could accommodate my work schedule.
- Would be ideal to have transportation available for school aged children; parents wouldn't have to leave work during the day to transport children from school to daycare and vice versa.
- Possibly open a daycare facility that is also open to the public for a different fee.
- Non-profit versus for-profit.
- Manage or possibly partner with a current established facility (i.e. The La Farge Daycare, the Board is already managed by mostly OV parents); and also establish a childcare facility in Cashton so that both locations have something.
- I believe deeply that supporting women (and families) through investing in childcare can, and will, strengthen the cooperative in ways that are very hard to measure at this time. Women have a tremendously important role to play in the future of agriculture in this country; something that OV has spoken about extensively in the past. I believe that the mission of the coop, matched with the food and health trends of this country, will only attract more and more highly skilled and intelligent MOTHERS to CROPP. Investing in a childcare program that matches the CROPP mission will be key in recruiting and perhaps more importantly, retaining these mothers. I am extremely excited to hear that OV is reopening the childcare conversation!

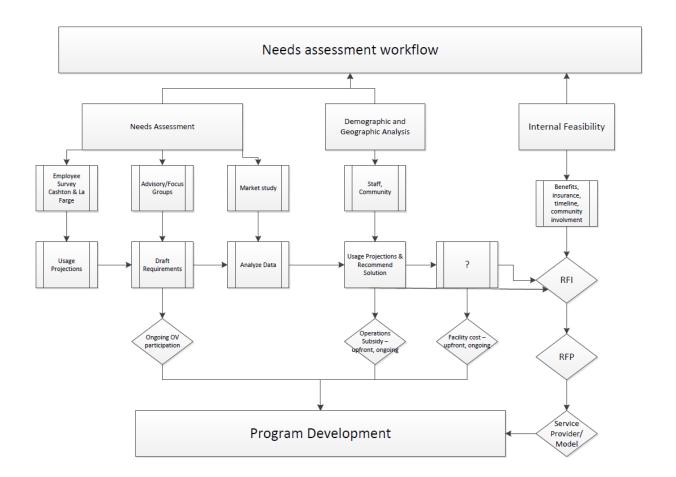
Appendix III: CROPP Leadership Interview

Overview: 12 interviews took place at CROPP's La Farge Headquarters or by phone with individuals who represented various departments at the management team or director level. Results from these interviews are presented by topic area, outlining the key findings revealed within each topic.

Format: Participants and the researcher met one-on-one in private conference rooms or offices for 30 minutes. The researcher shared the Workflow Chart read a scripted welcome and instructions, which are included in Appendix III. Questions were designed to be open-ended in nature and, therefore, encouraged in-depth discussions. The researcher answered questions as needed and occasionally shared additional information not scripted or noted, as part of follow up conversations before, during or after the formal interview.

Sample Characteristics:

- Total Participants 12
- Male − 5; Female − 7
- Management Team 2; Directors 10



Appendix IV: Employee Survey: Additional Comments

Included below are the individual comments that participants added to their surveys, when available.

Survey Q4: In what zip code is your home located?

#	Zip Code	Approximate Location
59	54665	Viroqua, WI
40	54639	La Farge, WI
26	54667	Westby, WI
25	54601	La Crosse, WI
17	54619	Cashton, WI
16	54664	Viola, WI
10	54652	Readstown, WI
10	54656	Sparta, WI
9	54623	Coon Valley, WI
8	53581	Richland Center, WI
8	54655	Soldiers Grove, WI
7	54636	Holmen, WI
6	54631	Gays Mills, WI
6	54634	Hillsboro, WI
6	54651	Ontario, WI
4	55947	La Crescent, MN
4	53518	Blue River, WI
3	53929	Kingston, WI
3	54603	La Crosse, WI
3	53929	Elroy, WI
3	54632	Genoa, WI
3	54650	Onalaska, WI
3	54669	West Salem, WI
2	54648	Norwalk, WI
2	53805	Boscobel, WI
2	53941	La Valle, WI
2	54648	Norwalk, WI
2	54660	Tomah, WI
1	97759	Sisters, Oregon
1	53573	Muscoda, WI
1	54022	River Falls, WI
1	54456	Neillsville, WI
1	54614	Bangor, WI
1	54615	Black River Falls, WI
1	54624	De Soto, WI
1	54628	Ferryville, WI
1	54642	Melrose, WI

1	54658	Stoddard, WI
1	55405	Minneapolis, MN
1	55406	Minneapolis, MN
1	55921	Caledonia, MN
1	97211	Portland, OR

Q8: Do you feel that it is important for Organic Valley to assist in offering childcare? If yes, why? If no, why?

All Comments

- It is not CROPP's responsibility to assist in offering childcare but as a progressive employer who seems to promote healthy work/life balance, is striving to be considered a "best place to work" and wants to recruit and retain a highly skilled workforce, providing financial assistance to offset childcare options is a very appealing benefit for anyone looking to work for or continue working for CROPP.
- It is a huge stressor for parents of young children to find good day care. Being able to have daycare at or near work would relieve some of that stress making them more productive while at work.
- I feel there are other childcare centers available that could possibly benefit and grow by some type of sponsorship/partnership from Organic Valley. That way the surrounding communities could possibly benefit from more accessible childcare, too. Not just OV employees.
- I think it's important if we want to attract young professionals to offer assistance in childcare.
- There are great benefits to working/living in a rural area, but also challenges. Quality childcare is one of them. It's important for OV to help facilitate quality options for recruiting and retaining quality employees.
- Further cost/liability to the coop
- · To help our employees!
- It's a great benefit to offer.
- CROPP is a family focused employer and having the ability to offer childcare is something that will help attract and retain good employees
- I don't have children myself, but I understand the need for it.
- Just makes sense!
- it would help out all employees and the rest of the communities a great deal and adding comfort to them knowing they have a respectful and trustworthy childcare provider
- Hard to find affordable good care.
- Based on conversations with staff with children, it is difficult to obtain childcare. However, I've also heard conversations about the cost of childcare in La Farge
- Convenience, helps keep families closer.
- I am not certain, but I believe that it needs to be looked at if OV wants to attract quality people to rural WI and be able to retain them.
- I think it would be amazing but I do not feel like OV should have to do it. That is way above and beyond
 most perks.
- Retain better talent
- There are few self-sustaining options available in the area.
- My kids are in High School now, but when they were younger, I frequently needed to alter my work schedule to accommodate my kids' schedules. It had a direct impact on my productivity.
- Like many at CROPP, I have a relatively long time for a commute, and additional time buffer had to be built in to allow for weather, farming related traffic delays, etc.
- I feel it is the responsibility of the parents. I paid for my childcare for my children. I don't feel it is my responsibility to pay for someone's childcare. It's a lot like a government program...taking from me to benefit someone else.
- We are family oriented. It is a DAILY challenge to coordinate raising a family, daycare, and a demanding career. When a mom/dad has quality, dependable daycare SO much stress is relieved.
- Being located in a rural setting and trying to recruit talented and mission driven employees to relocate their families to this setting is a lot to ask. Especially when we don't pay a competitive wage We lose a lot of talented staff because it's financially not viable for them to continue working here.

- I came to OV from a different company that assisted with childcare. It took a huge stress off of working parents to know their children were nearby, well cared for, updated regularly, and offered discounts.
- This is a very rural area and there are few markets to enable substantial childcare options. As one of the largest employers in the area I feel we have a responsibility to be a significant force in the effort to bring improved options to the community.
- There are limited options in our area.
- Convenience
- Great benefit to employees.
- One less thing for employees to have to worry about.
- Family Farms have their children with them while working, employees should have the option of having their children close to them during the day as well, breaks, lunch, etc.
- If this service is provided by CROPP for HQ employees I would like to see something offered to remote employees as well. Childcare is important but I am unsure if it is an employer's responsibility to offer this or assistance for this program.
- Day to day we treat each other like family so it makes sense to include our children
- I said "no it isn't really important", but I do think it would be a nice perk.
- We are known as a place to work that provides great benefits to employees, this is one that is common enough to include.
- As OV is a family of farms and focuses efforts on helping farmers meet all the needs of an organic dairy farm. OV should look into or assist in this need for its employee's.
- Working so far away from home if I don't have a sitter for the kids I then need work from home or take a day off.
- I know longer need myself but it is important for young families to have reliable Daycare to enable them to be focused and reliable.
- We have enough recruiting challenges as it is. This would be a great perk to help candidates from outside the area be more attracted to our location.
- (Important to who?) It may be helpful depending on costs, location, and options. Considering the area the business is located in (rural) options are limited for many of us. So as a working parent childcare may be an excellent added benefit.
- It would a nice option to have childcare close to where I work.
- OV does not need to assist in offering childcare, but it would nice for OV to support daycares and by
 daycares I mean both community daycares and in-home day cares. By doing this OV would not need to
 offer childcare.
- Childcare is becoming increasingly expensive and we have employees commuting from many different areas. Having an Organic Valley childcare service would encourage community.
- There are a growing number of young people employed at CROPP that commute some distance that would benefit.
- To help young parents with their career at CROPP
- The daily commute because of our location and the fact that not everyone can work from home (closer to where there children are) all contribute to more unnecessary time away from the kids. In my opinion, children need as much time with their mothers as possible the closer they are the easier that is to achieve.
- Affordable daycare, according to my daughter is becoming unreasonable and put a burden on her family both monetarily and stress wise.
- I think it would enhance the overall work environment if employees knew their kids were well cared for during the work day and nearby in case of emergency.
- Improved productivity would result from salaried employees with more time and focus on work. Additionally, supporting families is essential for a company that prides itself in properly supporting family farms. The mission, profitability, and recruitment of CROPP would benefit.
- One of the largest stressors for working parents is childcare issues. There are not enough facilities in the smaller communities, snow days, sick day care providers, etc., cause working parents to make last minute arrangements and can impact their work. If we want to be considered a GREAT place to work, then we should offer this.
- This is a rural area and there are not a lot of good childcare options available outside of La Crosse
- Keep in mind, my kids are adults now and my wife was a childcare provider for many families when my
 own children were growing up. While I think it would certainly be a benefit to our young employees'

