T LAB + Restaurant Opportunities Centers United

INCREASING ACCESS TO 24-HOUR CHILD CARE

Final Read Out

July 9, 2018

TIPPING POINT COMMUNITY

T Lab at Tipping Point Community

About Tipping Point Community

We invest in non-profits and promising policies that are proven to break the cycle of poverty in the Bay Area across four impact areas: housing, employment, education and early childhood development.

T Lab is Tipping Point's R+D Team

We **co-create ideas with the community** with an emphasis on centering on the needs of the end-beneficiary

We **test new ideas at a small scale** to demonstrate desirability and viability before going into a full-scale pilot

We **share what we learn** with the field, so others can create pathways out of poverty from what the research has uncovered.

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About ROC

The Restaurant Opportunities Centers United (ROC United) engages people who work in the industry, employers and consumers to ensure all people who work in restaurants can achieve financial independence and improve their quality of life.

In 2018 Restaurant Opportunity Center partnered with T Lab, Tipping Point Community's research and development team to research and test new ideas that could increase the supply of affordable 24-hour child care for Bay Area shift workers in the restaurant industry.

The following documents the project's process and includes recommendations for how to implement at scale.

The Problem

Nearly 40% of Americans have non-standard work lives.

Healthcare Practitioners and Support
Protective Service
Food Preparation and Serving - non-restaurant
Building and Grounds Cleaning
Personal Care and Service
Retail Sales
Transportation
Restaurant Workers

Source: Quart, Melissa. "The Rise of Extreme Daycare." Pacific Standard. Web. 12 Nov 2014.

This is an economic mobility issue.

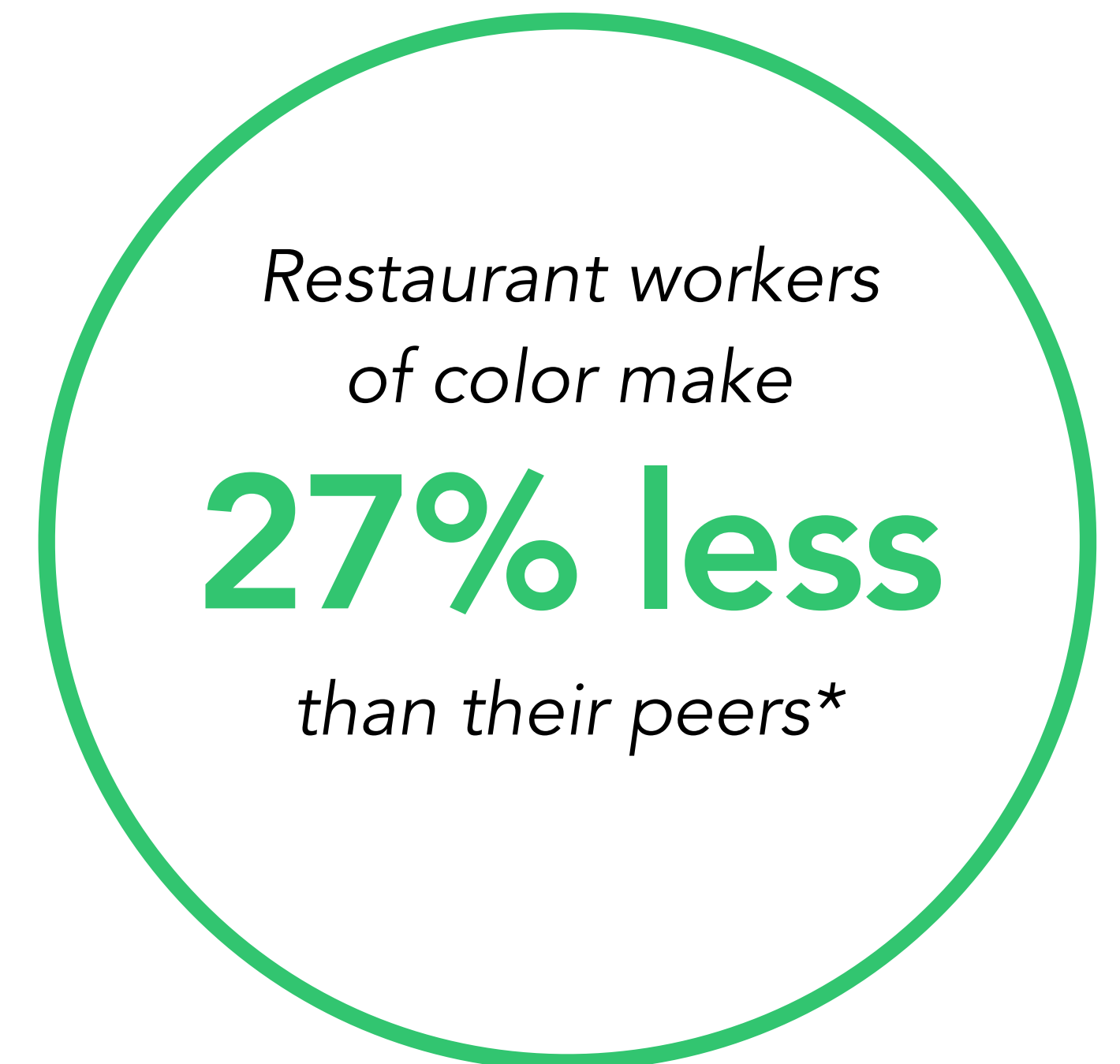| **215,780**	**$30,093**	**$85,597**
RESTAURANT JOBS IN BAY AREA*	ANNUAL WAGE SALARY**	SELF-SUFFICIENCY STANDARD***