families, not sure the Co-op should be the provider. Leave it to the private sector. We are a marketing Co-op for organic farm production, not a daycare provider. I am in Pools and would need to be able to communicate this to our Member-Owners. If this goes thru, where does it stop? We justify the fitness rooms via healthier employees and lower health insurance premiums. We have companies that have approached us to start a "Company Store/Buying Club" so that our Members across the country would enjoy volume discounts for purchasing farm supplies and we have said no because that doesn't fit a lean Marketing Coop. I believe we have said no in the past because that stretches the line of a marketing Co-op and becoming a big, out of control Co-op like our founding farmers was upset with. This kind of thing can mushroom similar to our Federal Government that cannot balance a budget or run a business and now mandated that they took over the entire healthcare insurance industry. It is not the correct focus. Let the private sector do it.

- Childcare is hard to find, if you do find it is extremely expensive
- It is so hard to find good day care. It would bring comfort knowing your children are close by in winter weather or school cancelations you could bring them in. The way organic valley treats their employees you know your kids will be treated the best. Or people that use private day care providers it would eliminate the issue of them canceling out on a day and then you needing to miss because no one else is available.
- I think it would help attendance at work if people had a consistent and affordable option for childcare.
- It seems like it would be a good idea our goal is to support family farms, but family is a big part of the equation. I would assume the goal of supporting local families extends to croppies as well.
- There are limited childcare opportunities in the area for families where both parents work full-time. Having a place we could know and trust would put our minds at ease. Making it a place that is on the way for our normal commute would also help us be on time at work for more consistent hours.
- There are limited options in the area and finding quality care with facilities that align with our values has been challenging.
- Offering childcare could bolster recruitment of highly-qualified candidates. Offering childcare that aligns with CROPPs mission would likely fulfill a holistic need for many CROPP families.
- YEs and no...We have VERY liberal work from home policy... I agree strongly this would be a strong need if that was lessenedbut I think people want it all and that is not always feasible for the business. Very few employers...especially locally allow such and provide as much as we do
- I believe that this is a great way to attract even more quality employees. CROPP already offers a great number of benefits, but in order to attract the level of employees we are looking for, Cashton and La Farge are not exactly the easiest sell.
- It provides a benefit and peace of mind for OV families that a reliable day care is available for them to use.
- I feel that OV does a lot for their employees already. I feel it should be equal among employees even though we do have many young staff that does have children.
- Good benefit
- I would like to start with, it is important for OV to assist in offering childcare, but I don't think a requirement. OV already has a large offering of services for staff, and adding this to the list is just another step in ensuring staff have the services and resources they need.
- It would be such a great opportunity for both the co-op and the workers to benefit from this. Co-op would be less likely to have call-ins due to childcare issues and we as parents could be closer to our children and more relaxed knowing they are well taken care of.
- I think it is going to be absolutely pivotal in recruiting the sorts of female candidates that the cooperative wants hire.
- Quality, state certified daycare that is available close to work would be a great benefit for parents and the
 children. Sending children to the local school would help with after school daycare which is hard to come
 by and having to bring the children to work with you when in-home day care providers are closed or after
 school is sometimes an issue. Having the children close by the parent at work eases some of the anxiety of
 trying to find a qualified sitter at the last minute or having to adjust schedule to bring child in to work or
 working from home.
- I don't know about the quantity and quality of childcare offerings in that area. But, it seems like having an on-site facility would be great. Help the kiddos by offering a safe, organic environment. Fun for parents to see kids at lunch, and would make some of the work-life balance goal a bit better, I would think.
- Offering childcare, including after school programs, would add a comfort zone for parents knowing the childcare would a have a degree of alignment with the emphasis placed on wellness and nutrition

- This would be an awesome benefit and deciding factor for gaining new, and maintaining current
 employees. It would keep parents coming back to work post leave and something to offer that other
 companies in the area do not.
- I think it would improve morale, lower turnover and attract a wider variety of applicants
- It would provide a little more work/life balance; help us to be more productive knowing that childcare is assisted.
- Convenience and peace of mind for all employees who wish to use OV childcare services.
- I have a 2 yr. old son.
- To better support of the working families at OV.
- My daughter is too old now for childcare, but she wasn't when I started (she was 3) and I struggled many times finding daycare for her.
- Commitment to families allows for employees to commit to the co-op as a life's career.
- OV Is dedicated to its employees and their Families it is an obvious way for OV to support their employees
- Having childcare near work would benefit both the parents and children. They could have lunch together. Childcare is very expensive and assistance would be beneficial. I don't believe that there are a lot of options available right now.
- I do not think it is a benefit that a majority of employees would take advantage of so the benefit is not a wide spread benefit
- It's important for CROPP to assist folks in obtaining affordable childcare that is conveniently located to work. This will assist in recruiting/obtaining employees. However, I do not feel that CROPP should subsidize the childcare expense directly for the employees.
- In order to compete with other businesses and draw candidates I think it is increasingly more important for CROPP's success to assist with childcare.
- Our healthcare benefits are terrible and we are worrying about childcare? It seems we are focusing on a small segment of the co-op when resources for this could be spent better on benefits for everyone vs. a small group.
- Absolutely! Lessen the burden both financially and in securing good, reliable childcare for families as they
 do in other industrialized countries. The US is so far behind in social programs for childcare, healthcare,
 nutrition (food safety) --all which lead to a better, stronger working class and society. It's great that
 CROPP is once again, leading the way for change. By offering these programs, this is one way for CROPP
 to also attract good employees as we can't always offer a most competitive wage in the market.
- For an organization of our size, it is essentially expected and a service that is easy to offer.
- I think it is a great perk to have available to employees. I don't feel it is a deal breaker though.
- 1. Organic Valley's target customers are young mothers with children. I feel like it would be an important extension of our brand and mission to offer Organic Valley employees childcare that supports the values of the co-op. 2. As we grow we will need to recruit new talent to our wonderful region. This area has a lot to offer, but is severely lacking in several areas that would be important to young people and families as they look to make the move to a very rural area. Quality childcare options are very, very scarce or impossible to find. As the mother of a young baby (and no family in the area), I had a terrible time finding infant care from a facility that I trusted. Now that my child is slightly older, he is able to attend the Viroqua Children's House, but spaces there are limited and there are several of us competing for those spots. As OV grows there will be more young parents looking for childcare at a facility that serves organic food, and offers activities focused on nature, environmental stewardship or animal husbandry (no screens or TV!). Quality childcare facilities in the area would be a great recruitment tool and will help to keep quality talent in the area when they become parents.
- Being a single mother I have found it beneficial to have childcare close to work based on my past experience.
- Family is an integrated part of CROPP. It only makes sense that they would.
- Supports employees to find a balance between work and home.
- With the opening of COB, I will be required to split time between two locations (COB and HQ.) This is something beyond a normal workplace situation and makes it very difficult to find childcare. It does not work for me to have childcare near my home due to needing to go multiple places after work. Therefore, keeping the child in a location relatively near my work location is important to me. This adds cost (to pay part time) as well as requires additional flexibility of the day care provider.
- I prefer not to have childcare, I feel it will be a distraction for employees with children,

- It seems difficult for mission aligned parents to find affordable, healthy, convenient childcare which shares a similar mission. Parents who work already sacrifice important time with their children, with the added stress of transportation, food options, access to outdoors etc. Seem employee productivity would increase if parents felt really great about their childcare situation, as opposed to just settling for what is available...
- Childcare is always a challenge for working parents, especially when a child is a newborn, facilities tending to have waiting lists.
- It is hard for a family to find good safe places to take their children for childcare. Plus with the rising population and the growth of families it is getting harder and harder to find childcare and if you do find a provider they charge a fortune. So in most cases one of the parents has to give up their carrier to stay home with the child and if it's a single parent home that person has to try to rely on a parent to help while they work. So yes it would be nice with childcare. Plus I know if my little girl was still that little I'd rather pay CROPP to watch her then taking her somewhere else.
- No excuse for staying home when daycare is sick
- I feel that is my responsibility, not my employers.
- Small town living, not a lot of options, very expensive.
- If my children were small, this would be a great option especially if I lived closer to CROPP. Living further away, it would be better to have daycare closer to home.
- Yes, because it would assist in travelling back and forth to drop off and pick up your children. Also in emergency issues if/when your child gets sick, pick up sooner will be much easier.
- Organic Valley employs many parents, and I think it would be beneficial to assist with securing safe, reliable childcare.
- It can be very hard to find a reliable and trust worthy person to take care of your children while you are working.
- another thing that would make CROPP more desirable to people looking for job
- There are not many reliable daycare providers in this area. To know that my child is close and being well taken care of is my top priority.
- · Childcare is a huge concern of any parent, and would be an awesome benefit for OV to offer to assist with
- A childcare operated by a business is more likely to cater to the schedules and holidays of its employees and offer particular nuances to that childcare (such as immunization clinics or communication of particular illnesses and preventative type care or offer activities that correspond with local offerings or activities with the parents) that will encourage its use, and make their employees comfortable their child is being well cared for. It is often viewed favorably in the community and is sometimes open to the community at large as well.
- I think it would help employees find childcare
- If OV plans to give childcare benefits there needs to be an equal benefit for the employees that would not be using childcare. If OV wants to assist its employees, I feel it would be better justified by increasing wages or 401k contributions for everyone rather than having a benefit that discriminates against people without children.
- There are many employees with children and having them close is important as well as having childcare aligned with CROPP's mission of Organic and Sustainability. I believe CROPP would come up with great ideas for children to learn on a daily basis.
- We consider ourselves a "family of farms" but we do not have the option, as employees, to see our children during the day.
- The added stress of providing safe and affordable childcare can pull one's mind from more work related issues leading to decreased productivity
- We are a CO-OP with many employees who have families. Many companies with similar demographic makeup to OV have found that providing childcare increase productivity and employee retention especially onsite where parents are able to see their children during the day or at lunch. It is a progressive thing to do.
- As a rural and undercompensating employer, providing a greater work-life balance is necessary to recruit
 and retain talent.
- options are limited and part of our mission is family
- I often see the struggle many parents go through because of the cost of childcare in comparison to the cost of their other bills. Having assistance by any means I imagine would be helpful for most people within this earning bracket / my age group.

- HAPPY PARENTS, KIDS, AND CORPORATIONS. What working parents gain from on-site day-care programs; reliable, safe, and convenient care for their children.
- I am worried that it would be a distraction to employees if it were on-site (i.e. parents visiting children throughout the day and then still taking their normal break)
- Childcare is very expensive and takes a lot of time to shuffle back and forth. I miss two hours a day of interacting with them due to my commute. It would be nice to see them on breaks and at lunch.
- I believe they should help set something up for parents. Good accessible childcare. I do not think OV should start their own childcare center for employees.
- Yes, particularly for infants and toddlers who are not attending school yet. This would assist employees in maintaining a full time work schedule.
- Parents should be responsible to make their own childcare arrangements, and OV should not have to bear that responsibility or the liability
- When something as important as childcare is taken care of, employees can focus more on working rather than being distracted worrying about childcare.
- Paying for childcare is number one reason I am delaying planning a family. Assistance with access to/costs for reliable childcare would be a huge stress reliever when we do decide to begin a family. It would also make me an extremely loyal employee to Organic Valley because many other companies are slow to offer this service. An amazing "perk."
- It's a nice thing to do and it benefits the well-being of staff
- Younger employees are keeping the health insurance at lower costs, and there doesn't seem to be much of an advantage to being a younger employee who might have childcare expenses.
- Organic Valley is very family oriented and assisting in childcare supports that aspect of the company. Also, by assisting, it helps ensure reliable childcare.
- OV is a family based cooperative so to have support when it comes to childcare would be beneficial. Childcare is expensive, especially if you want a provider that your child can really grow from, and to have help to find a great provider would be beneficial.
- It would be a huge burden off of my mind knowing that my kids are being taken care of nearby and I could easily be there if something happens instead of being almost an hour away.
- Yes! We say we care about family, community, and our employees. We say we care about Sustainability. What better way to actually do these things than to support our employee families by providing decent childcare?
- Because good childcare is hard to find.
- I personally have a daycare in BRF. However, my sister wanted to work here and couldn't find a daycare in BRF. If OV offered that opportunity, it would increase chances of drawing more employees in the future. Also, as a mother it would have been awesome to have a daycare at work and be able to visit my child during lunch. As it is, in emergency situations I have to drive an hour to get to my child.
- As a co-op which promotes and serves family farms, it's important to keep the same alignment with its
 employees
- My fiancé and I both live within 10 miles of headquarters and we both have jobs in this area. We are a few years away from having children, but in all likelihood one of us would have to quit our job when that time comes. Childcare is so expensive that without a significant raise, it would not pay to spend the majority of one salary on childcare and not gets to be with the children.
- I know it would be a huge benefit to me if I was able to have my daughter with me at work instead of having to run her to daycare. Also would be helpful on the days the daycare isn't open.
- Due to the location of the offices, it is a major concern to find quality care nearby. It also promotes a higher quality of work life. It is a major expense and I would seriously consider a new company if they offered childcare options.
- We are a company that all about family and offering this option would have a large impact on the employees, their families and the Coop.
- If CROPP can help as an employer it would be great. It's hard to find quality childcare that is affordable and works with the necessary hours. If CROPP could assist parents it would be great.
- It helps coordinate things and if your employer assists with childcare that is one less thing to worry about.
- Yes I think it would be a great idea, as for little ones they would possibly be close to you. If close to work than you can be with them more even if it is just riding in the car.
- There would be a connection between childcare and work. I think this would make the whole interaction more flexible for unexpected events.

- There are several departments in the co-op that work overtime to meet goals/deadlines. It would be beneficial for those that do need to work longer hours and have a daycare that meets their needs.
- Childcare is essential for a future thinking workplace to ensure happy employees
- I don't feel it is Organic Valley's job to provide daycare for their employees BUT I do see it as a very pleasant perk for many reasons 1.) Don't have to take extra time to drop off/pick up at a different location 2.) Some people have to have their children picked up at certain times which cause them to rush 3.) Some daycares overcharge & 4.) Some people may find that they can trust this daycare more than other daycares with their children
- I think it is a service that many CROPPies would be able to utilize and would be a huge convenience.
- I think it would be a major benefit to the employees and their families
- I believe an employee performs better when they believe their children are well cared for and safe. Childcare is extremely costly, esp. difficult for single mom's.
- I feel like it would be beneficial to our mission to have our own childcare facility. For the price people pay for childcare these days, it would be excellent to have our employees' children to be close to their parents and get educated the right away about food.
- It allows for me to have a childcare place close to where I work and can be there in matter of minutes.
- I don't know that I feel it's important that CROPP assists but it would be another attribute that would make them stand out as an employer who is doing what they can to improve the lives of their employees
- It is a hard to find reliable and trustworthy childcare in the area.
- As a family organization OV should offer childcare instead of having children are off site not being on location for our employees. Having peoples children on site and in safe hands could make more efficient and happier employees.
- Organic Valley is in a relatively remote area with little options for childcare. A cooperative based childcare option would be welcomed.
- There are limited options for childcare available elsewhere.
- The lack of childcare is a barrier to recruitment, and can reduce employee's productivity.
- less time worrying about travel time in order to get kids to-from daycare, & work on time
- At this time there is only one local childcare provider in Cashton. Another option would be nice.
- It would be great to have my child close while I was working.
- I believe that this will help for when my daycare provider is on vacation or sick I would have another avenue for my children to be watched than having to take the day off. Or possibly my daycare lady won't be doing childcare anytime soon as well and will need somewhere to find to take them.
- It is another employee benefit to help families who have commutes and two working parents.
- I won't need it, but I think if I (or my spouse) had it offered at my employer when my kids were younger it would have been a big draw for me. It would have helped considerably at certain points in our lives when arranging for childcare.
- If it's part of the Health package, the costs will go up as a whole, so all of us would then be paying for other families childcare needs. If it's a hired position, on-site, then the rates should cover the costs.
- If the CO-OP shares in the costs, it's not fair to people without kids, or families whose kids are not in need of childcare anymore. It's kind of like an extra benefit, but only for a few.
- If we're going to offer childcare then 100% of the associated expense needs to be covered by the employees utilizing it. That includes the space, extra utility costs, equipment, staffing, etc. It would be unfair for even one cent of CROPPs money being put towards it unless a matching stipend is paid to employees without children. I don't want my profit sharing to go down because funds were put towards a program that many employees won't benefit from. IF 100% of the cost is covered by the parents then I'd have no issue with it.
- Work would be less stressful if I knew the basic needs of my kids were taken care of. Having childcare available here would be very convenient, it's a challenge to find reliable childcare right now.
- It would be very helpful to allow parents to have childcare that offered organic food and follow our mission
- It's a perk that would make us more attractive for new hires.
- So Coworkers have one less thing to worry about. Children are our future.
- Good quality childcare can be incredibly expensive, sometimes totally more than half of one person's income. In those cases, it's sometimes more cost effective for one parent to stay home with the children. While this is a good option for some parents, others may enjoy working or don't want the gap in their resume so they prefer not to stay home, and others may be in a situation where they just cannot (such as single parenthood, or a borderline income situation). If CROPP can provide good childcare or childcare

assistance, it will a) allow lower income parents to feel more financially secure and/or b) allow parents who might otherwise be financially forced to stay home to continue working at CROPP if they want to.