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This disproportionately impacts people of color.

The largest race wage gap in the country exists in the Bay area. Higher minimum wages have created a racially segregated environment where workers of color disproportionally make up lower paid occupations.

Restaurant workers of color make

27% less

than their peers*

$16.32 hour vs $22.44 hour

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*Restaurant Opportunities Centers United, Behind the Kitchen Door: The Promise of Opportunity in the San Francisco and Oakland Bay Area Restaurant Industry, June 2016.
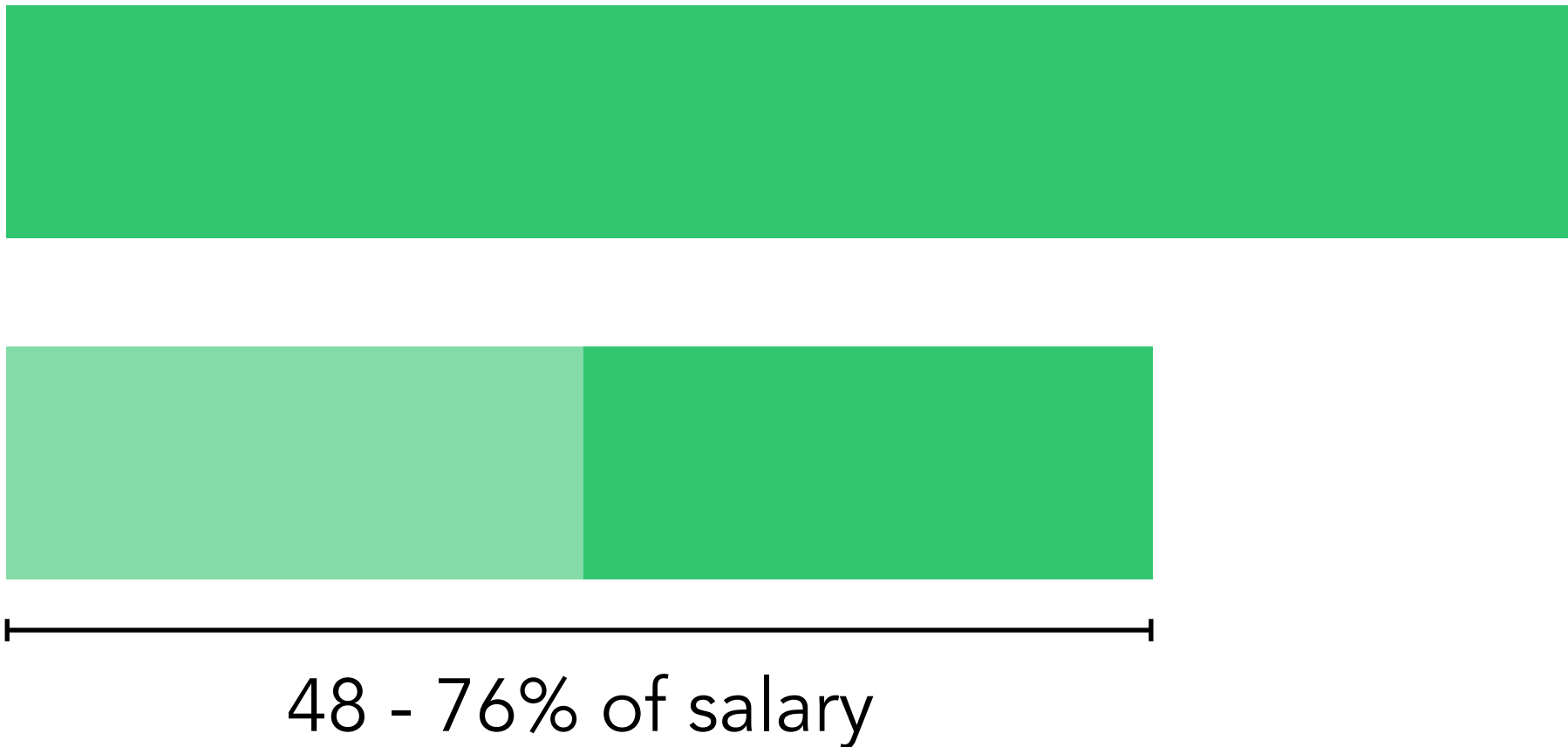
This impacts families.

1 of 6 households

LED BY SINGLE MOMS*

42% of mothers

IN THE RESTAURANT INDUSTRY
ARE SINGLE**

Annual Wage Salary *
$30,093

Family Child Care Cost **
$14,400 - $22,800

48 - 76% of salary

*Bay Area Stats, 2016 US Census Bureau American Community Survey
**American Community Survey, 2012-2016. IPUMS-USA, University of Minnesota, www.ipums.org.

***Bay Area Stats, May 2016 US Census
****2018 Children's Council San Francisco for daycare

Systemic Challenges that Impact 24-Hour Child Care

Tipped Model

Because of tipping, the most lucrative restaurant shifts are in the evenings and weekends, when child care is more expensive than during the daytime.

Housing

The high cost of renting or owning a home is prohibitive for new family child care providers to offer 24-hour child care.

Subsidies

The number of child care vouchers available does not cover the number of low-income families needing subsidized child care.

How do parents working non-traditional hours meet their child care needs?

They make it work.

To reduce the cost of child care, parents decide to care for their child themselves, and in the process, voluntarily demote themselves, pass up more desirable job opportunities, or leave the restaurant industry.

Or, parents rely on a patchwork of family, friends, and neighbors to care for their children, but this can be inconsistent and unreliable, affecting both the parents' job security and child's development.

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How do providers meet the child care needs of these parents?

They sacrifice work-life balance.

Informal, license-exempt family, friends, and neighbors (FFN) and licensed family child care (FCC) providers are motivated to help the families in their community, but they work long hours in isolation without earning a living wage.