- I think it would be great to offer childcare that is connected to our organization, however, I do not feel that OV owes us this but it would be another huge perk for us
- I said yes, but I don't necessarily feel that it's OV's responsibility to offer childcare, but rather provide assistance to employees to help find options for childcare in the communities.
- It supports our value of supporting families.
- I think that it is a convenience more than anything. I know of at least a few people that weren't able to work at certain times due to their regular childcare not being available.
- I'm saying yes only if children are not actually physically at a CROPP facility. That is a terrible distraction for the parents and unfortunately probably annoying for those that are not parents. I also think it will help cut back on the people that decide to work from home when they don't have childcare. Working from home should not be a substitute for childcare but it happens a lot here.
- It will help not only the families with young kids, but also their co-workers. Reason being, the co-workers won't have to cover for the parent of a child when they run into off-site childcare issues and can't come in to work because of it.
- Trustworthy childcare is very difficult to find in our area.
- There is no childcare offered in Cashton and it is hard for parents to be able to get their kids to and from childcare and go to work in other towns. I don't even have kids yet but will within the next 5 years likely have 1 or 2. I also think Maternity leave should be 6 months to allow more time to adjust to a new life and have a better outcome of people coming back to work after having kids.
- While I will be working in Cashton, my daughter goes to school in Viroqua, as do many of OV parents' children because of the number of school choices here (Public, Waldorf, Montessori). My daughter is 6 and definitely not old enough to be on her own and goes to school from 8am-3pm. There is no way that I can put in a full day without finding adequate childcare, which costs significant money as is difficult to find anyhow. After one year of her being in school, I am still looking for someone for the fall. This adds significant stress, especially when I cannot find anyone on certain days to pick her up from school and be with her until I can get home from work. It adds significant monetary stress, too, although I would gladly pay any amount for childcare in Viroqua that catered to older school children, was reliable, fed organic snacks, and focused on outdoor play rather than television.
- Finding affordable and reliable childcare is hard to come by. Most families who have more than one child can't afford to put the child in daycare and work. Childcare is expensive.
- As a family focused co-op it seems only natural to offer this option. Additionally, finding quality childcare in this area is a real issue. It creates stress on employees. Having an employer offered option would ease that stress, and help cultivate a positive, productive culture (especially if care is onsite where parents can visit during breaks/lunch hours).
- It would be a great tool to use for recruitment, nice and convenient for working families to have their children close to them
- If I am a CROPP employee and there is no daycare available in the community, how can I remain an employee?
- Believe it shows that Organic Valley as a business supports the employees and their families.
- It's another pull to keep the connection of family. Day care puts stress on the day to day at times, whether it's new families or those with multiple children. You like to work here, you like that connection, so having your children involved or connected will be huge. Why choose a grocery store that has childcare? Because it's appealing and much easier.
- Would give us the opportunity to check in on our kids throughout the day. Maybe save a little money on childcare as well.
- Especially for salaried employees and even hourly who are trying to meet after hour commitments and meetings, daycare is generally not available past 5:00 or 5:30 in the smaller communities
- Would have a better sense of who is caring for our children while we are at work.
- Our children are the most important people in our lives, and making sure they are taken care of, will help in our work.
- I believe the company is large enough, and the rural options are limited, so it would be a great benefit the company could offer.
- Convenience, quality licensed care, nutritional benefits... Thinking ahead to the future, I want my child(ren) to be in a licensed childcare facility that has very high standards. This would allow me to

produce quality work as I would have peace of mind as to where my child was and the amount of care they were getting.

- I feel that this would be very beneficial to those that work at OV that have small children. Finding a good daycare is hard to find and can be very stressful.
- I feel that it is important for Organic Valley to explore childcare options for the sake of its employees. Those that have families may find it hard to find a place for their children during work hours. I feel that potential childcare option at OV or even partial compensation for outside childcare services would ease the stress and financial burdens that croppies may be experiencing. This will lead to more focused and collected, as well as dedicated workers who are ready and willing to go the extra mile for this co-op that we all believe in.
- The cost of childcare in this area is extremely high and there are few options.
- Less stress on the home front will lead to increased satisfaction and productivity at work.
- It would be a great way for me to spend more time with my family and better be able to care for them.
- It is very important aspect that we can offer to our employees and it allows them to be more flexible with their childcare situations. It also follows in what the company believes in. This would help a lot of people and make their situations better.
- Employer involvement
- I don't, primarily because it's a benefit I don't receive because I don't have kids. What other benefit can I receive?
- Organic Valley has a great focus on families. I think it would be great if we could have our kids nearby, especially the very young babies. Going back to work with a 3 month old or younger can't be easy, but if my baby was nearby it would make the transition much easier. It would also be great to be able to see your kids during lunch (feed them if babies) and be able to use the work out facilities after work and pick up children immediately after.
- Childcare is very difficult to find in the area. As a parent, it is important to know that your child is safe, healthy, and under proper supervision. CROPP could offer childcare that could respond to all of these needs at once if handled appropriately. It would be ideal that parents could easily check on their child or be close in contact if there were any issues.
- There are limited options would help maintain employment satisfaction with CROPP, would help maintain employee contribution to CROPP by offering accessible and efficient options, would decrease unexpected time off with care arrangements in case of illness etc.
- rural area and family based business
- With so many employees working at OV who have children and the lack of childcare in the area it just
 makes sense!
- I feel as a mother, we need to come together and provide this care for the families. IT is very hard to find reliable childcare for my children. Having them close, in a safe environment getting proper nutrition and care is what I expect and cannot find unless I want to pay over 1k a month. And we simply cannot afford that
- I want the employees to have a safe place to care for Kids and not have to worry about their safety while they are working.
- Because OV is located in a family oriented rural area. In order to bring people in and to encourage locals to work here, childcare and family living must remain a strong value
- It would be beneficial for those employees who have other family members/siblings that are in this school district.
- It would be amazing to offer childcare. Then people could come to work and not worry about not having childcare lined up or having a sick babysitter. It would be peace of mind and cut out on time that the employee would spend traveling around to drop off and pick up kids.
- Because if you are a working parent stress when trying to find affordable daycare can lead to disengagement at work or eventually leaving a position.
- Yes many Organic Valley employees have families and offering childcare may increase workplace satisfaction.
- because childcare is very expensive
- I believe it is important for Organic Valley to assist in offering childcare as there are not enough childcare options around our area to support our growing company, especially in the La Farge/Viola area.
- I can remember what it was like being a single mom and having to find day care plus work. Hugh benefit to employees.

- It would be a huge benefit to those who struggle to find good quality day care. Our kids are one of the biggest concerns while we are at work are they being taken care of, are they where they are supposed to be. If we know our kids are being taken care of, we can then give our full focus to our jobs.
- I feel there are many good options already available.
- The peace of knowing your child is nearby and being well taken care of makes those who are parents even more productive and not having to worry about their child's wellbeing while they are working. It is hard to be a working parent, knowing you are forgoing valuable time with your child. Working somewhere that supports you and a parent and family is a true blessing and makes me strive to work harder.
- I don't have kids, but see what a challenge it is for working parents to coordinate their kids' needs with their schedules.
- It's a benefit to employees but I don't feel it's a responsibility of an employer.
- Because OV has chosen to locate in rural communities, daycare options are not as readily available. To further support rural communities, it might be necessary to assist with childcare. This helps recruitment efforts as well.
- I feel there aren't a lot of options in the area, and help would be appreciated.
- Because it is often difficult and/or inconvenient to find childcare.
- I think there is a need for this to be an option. There are a lot of employees with children that work here.
- In our small community there are very few options of childcare facilities.
- I think that it is important because there are not very many childcare facilities around the area and it would be convenient
- Childcare is very expensive and is a necessary evil for working families. Having help with childcare assistance would allow for more productive staff and aid in our hiring process.
- There are limited childcare options. I have watched many work schedules interrupted as mothers (and fathers) need to deal with childcare issues
- Lack of affordable daycare in area.
- · Family orientated company

Q9: Do you agree with the statement: An employer sponsored childcare facility is beneficial to the entire cooperative and its surrounding communities?

All Comments

- Given the location of the HQ & Cashton, other childcare options are limited
- As long as people other than CROPPies are allowed to enroll
- I would hate to see small childcare businesses suffer if clients were taken away.
- I think it's good for the surrounding community to be able to provide options to build additional sources of income for those that don't work at OV.
- Again, much like our farmers' families (many who also choose that profession to be close to their families) would love to spend less time away from their children
- I'm sure it will help a lot of people, however I'm sure there are going to be instances where the structure of the childcare may not be right for each family.
- More OV jobs!
- Our children are our future.
- I don't see how pulling business away from local daycares would be good for the community. And again if the co-op spends out of pocket for it then it doesn't benefit the co-op either.
- I don't know what this all entails, I'm sure more job opportunities, exposing our products to more consumers, etc. but insurance and liabilities are going to be extra
- It's not a benefit to the entire cooperative, it's a benefit to people with kids.
- I do believe it would be helpful for the employees that travel a good distance to come to work, and there are not a lot of good childcare options in some communities

Q10: Do you have a child(ren) that require care while you are at work? If so, what are their ages? Please check all that apply.