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What does this mean for our communities?
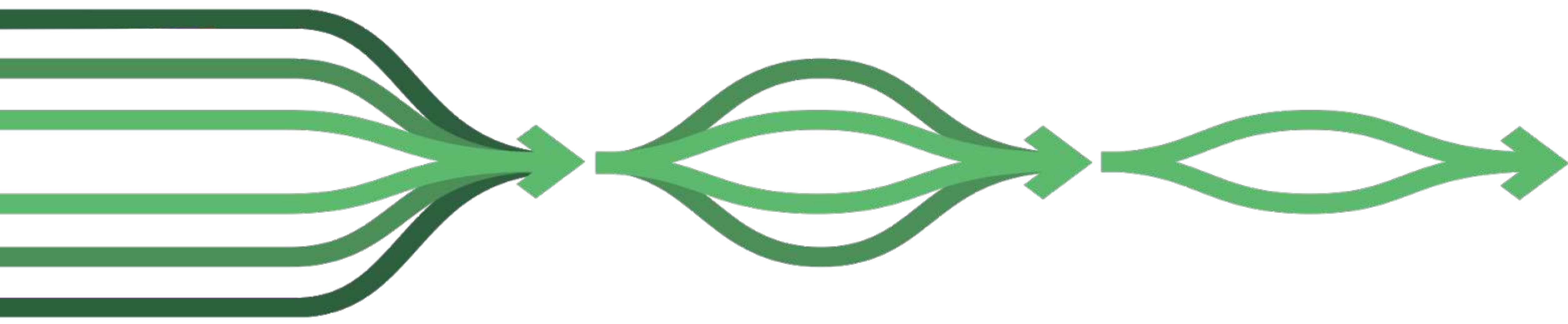
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"The poor are subsidizing the poor."

Providers care for families' children during the early mornings, evenings, overnight, and weekends at a reduced cost, often below minimum wage or unpaid.

Because of their relationships with the families, providers know that parents cannot afford to pay more for child care.

Access to affordable 24-hour child care limits both families' and providers' economic mobility, and perpetuates the cycle of poverty.

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Quote: Dell'Antonia, KJ. "Subsidized Child Care: For the Poor, By the Poor." The New York Times. 13 Aug. 2013

Where does R+D come in?

R+D Process

Research

Problem framing and
understanding needs

Prototype

Testing ideas and assumptions
through structured experiments

Micro Pilot

Testing elements of a new
service over 8-12 weeks

Research

Players in the Child Care Ecosystem

Employers

5 interviews

4 workshop attendees

22 survey participants

Worker / Parents

3 interviews

11 workshop attendees

97 survey participants

16 prototype participants

Experts

27 interviews

1 prototype participant

Providers

6 interviews

8 workshop attendees

52 survey participants

11 prototype participants

Restaurant Employer Research Insights

Restaurant margins are razor thin. While employers may not be able to financially subsidize their employees' child care needs at this time, they can act as a critical channel that multiplies the ability to connect parents to information about child care options.