All Comments

- Elder Care
- My wife currently stays at home with the kids
- They are in High School now. Earlier, it was an issue for me. I've been a single parent for several years.
- Baby on the way!
- We also have one on the way.
- 1.5yrs, 10, 11, 13. If wife was not able to stay home and run Daycare out of our house I would need this.
- My staff have children that need childcare
- I have a grandson and his mother struggles with good day care in summer months and during school after school hours
- Will in the near future.
- I occasionally have my grandchild and now utilize the La Farge Childcare facility.
- I have needed childcare in the past
- One 1 year old and pregnant with second child.
- older children
- Not yet, but planning soon!
- It would be great to have a doggie daycare in La Farge!!!
- Summer childcare seems to be especially hard to find
- But will soon
- But frequently help with grandchildren

Q15: If yes, what kind of service, and where is it located? For example - In-home, relative, accredited center, etc.

All Comments

- Summer school program at Viroqua Public school
- Have not determined.
- La Farge
- Wife provides as part of our in-home certified daycare.
- La Farge Community Childcare
- Will be looking into available services for when our child is born.
- Someone comes to my home to watch my children
- My children attend a before and aftercare program through the community. They attend part-time in the summer, as well as have a nanny on opposite days.
- although currently using a relative when not I have relied on a licensed center
- My partner works part time. We change our schedules to have someone home for the kids
- college student home for the summer
- Various babysitters.
- We currently do not have children but plan to in the next 3 years.
- N/A yet, If and when I have a child unless CROPP has childcare I would have to find a licensed family childcare.
- in-home childcare provider, small with only a few children
- Multiple relatives involved

Q16: If yes (currently using a childcare service), about how much are you currently paying per week, for full time care?

All Comments

- My children do not go fulltime. I pay by the day \$25 for one child, \$40 for two children, and \$55 for three
- Infant 2 years: \$160 weekly 2 years and beyond: \$145 weekly
- \$125/week
- I currently pay 165 a week as a contracted rate for our daughter who is 18 months. Our son is 5 and is charged 35 dollars for each day he is at the center.
- 100 a week for 2 days a week during the summer months
- \$2.00 per child per hour this is after a discount due to the number of children I have in need of care. Prior to the addition of our third child the cost was \$2.25 per child per hour.
- I pay \$316 per week for both children. We also provide diapers, wipes, and formula/baby food if we don't use theirs.
- Pay \$50/week during the school year for care from 3-5pm; Pay \$145/week for full-time childcare during the summer.
- I only use the childcare services on a daily drop in, I pay \$50.00 per day
- I provide all food
- We work off childcare costs.
- \$145
- Include a meal, limited to 10 hours per day, and stopped doing field trips with kids due to understaffing. Transportation by bus company to and from preschool:)
- We only have part-time care pay \$463 per month for 2 full days a week. There is only one facility that we have found in the area that we trust Viroqua Children's House. We cannot afford full time care at that facility.
- Spouse provides childcare, so no direct cost. Opportunity cost of my wife then not seeking employment.
- We currently pay \$120 per week; he is there for approximately 40 hours a week. Our daycare provider supplies all meals (unless they are on formula or breast fed).
- \$160 for one child under age of 2. Unknown for the second child on the way.
- \$40 per day for about 10 hours for 4 days.
- 2 kids \$240 a week
- \$145 per week for my 7 year old
- I pay 25/day but have 50-50 split custody
- 2 children 1 @ age 5 & 1 @ age 6
- Currently we are only paying for part-time as my wife works 3 12 hr. shifts per week. Part-time is \$30/day and full-time is \$150/wk.
- It varies between school and summer schedules. So costs may vary...summer is more expensive, so I checked the last option for this question for this time
- I currently pay \$45/day (\$15 for each child) for a total of \$225/Week
- Approximately \$300.00 per week during the summer.
- This will double once I have my next child in late 2015
- We can't really afford to send our children to childcare so we rely on our family.
- My son is 6 now and goes to school full time so it's less of a burden than it was before school. I'm planning on having another child in the next 3 years however. Childcare costs for a child that young would be quite a bit more than what I currently pay. They would have to be at daycare for 50+ hrs. per week
- \$311 per week after 15% discount. No more than 10 hours of care per day is permitted.
- Dependent on the week my childcare can range from 120 to 185
- This is for after-school care, for 2 hours each day M-F.
- I have children that span these age categories. Their combined fee is what is represented here.
- It would be nice to have a daycare where you pay by the day or hours vs. paying for the spot and you have to pay regardless if your child is there or not.
- \$3 per hour for one child and \$5 for both children. I only pay when the children are there.

- Way too high and not enough education and nutrition implemented into the system. I do not like my
 children getting sugar all day long I would love to have the community come together and create an
 affordable daycare that is home rooted educated and where the children have proper snacks
- 7/9/2015 12:40 PM View respondent's answers Categorize as... œ
- \$30/day \$150/week for age 0-2.
- I pay \$2/hour for each child.
- My mother watches my 2 year old 2 days a week and she goes to a daycare 3 days a week and it costs \$125 per week.

Q17: How likely would you be to participate in employer sponsored childcare, at each price point, for full time care?

All Comments

- As a remote employee, I am seeking a childcare stipend to offset care options. I do not have access to a Wisconsin-based childcare center. Remote employees should be guaranteed the same level of benefit
- I do not need fulltime care. I would want to pay by the day.
- The higher the price of childcare, the more tempting quitting staying home becomes. No one wants to work and have their entire paycheck go to childcare when you could stay home and raise them yourself.
- Also depends on what else we provided.
- Wife provides care.
- I would use the service occasionally for 2 to 3 days per week.
- In our current situation, I would prefer to use partial time as needed care.
- At a more expensive price point we may only be interested in part time or drop in care.
- Dependent on flexibility with needing two locations
- I am basing this on a per child basis at 5 days a week
- my kids are old enough and I'm covered majority of the time for childcare, however it would be helpful to have a daily rate if needed
- I wouldn't use it because I live 45 minutes from the office and only do before and after school care with my children, as they are 8 & 9.
- \$75 per week
- Again, the amount would vary depending on the summer/school schedule
- Per Child If this is combined, that Very Likely for all
- Seeing what was offered at the facility would be important beyond price
- Keep in mind the average income on a single parent working at CROPP when choosing price points.
- I'm assuming these rates are per child?
- I have a nine year old who pretty much takes care of herself; just needs an adult available in case of emergency.
- I answered based on thinking the price is per child
- It depends on the age of my child(ren) and whether there was a family discount for more than one child.
- Per child

Q19: If you selected OTHER above, please explain what is most important, in regards to choosing a childcare provider?

- Health/non-toxic environment: organic snacks/meals, non-toxic cleaners, etc.
- Amenities at the facility for example pay structure, drop ins welcome, education opportunities, breast milk, cloth diapers etc.
- Flexibility (hours, etc.)

- Waldorf/Montessori Setting
- Cleanliness, illness control, vaccine requirements,
- Flexibility Days, hours, etc.
- Schedule flexibility (e.g., number of days per week, length of day)
- Availability to take a child in on a drop in basis.
- Accessibility and flexibility would make a big difference.
- Ouality of care.
- Non-religious agenda, allowing exploring and learning through play. Field trips!
- Provider that is fairly compensated want to leave children with people who don't have additional life stress of not being able to make ends meet.
- It makes it a lot easier being a working parent when you know that your child really enjoys going to the daycare facility you chose. And it is also a HUGE relief knowing your daycare provider loves your child.
- n/a
- Someone that is good with kids and will interact with them and will have a good connection with them. My children have to like/enjoy the person they are with.
- The order could depend on other factors. Affordability is important but it would go down on my list if I was worried about safety or something along those lines.
- Peanut allergy awareness, education and ability to accommodate
- how my child likes the facility, other kids and how the staff treats us
- Drop in service provided.
- Reliable, background checks, safety, learning, etc.
- Availability for both of my children to be cared for
- Not going to persuade/brain wash young children with their views. Must be open minded and let the
 child be themselves and have their own beliefs.
- Convenience. If something comes up, and I need to find a place for my children, will this work? Can I bring my child in for just one day? What hours can my child be cared for?
- Pay for time only when child is there.
- You didn't say what the number range was. Not sure what's most or least.

Q20: Have you found it difficult to find childcare?

- Location! Also value for services vs costs.
- Limited providers in my hometown and work area.
- Costs, quality of care, flexibility.
- Because of where I live
- Location, I work from home often and I have a long commute when I am in the office. Affordability.
- N/A (no children yet)
- I haven't looked yet!
- all of them are full
- Limited options with accredited facilities in the area that align with our values
- N/A since I don't have kids yet, but I have done some searching and there aren't very many options.
- Limited options with a philosophy that we align with.
- I like to have in-home care for children fewer than 2. My schedule varies.
- Affordability and proximity to home or work.
- There are no daycare providers in Cashton at all.
- I personally haven't found it difficult, but my neighbor had difficulties and ended up leaving her job. That makes me apprehensive.
- Location needs to be close to work/home, needs to be flexible, affordability, and to find trustworthy certified and safe providers.

- Dependability.
- Coming to the area new, it was difficult to evaluate daycare options and find something that we had confidence in. We just had to go with what had openings. We now are switching and again not confident but force by a situational move
- Openings, non-religious agendas, flexibility for changing schedule,
- My daughter has some developmental delays and special needs so it is hard to find places that can accommodate that.
- Open spots. Very few facilities offer infant care and they didn't have openings OR I didn't feel confident leaving my infant there. Quality facilities for older children also have limited spots open. Higher quality facilities are expensive.
- Quality care, convenient to my work/home locations and open to organic and sustainable child rearing
- We initially had a different provider that was unable to provide the care that I expect my child to receive.
- But that will change when I need to spend split time between CROPP locations.
- trusting the person
- There are not many options for childcare in the local community.
- Our first in-home daycare experience was a nightmare, it started off very good but we found out the provider was an alcoholic and ended up leaving children unattended when she passed out. Her license was revoked soon after. Quality and reliability is always a challenge.
- Hours of operation
- Reliability I've had childcare in the past and last minute they are not able to come for the day or are late. They don't engage with the kids or just sit them in front of a TV. Affordability
- only being part time
- Only things that are difficult is when my childcare provider takes a vacation.
- Finding a quality, affordable daycare provider that you trust with your kids.
- I haven't had trouble finding daycare but finding quality daycare has been a problem. Most people we have had will watch the kids but don't actually sit down and interact and make it a great learning and fun environment.
- Not in finding childcare in general, but in finding a decent childcare facility with a competent staff.
- competent and in our price range
- Where I live they are always filled and if a person has an infant, there is a 1 year long waiting list.
- Someone that you find trustworthy to handle taking care of your heart that is walking around outside your body.
- Cost, drop-in availability and rates.
- Not enough quality providers in the area. Dependability of providers has also played a key factor.
- Last minute arrangements
- Location, quality and ability to accommodate food allergies.
- Limited childcare providers in the area.
- Affordable, clean, responsible and close to work.
- Reliable people who can babysit every Monday-Friday from 3-5 pm in addition to picking my daughter up from school since she attends in Viroqua. I am a single parent, and I know no one else who can take this responsibility on for me.
- Finding a backup for when my current provider needs off has been the most challenging part.
- Care that aligns with my values and provides organic food. Licensed facilities have limited availability.
- 1) Licensed family care places NEVER have openings because they are only allowed to take a certain number of kids in certain age brackets. 2) It's really really hard to find someone you trust 3) It's really hard to find someone you know will take the care of your child you want them to (i.e.: feed organic foods, no TV, cloth diapering, etc.).
- availability for summer months

- Affordability and finding someone I trust to take care of my son.
- Trustworthy people that will treat my kids the same as I would. Cost is always a factor also.
- Licensed childcare that offers flexible and longer hours if necessary. Many unlicensed facilities are only open from 8-4 or similar hours. I would like the opportunity to be flexible with my work schedule if I was caught up in work, I would like to work an extra hour.
- price, people, education/nutrition
- finding anyone with openings, not being a public daycare center
- Price, room at providers, flexible schedules at provider
- I was on the waiting list when I was 4 months pregnant and my daughter was not able to start daycare until she was almost 4 months old.
- Spots for children
- Not a lot in the area
- Need someone trustworthy, close to home and school that is affordable.

Q21: How satisfied with your current childcare provider are you?

All Comments

- Wife provides it.
- N/A (no children yet)
- No current childcare provider
- NA
- I am satisfied with the individual care I have found but would prefer something steadier that also has flexibility.
- I don't currently have a childcare provider.
- Very satisfied with the quality and facility but cannot afford full time care at this facility.
- Rates are good, but she has too much time off and causes us to find alternatives from time to time.
- Our current provider is good with our daughter and very flexible with our schedules but I wouldn't be
 opposed to considering other options.
- When my daughter went to the Viroqua Children's House when she was younger, I was very satisfied. That is no longer an option as she is too old for the age requirements.

Q24: If you are not likely to use an Organic Valley sponsored childcare, why not?

- I am satisfied with my lady, but when she is off for maternity leave, THERE ARE NO OPTIONS IN CASHTON!!!
- I am remote.
- It would be an infrequent basis
- I primarily work remotely, which is an amazing benefit for me and my family
- CROPP does not need to run a daycare. They only need to support daycare's both in-home and community based.
- Not sure if this would be available at my location
- n/a
- Childcare will need to be affordable, and if it costs most of employee take home pay each month then
 it will not really be worth it. Without it being affordable, it becomes very hard to care and provide for
 your family
- Although I do not have need today for an alternate daycare, looking forward I will likely need an alternate or backup provider. I would use the employee sponsored if it were available on a drop in basis with advanced notice. For example to cover primary provider vacation etc.
- Depending on what the program ends up looking like would help make my decision on use
- I've been with my childcare provider for 7 years, so it would be kind of hard to just drop her and go somewhere else. That is pending expense.

- I am concerned of the impact to the current community day care where my children go. If somehow they could work together, that would be optimal.
- location will not be where we need it
- It would depend on the option available.
- I would use it if it were available.
- I'd prefer to keep my children in daycare close to home, especially when they start school half days. Also, if my children were ill/needed to be picked up early and I wasn't available to pick them up, my husband would have to drive 25 miles out of his way to pick them up.
- I would prefer to use Organic Valley's service over any other in the area
- Location or cost
- Afraid that my child's views and beliefs would not be respected. Don't want my child to be a part of a large daycare setting.
- I have school age children that need to be in our hometown.

Q25: If we are to assist in a new location for a childcare program, which of these would be MOST CONVENIENT FOR YOU?

All Comments

- Remote employee.
- Both Lafarge and Cashton
- Richland Center would be best, La Farge would be second best
- Westby
- CROPP needs to support all daycares in all locations. Both community based and in-home.
- Westby
- Westby, Viroqua as a second choice.
- Close to Chaseburg
- Westby
- Assuming an agreement could be made with current La Farge facility
- lacrosse
- Westby
- Richland Center (La Farge)
- Westby
- Remote
- Viroqua or La Farge
- Westby
- but I would only use it for 1-2 years
- I live in Readstown and work at cob anywhere between there is fine
- Westby
- Westby
- Westby? For those coming from La Crosse. It's middle between La Farge and Cashton

Q26: If you are currently using another childcare service, would you be willing to enroll in a new, near site OV sponsored facility, developed to align with OV values?

- Remote employee.
- part time, as needed
- I work remotely
- I would feel like it's a win win situation. I would be helping the co-op and they would be helping me by providing stable, reliable, and credible childcare.
- possibly

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- Depends on location
- If it meets my children's needs
- I would like to continue supporting current La Farge Community Day Care but feel OV could include them somehow.
- Same story with cost and value needing to be comparable or better
- unsure
- Our daycare is only a few blocks from our house, and they take my daughter to and from school each day. If I moved her to a place near one of our offices, I wouldn't get that same service.
- I love my daycare but need a back up
- Unsure pending on how much longer my provider will be doing this.
- Unsure at this time, again I am concerned over the existing community day care.
- location, location
- Remote
- If I sold my house the answer would be yes.
- Can't say until I see what it will be like, what they offer and who is watching my children.
- location
- I would want to support an OV sponsored facility but couldn't say without knowing the plan
- We are currently in the best childcare position for our family. Should that change, we would welcome an OV sponsored childcare opportunity.
- Would there be transportation options from the Viroqua schools to my OV facility? If so, then yes. If not, then no.
- Don't have kids
- Not unless very strict policies are in place to address what the child would be learning and exposed to.
- RIGHT AWAY
- If the center is in Viroqua
- Again, if the daycare was in Viroqua I'd strongly think about it, or if my home base changes

Q27: When considering working for Organic Valley, had you known they had an employer sponsored childcare option, would you have been ______ to consider working here?

- Suggests an organization that is family-oriented
- That is a service that is not offered many places and would definitely show how the co-op is invested in the employees!
- this would have been an awesome benefit that would have propelled me further and faster in to the application process
- I moved to this area to live in a place where I felt my future children would have a good life. OV supporting this vision with a high-quality childcare facility is just awesome.
- At the time I was hired I had not been considering having children but if I were a new employee today then childcare would have been a huge factor.
- I started working at a young age, and am now starting to grow my family to include children. It would be great to have an affordable childcare that aligns itself with my (my family's) strong organic beliefs.
- When I began my career at OV it would have only minimally impacted my decisions as I am more attracted to the values of the cooperative than the perks
- I've been here for 9 years so unsure
- didn't have a kiddo at the time
- I wasn't thinking about having children at the time I started here so it really wouldn't have made an impact because I wasn't in that mindset

• I did not have kids, or have a plan for children at the time.

Q28: When considering employment here, were you concerned about childcare?

All Comments

- I didn't have/wasn't thinking about having kids at that time.
- It is my responsibility to provide care of my family.
- I was not married and did not have children when I began working here.
- No need at that time
- Lived in the area already and obtained childcare previously
- I was not at the time as I did not have children, and will be having my first child in spring.
- no kids yet, didn't think about it
- didn't have children at the time I started plus I had started in the Wilton Warehouse
- I didn't have kids at the time.
- no child at that time
- No children at the time of employment
- No due to age
- Not at the moment

Q29: Have you considered leaving Organic Valley because of your childcare needs?