~15 employees
Staffed per fast food restaurant

~25 employees
Staffed per small business restaurant

3758 restaurants
In Alameda county
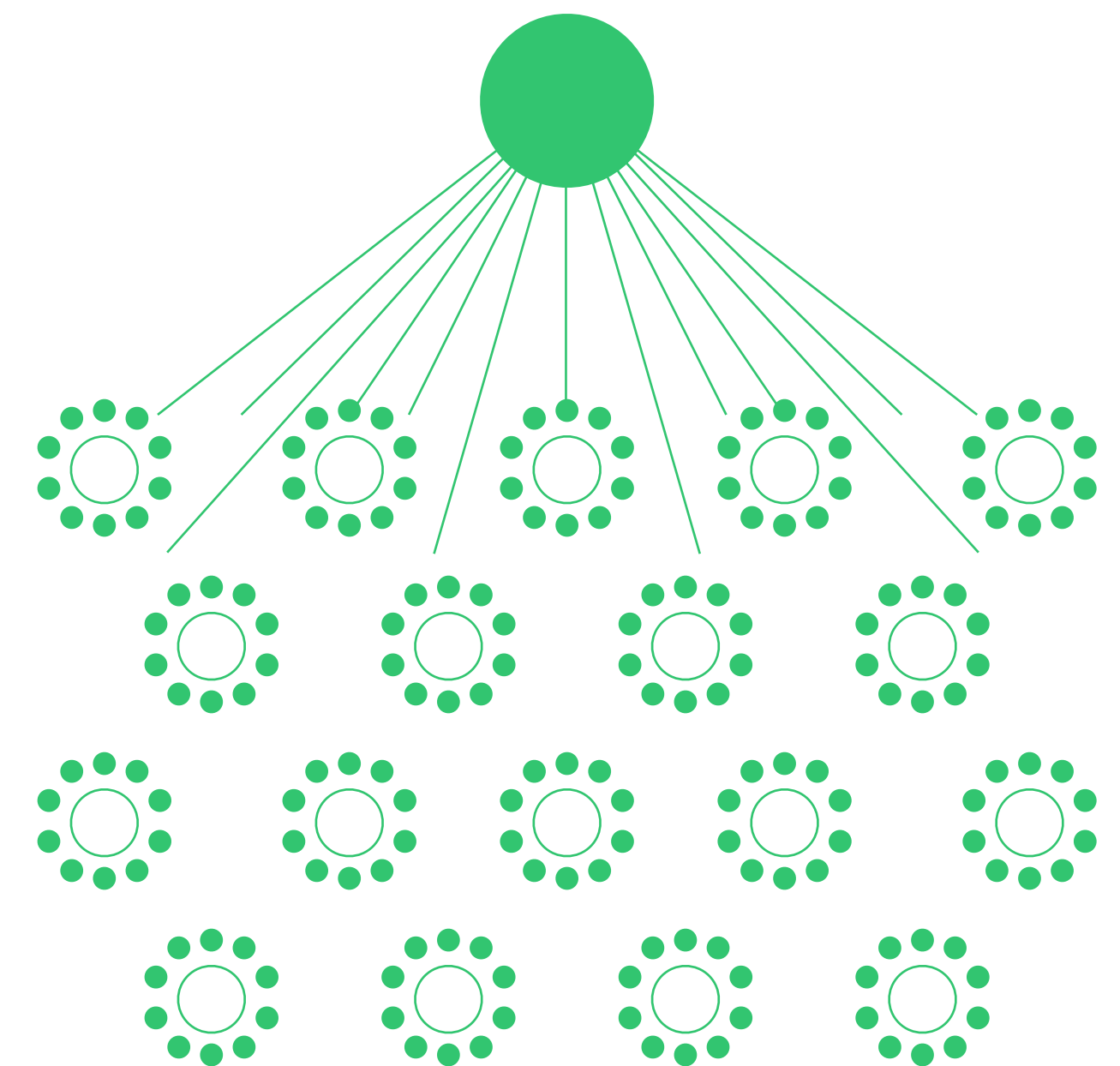
Parent Research Insights

Cost

The cost of FCC provided child care during early mornings and evenings is 1.28x higher* ($8.18 per hour per child) than during the daytime.

The number of subsidies does not cover the number of families who need 24-hour child care.

Access

Parents with limited time and money do not have an accessible or efficient way to find child care.

Trust

Parents end up depending on family, friends, and neighbors (FFN) as a child care option that is trusted and affordable, but is not necessarily consistent or reliable.

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Parents need a reliable child care option that costs less than their hourly wage, yet allows providers to earn a living wage.

Parents earn a median base pay of $14 per hour*. FCC providers charge an average of $8.18 per hour**, while babysitters charge a market rate of $24.15 per hour*** during early mornings and evenings. If parents cannot connect with FCC providers, then they either rely on FFN or pay market rate.

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Provider Research Insights

Economic Mobility

Currently, FCC earn $6.40 per hour per child* for daycare, and $8.18 per hour per child* for 24-hour care. If FCC daycare providers transitioned to offer 24-hour child care, they could potentially increase their income by 28%, but it is still below the self-sufficiency standard in the Bay Area.

Boundaries

FFN and FCC daycare providers often end up extending or changing care hours for families they have existing relationships with, but are not compensated with a living wage.

Sustainable Business

FCC providers who currently offer 24-hour child care are not able to be financially sustainable on reduced cost or free child care for low-income families, discouraging them from continuing to serve low-income families' child care needs.

*T Lab. "FCC providers in Alameda County". Survey. June 2018

Family child care (FCC) providers are the most flexible licensed option for parents, but they need support to stay open and earn a living wage.

Providers who are motivated to serve low-income families' after-hours have not figured out a business model that allows them to be financially sustainable.
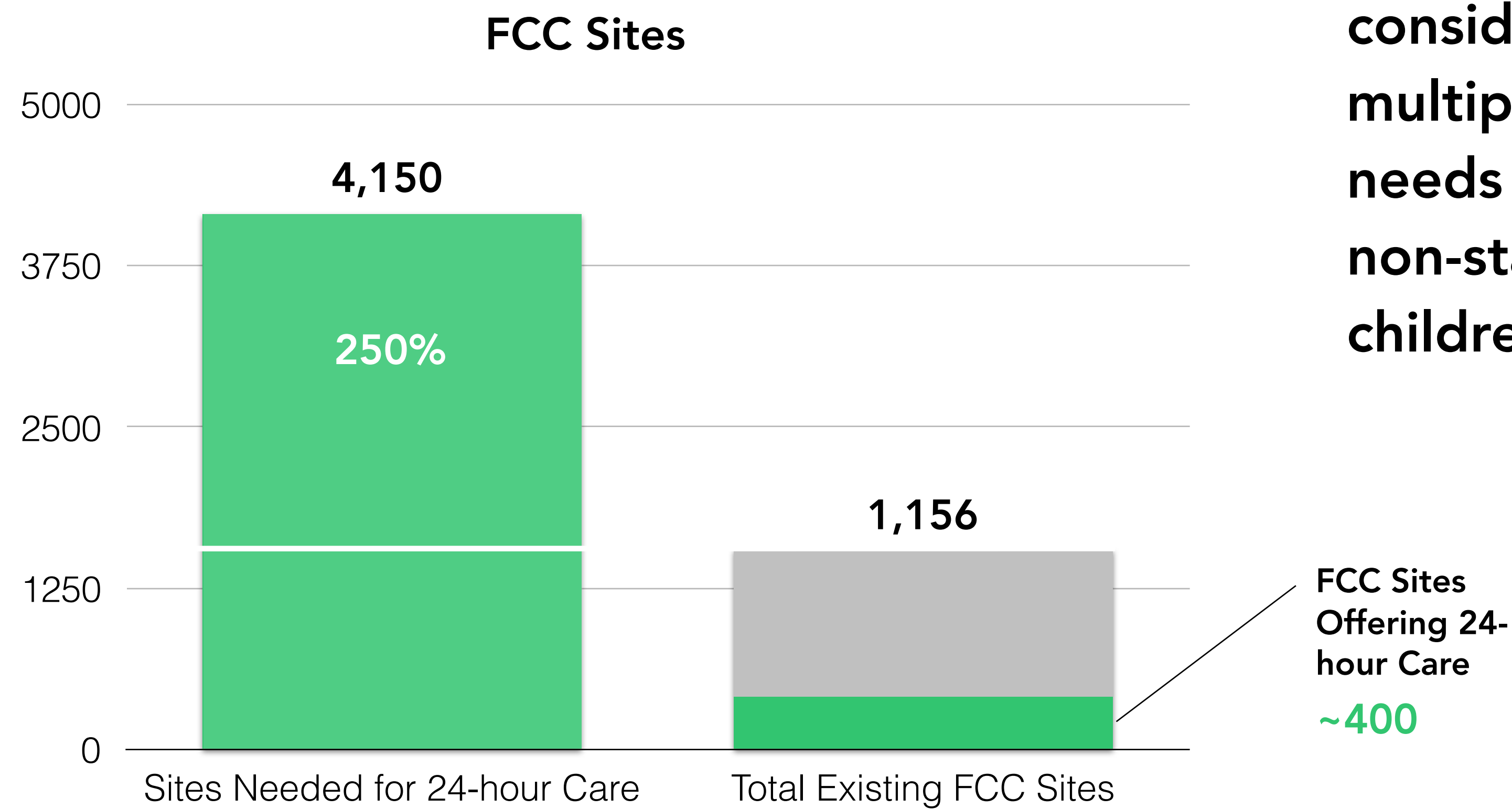
Our North Star

Increase supply of 24-hour child care providers

Connect supply and demand

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24-Hour Child Care Supply & Demand

Alameda County

21,104 Children with 24-Hour Child Care Need

FCC Sites

Sites Needed for 24-hour Care	Total Existing FCC Sites
4,150 (250%)	1,156

FCC Sites Offering 24-hour Care **~400**

The magnitude of this FCC supply gap tells us that we need to consider building capacity in multiple ways in order to meet the needs of these people working non-standard hours and their children.