All Comments

- NA
- Yes, when I couldn't find anyone to watch them when my lady went on maternity leave.
- N/A (no children yet)
- Tough question: I did leave when my second child was born but I believe I would have left regardless. I am now working for the co-op again and am very aware of the lack of childcare that OV provides.
- My reasoning was because of my shift. It's very very difficult to find a reliable daycare provider for 2nd shift unless you use a friend or relative.
- I have considered moving closer to family since we do not have family in this area and childcare is difficult.
- Have considered a different role within the company due to location demands of current role.
- having to have multiple children in daycare is expensive and if I were to go out to the market there is a good chance it would be financially not feasible to be employed
- It has made things difficult but we were lucky enough to find someone we trust. If that were not the case it would be a hard hurdle to overcome.
- The cost of having two kids and paying for their childcare with the OV pay is a struggle.
- yes but it was more a personal family situation which made me want to stay home to spend more time
- No. I love my job and I love OV. However the stress is significant and I need to balance my work at OV with my job as a parent to provide my daughter with the best possible care while I am at work. As hard as I have looked, I feel that I have not been able to provide that for my daughter and it does make me second guess if working here full time will be sustainable for me and for my family.
- there are doubts because of care for our children and price really tolls on a family

Q30: Would an Organic Valley sponsored childcare facility, near your assigned location, reduce your childcare issues and/or concerns?

All Comments

Remote employee.

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- Because it's easier to have a place that doesn't close down due to personal needs.
- No worry or fear of future of the provider and when I would need to find another option.
- If they could be used as occasional drop off for older kids.
- If drop-ins were an affordable option
- Rural childcare is hard to find
- I would have been able to breastfeed my child longer, I would more accessibility, and I would feel more comfortable in having another child
- It would provide reliable, safe and convenient care for our children.
- possibly
- Expense, logistics, quality facility, feeling good about where my children are, peace of mind.
- It would allow me to be closer to my child during the day instead of a half hour away when I am working t HQ.
- if it would reduce costs, then yes
- Yes, because I know I would be close to my child in an emergency.
- I wouldn't have to worry about finding last minute childcare if my current provider is unavailable
- Reliable service. my current provider had a child of her own and decided to take the summer off
- wouldn't have to contact multiple people to see if they are available to watch my children when there
 was no daycare
- Right now our provider is self-employed, so when she takes a day off we are stuck trying to find an alternative provider.
- Need care in Lax near school and after school activities, where family and spouse can get kids and transport them.
- knowing that my work hours will fit in with the childcare services
- I would like to have my child as close as possible.
- convenience
- Close to me & convenience
- I would be closer to my son in the even there's an emergency or any type of issue
- having the daycare down the road from HQ right now has saved me a couple of times because of its drop in capabilities
- I would know that they are close by and safe
- Not unless you plan on transporting children from Viroqua schools to after school program near my assigned location.
- align with values, less concern with quality, less time off work to transfer / get child
- I wouldn't have to worry about leaving to get the kids on a tight schedule they would be close to me I could take a break and visit them
- Easier to drop kids off and pick up
- I have a long commute, and with my hours working it may be too long to leave a child at daycare near home. There are not many options in this area to consider.
- Allow us to both continue working
- Contentment

Q31: How important is _____ when choosing childcare?

- Quality Food, Access to Outdoors, Limited TV
- Montessori or Waldorf Setting
- that both my kids can be together
- Food Program, development & training of staff, inclusion of disabled kids
- Organic food, no TV, outside play time
- Food allergy accommodation

- Feeling part of the facility adult to child ratio doesn't bother me if the program quality is great and doesn't need the support
- Curriculum, size of group, size of facility, safety of facility

Q32: Would you be interested enrolling your child in an Organic Valley sponsored elementary school-aged summer recreation program?

All Comments

- Again, any benefit offered to Wisconsin-based employees should be offered at equal value to all
 employees, including remote employees.
- Not now earlier this would have been a helpful option
- Local communities provide good summer rec options, but they could use help with funding, logistics etc...Rather than creating our own program I would rather see us build up the local community programs.
- This is a really great idea!
- my children are grown but this is a great idea
- But great idea for when my children are school aged
- Even a week long summer camp all day program!
- Even if it were a series of summer camps would be great, something that would provide care all day but without a commitment to participate all summer (allows for families to sign up yet maintain vacation schedules etc.)
- Yes! Absolutely!
- Montessori or Waldorf based programs
- I don't live in this area but it would be of interest in the summer
- Would depend on what it consisted of. My daughter attends Cashton Schools Summer programs and they have just a few weeks of the summer they do not have summer classes
- My kids are already involved in a summer rec program at their school and will continue to do so.
- We have our care worked out through family.

Q34: Have any of the following co-worker's childcare issues, not related to illness, contributed to workplace interruptions in your department?

All Comments

- I'm a Manager. We've had to adapt to childcare issues frequently. Family comes first, but it does pose a challenge for productivity.
- How does having and OV daycare stop these from happening?????
- n/a
- I have left work early to take care of my child.
- This in my mind is the best way for CROPP to assist young families, giving employees the flexibility to take care of their children. This is a huge employee benefit. I suppose we have a few that abuse this benefit but I do support this.
- I see many people bring in their children when there is nowhere for the child to be (like 3-6pm)
- Our childcare is ran by one person so if she is unavailable at a certain time or needs a day off we need to find other options or take off work
- I am too new to know at this point.
- People with kids skip work all the time. It's honestly ridiculous how ok it is for people to miss and skip work due to childcare. That should be resolved outside of work.
- Lots of loud phone calls! (guess that is a disruption)
- Bringing children into work

Q35: If Organic Valley were to sponsor a childcare solution, would you: check all that apply

- This could be an unfair benefit if only a certain portion of employees will be able to benefit from it.
- As a manager, I believe this will help with employee productivity
- I would only agree with this if OV sponsors all daycares that service OV employees.
- We are a marketing Coop, not a childcare provider.
- Be happy!
- As a remote employee, I would also like assistance.
- The only way it would be unfair would be if it were free. I think this is a great thing for our company and future CROPPIES.
- If this were offered consider a balancing benefit for those without children like doggie daycare!
- I will recommend the CO-OP to others whether the program is offered or not.
- Somewhat depends on whether the childcare is subsidized financially, or just available for parents to use as they would another daycare
- Its beneficial to all employees in the area those that live outside the region it wouldn't be as beneficial

Q36: Is there any other information you would like to share with us on this issue?

- When parents don't have to worry about childcare issues, it is a benefit to everyone they work with. It cuts down on absenteeism, and also promotes a more positive environment for everyone
- I think it is a nice perk. However, employees with children can be perceived as showing favoritism in some ways. Some listed above. I've actually been approached by employees on this topic and perceived favoritism. i.e. EE late to work seems to be more accepted
- I think (maybe it will not) it is going to be hard to decide between Cashton & La Farge as to who to provide benefits too. I would hope a solution would be able to benefit employees in both La Farge & Cashton. Could the solution incorporate the school system?
- I don't like that many daycares make people pay for when their kids aren't there. You should only pay for when you use the services. Cashton has no centers available whatsoever, and it WAS EXTREMELY STRESSFUL finding help when my in-home daycare needs to be closed (vacations, appointments, sickness) I feel that people who work weird shifts and weekends have a very hard time finding childcare.
- I think OV should ASSIST an area childcare provider but not try to run a day care center on site. That would be too distracting. Parents should pay the cost for their children to attend but OV should support the effort by providing organic food and some funding for startup costs. The childcare business should become self-sustaining at some point.
- I know this has come up in the past but nothing has ever come of it. So glad to hear that it might become a reality. Bringing the Good is our new slogan, so this is doing so to the people that make it all happen on the business side.
- I already agree that OV is invested in the employees and there are a lot of issues with sponsored childcare. I think that it definitely helps employees and takes some stress off but I would also not like to see this cost the business anything. Childcare is expensive and convenience is an important aspect. I do think a lot of people would appreciate this option.
- I have 2 school age children but they are supported by mom when not in school/
- No company can ever go wrong with quality daycare.
- I think having OV support daycares is good, but they need to make it so they support all daycares that have OV children in them. Not all parents want their children in community based or company based daycares with large number of kids. Some parents like to use in-home daycares because they like to get to know the person that is taking care of their child better and that is possible in the in-home day care setting.
- For past experience, the cost of insurance and the liability of such a venture was always a limiting factor. This would be an amazing benefit for those that use it, but not one that is common in the workplace.