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* Assuming a 50% day slot utilization rate for FCCs to provide night care.

Impact Levers
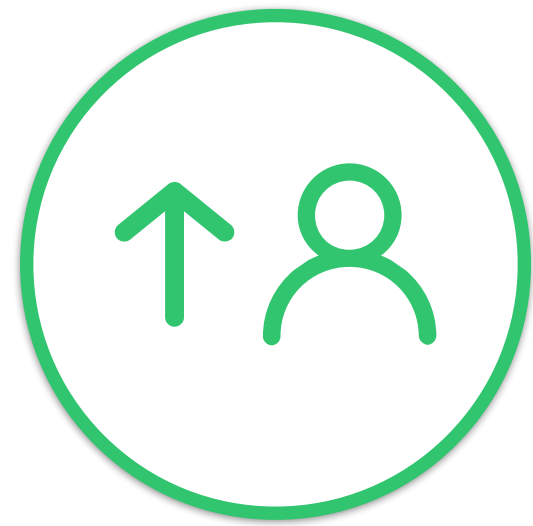
Increase the amount and quality of Family Friend Neighbor (FFN) providers.

Transition interested FFN to licensed family care providers (FCC).

Encourage FFN and FCC to provide quality 24-hour care.
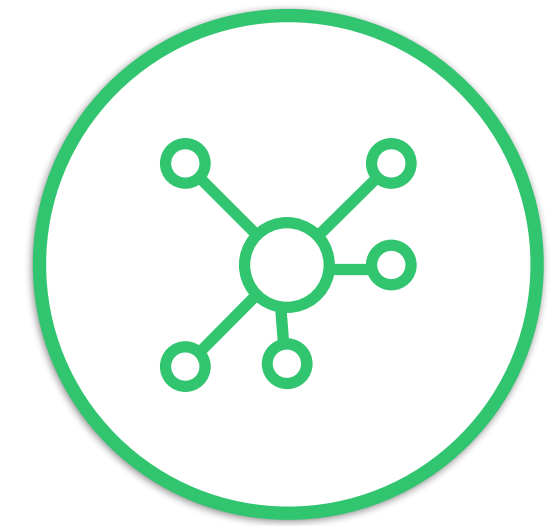
Connect parents to resources.

Increase Supply

Connect Supply and Demand

Developing Prototypes

Our North Star

Increase Supply
of 24-hour
Child Care Providers

Connect Supply
and Demand

Prototypes

24-Hour Training
Provider

Care Exchange
Parent-to-Parent

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Prototypes

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24-Hour Care Training

24-Hour Care Training Prototype

We developed a 2 hour orientation that sought to give providers the information they need to decide whether 24-hour care is right for them. It covered topics such as defining 24-hour care, describing what a child needs during 24 hour care and outlining the steps providers need to do to start providing care.

11 participants

4 licensed providers

6 unlicensed providers

1 child care expert

Targeted Outreach

INSIGHT

Licensed FCC daycare providers are willing to start transitioning to 24-hour child care. Unlicensed FFN providers are open to considering 24-hour child care, but want to understand how to get started.

RECOMMENDATION

Target initial outreach for the training program on existing licensed FCC daycare providers.

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Curriculum

INSIGHT

FCC providers who currently offer 24-hour care struggle to ensure full enrollment, discouraging them from continuing to stay open during those hours.

RECOMMENDATION

Train providers to run a financially sustainable family child care business, by partnering with experts such as experienced providers, R&Rs, or FCC Associations to deliver business curriculum and offer personalized support.

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24-Hour Care Training Prototype Insights

Provider

Unlicensed providers wanted to learn about licensing, activities, and getting started before considering 24-hour care.

Licensed providers wanted to learn about maximizing enrollment, recruiting quality staff, transitioning to 24-hour care, and being financially sustainable.

Trainer

Providers related to the trainer, who had lived experience serving as a 24-hour family child care home provider in low-income communities.