- I'd be most likely to participate if there were the option to participate on a part-time basis. I'm not looking for full-time childcare, but would be interested in participating a couple days per week.
- I do not have children, but childcare is essential to the growth and strength of the cooperative.
- My kids are grown, but I would have loved if my employer offered this. As a manager, I know my staff will be less stressed, more present at work, and even more proud to work at OV!
- When my kids where little. It was hell coming to work and having someone watch your kids you did not totally feel comfortable with. You tend to worry not able to focus on job and dread coming to work knowing your kids do not like daycare you have to use. It is a miserable feeling for both. wonderful idea for either location
- I think it is a great idea to add on-site childcare options to CROPP's benefits package.
- For me, flexibility in childcare availability is very important. As in, I would need to be able to choose a half day some days and full days other days.
- I think this is a great opportunity for both the co-op and employees. The co-op is known for being very family oriented and this is just another way to show the employees that. I get very excited at just the idea of it having 2 small children myself. I would definitely change providers and know my current provider would understand that. I hope more employees take the opportunity to use it as a main provider and not just a back-up for their current provider.
- Naturally, I don't want to put any other childcare centers out of business, but I feel this would be an amazing asset that I would love to be a part of.
- Thank you so much for considering this need for the employees at CROPP. Our children are really the most important part of our lives, as parents, and the stress of leaving children with a provider is enormous. Having them close and accessible would be such a relief I would probably stay on longer than otherwise.
- Providing childcare would give you employees who work hard, stick with their jobs, miss fewer days and brag about their workplace.
- Support of childcare serves not only the cooperative, but the entire region. Assistance for improvement of existing Childcare providers would be well received. Not 100 % sure the cooperative is ready to get into the childcare business. Also not sure of the goal of question 14.
- I think it would be a great offering, but I do think employees should have to pay for the childcare service.
- Looking for additional information on the program.
- Thanks for considering this! It's a real need!
- I think this is a huge benefit to the Coop
- I would suggest the possibility of some sort of "grant" type program or discount program based on the children of OV employees at that location. Maybe they would just need to say what the money is being used for, training for care givers, food, better facilities, etc. I do think working with another organization to rent a building with preference to OV employees is also good.
- I believe that employees should pay for the childcare service that is provided if they take advantage of it so that it levels the benefit out to those that do not need such a service. It should not be free and the cost absorbed by the Coop. That would make it unfair to some employees. Also, I think the ability to have drop-in service would be valuable to parents, especially on snow days or days with no school.
- I am very proud of the Co-op in keeping with the times, keeping with our mission of focusing on families, and considering this. I am long past this need, but remember the pangs of finding and securing good, reliable, affordable care for my kids, and in offering this important option. Kudos! One of our co-workers must use a week of her vacation time each year at the same time as her childcare provider, or over holidays, etc., as she has no other choice for care. How wonderful if there is an option where staffing is not limited to 'certain weeks/days' of the year:)
- Thank you for bringing up this topic--it is extremely important. This service should be available in an organization of our size and appears to be something somewhat easy to offer.
- I'd rather see the money go into lowering our health insurance deductible. The deductible (even with the HSA contributions) is high for a family of two with one income.

- I find it difficult to answer #14 because I am not knowledgeable to how many employees are to be at each location, their ages, number of kids home location etc. etc.
- It seems as though OV puts a lot of time and money into the La Farge daycare, so I think it would be beneficial to make sure our other office locations are given equal consideration.
- I would love to participate in a CROPP sponsored childcare opportunity but feel it may be cost prohibitive. If it were to be subsidized that would be an unfair benefit to those of us who are parents.
- I do not think that it is the responsibility of OV to be worried about daycare issues with its employees, but I think that it is great that they do
- With my children being in Summer School, transportation would be great for me since working in the DC things come up unexpectedly and have to work on things and lose track of time and am unable to get kids when school is done with.
- Is the co-op open to merging with local day cares? Or at least provide certain/more amenities to help the community?
- I would appreciate a childcare option close to our facilities but would want to ensure that it matches with what employees are looking for.
- Would it not be better/ easier/ fairer to more employees to just "subsidize" the cost of childcare? i.e.: turn in childcare expense and the co-op would reimburse \$X up to \$X.
- Am also worried about cost of liability to co-op and if something bad were to happen, the negative press
- I am happy with my current daycare and it is close to work but having her onsite would interest me if the price was better.
- I think this would be really valuable to have childcare here at OV. My wife only works part time so she can be home with the kids and we rely on family to cover the days that she works.
- it would be great to be able to have a childcare that aligns with CROPP we have such a great
 company with such a great mission that it seems logical we would want our children to be able to be
 exposed as well
- If there was any way for the employee to pay for this pre-tax, it would even be more valuable. For instance, if you provided it as a service to an employee, but reduced the employee's pay, it would be an extra savings on taxes. Right now when you pay for childcare, it comes out of your post-tax income, but if you simply reduced the employee's pay in exchange for the service, it would be a wash on paper, but would benefit the employee in tax savings. Something to check into the legality of it. The co-op and the employee could take the tax break.
- Many of my friends and family live in metropolitan areas where they offer onsite, employer sponsored childcare. This is so HUGE!!! For parents who only get to see their kids for the few hours at night and on weekends, it's a major benefit to be able to just pop over and spend some time with your child on a break or lunch. Our culture has become so focused on productivity that we sometimes forget about the most important thing: FAMILY! If this program were to be in-house (same building or grounds) with quality people, I would most definitely be willing to pay more for that.
- I think providing on-site childcare to OV employees would be very beneficial. Not only for convenience purposes, but also for the comfort and peace of mind or the employees utilizing this benefit. They will have a closer connection to their childcare providers and will be able to check in (I would assume) on their breaks.
- I don't have details on how something like this would be funded (fully? partially paid by parents and subsidized by business? subsidized by all staff?), but I would be uncomfortable with being required to contribute to a benefit I know I will never use (my spouse and I will not be having children). I understand that we are part of a cooperative and I value that we help each other out, and I do believe that employer assisted childcare is an important and valuable benefit, but my finances are tight as it is even without children, and those whose children are already out of the house have already spent enough on childcare in their lifetimes that they should not have to pay in again to subsidize others. Again, I'm not sure how it will be funded, but I believe the expense or subsidy should be a business expense and that participating parents make up the difference.
- It's the right thing to do

- Could we get a daycare for our dogs too?
- I think we need a SICK CHILD Daycare as an option. Most people have daycare, but when they call in it is due to a child with a cold or other minor illness but the regular daycare won't let them come. DOGGIE DAYCARE!! DOGGIE DAYCARE!
- I think it's good we are revisiting this because we are seeing the age of our employees shift drastically to what I would consider ages that people start having children. If I was going to have children, I would appreciate it but I'm not so at the end of the day, I really don't care. Please consider how the farmers might receive this too and make it a COMMUNITY program vs a CROPP program. I have many friends that live locally that I bet would be extremely interested but they are not CROPP employees.
- While I do not need childcare anymore, I think having onsite childcare would be a draw to attract young talent. I feel that even if the family had to pay for the care, it would be a draw in that it is one stop for the parent to drop their children off and get themselves to work. They would likely feel better about this option than leaving their children at a typical childcare center. Staffing it with quality people is important as well.
- There's no way to make this fair across the board unless the parents pay 100% of the cost. I choose not to have children so I don't want to pay for others.
- Something to consider even if the child isn't enrolled full time it would be a nice option to have a program available for emergencies. A summer program would be great for school age children. Having programs broken out into different sessions would be ideal rather than having requirements for the entire summer. It would be hard to plan, but allowing drop in and only requiring payment when the child is actually there.
- Thank you for taking the time, effort, and resources to look into this benefit!!:)
- I think that this benefit would be great for both locations, not just one. With staff going from location to location it defiantly be easier on all. I think this is a great thing to implement for incoming staff and existing. Childcare would attract more people and help them to do the job asked without having to worry about who/where is their child going to be; if they can find reliable safe childcare elsewhere.
- I am not a parent myself, but I may very well become one soon. If I do, this would be something that is very important to me, and I would definitely recommend CROPP to others for both the values it represents and the care it takes for its employees.
- Please consider this one way or another to fit schedules of the employees. Offer the Waldorf/Montessori programs we all love and want for our kids!
- An OV sponsored childcare center would be such a great benefit. Thank you for taking the time to consider this!
- For those families that don't reside in the area maybe offering an incentive for other daycares in other regions? Help support other local communities that have childcare programs. OV has a list of Childcare providers outside the area and offer that to employees that don't reside in the Driftless region. Possibly having the daycares outside the region be an employee. Or discount to local food coops?!
- I just want to mention that I am thankful the co-op is even considering the option.
- I think an employer sponsored daycare is such a great idea! I wish this would have been available when my kids were younger.
- I would prefer to see all wages set high enough to allow parents to be able to afford quality childcare. Or elder care. Or dog care. Or whatever type of 'care' is needed in their family unit. I would not want a CROPP daycare facility to cause other area daycares to lose business, or go out of business.
- I feel the employee should have to pay something for the service as not everyone would be taking advantage of this service.
- none

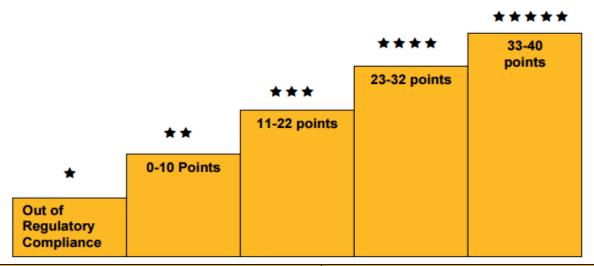
Appendix V: YoungStar Additional Information



2015

Track 2 - Group Child Care1

Quality Rating and Improvement System Overall Model



Category for Earning Points	Possible Points
Group Teacher Qualifications	0-9
Group Director Qualifications	0-6
Learning Environment and Curriculum	0-13
Business and Professional Practices	0-7
Health and Wellness	0-5
Total	0-40 points

Group Childcare point accrual detail

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