Navigator

Licensed providers wanted personalized support from an expert, whether a trainer or an R&R employee.

R&Rs are open to embedding 24-hour care into existing programs to support providers who want to serve families with 24-hour care needs.

24-Hour Care Training Program Delivery Scenarios

1 Train the Trainer

Independent contractor develops training to distribute and deliver to Resource & Referral agencies (R&Rs) who in turn train FCCs.

2 Train the FCCs

An organization delivers training directly to FCCs as a contractor to R&Rs.

24-hour Training Model 1
Train the Trainer

Independent contractor develops training to distribute and deliver to Resource & Referral agencies (R&Rs).

Build capacity within existing child care R&Rs to support providers in delivering quality 24-hour care.

Train the Trainer Service Flow

Design & Development

Design and development of the train the trainer curriculum.

Marketing

Ongoing outreach with R&Rs and other provider support agencies.

Training

Bi-annual training for R&Rs on how to support and educate providers who are interested in 24-hour care.

Trainer Support

Follow-up support for trainers after the training.
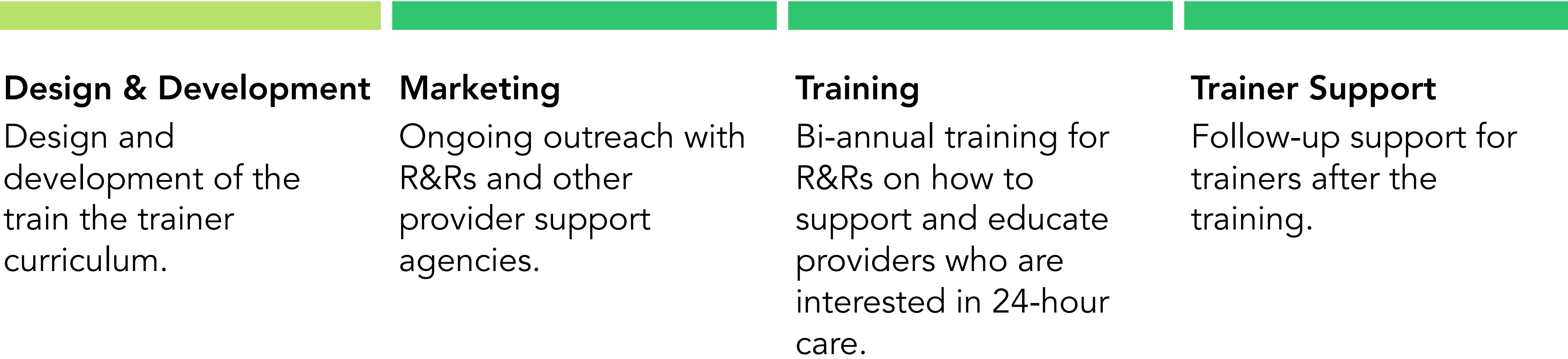
Train the Trainer Operations Details

Service Roles

Curriculum developer & trainer (PT)

Marketing & Operations (PT)

Service Recipients

R&Rs - primary recipient

Child Care Providers - secondary recipient

Operational Assumptions

Office Space: required for both service roles

Training Space: provided by R&Rs

Supplies: Marketing collateral

IP: Contractor owned and delivered, license fee included on a per participant basis

Start-Up: Design & development of facilitation guides and participant materials

Train the Trainer Projected Annual Profit and Loss

Services & Licensing	$ 90,000
Total Revenue	**$ 90,000**
Materials	$ 3,000
Rent + Utilities	$ 9,000
Payroll	$ 51,000
Total Expenses	**$ 63,000**

Total Annual Profit $ 27,000

Additional start-up cost $ 72,000

Training the Trainer

$1,500 per participant fee includes licensing

10 participants per training

2 trainings per year at each of 3 R&Rs in Alameda County

~60 Experts trained

Trainings for FCCs

10 participants per training

Monthly trainings at each of 3 R&Rs in Alameda County

~150 FCCs converted to 24-hour care

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Train the Trainer Impact Metrics in Alameda County
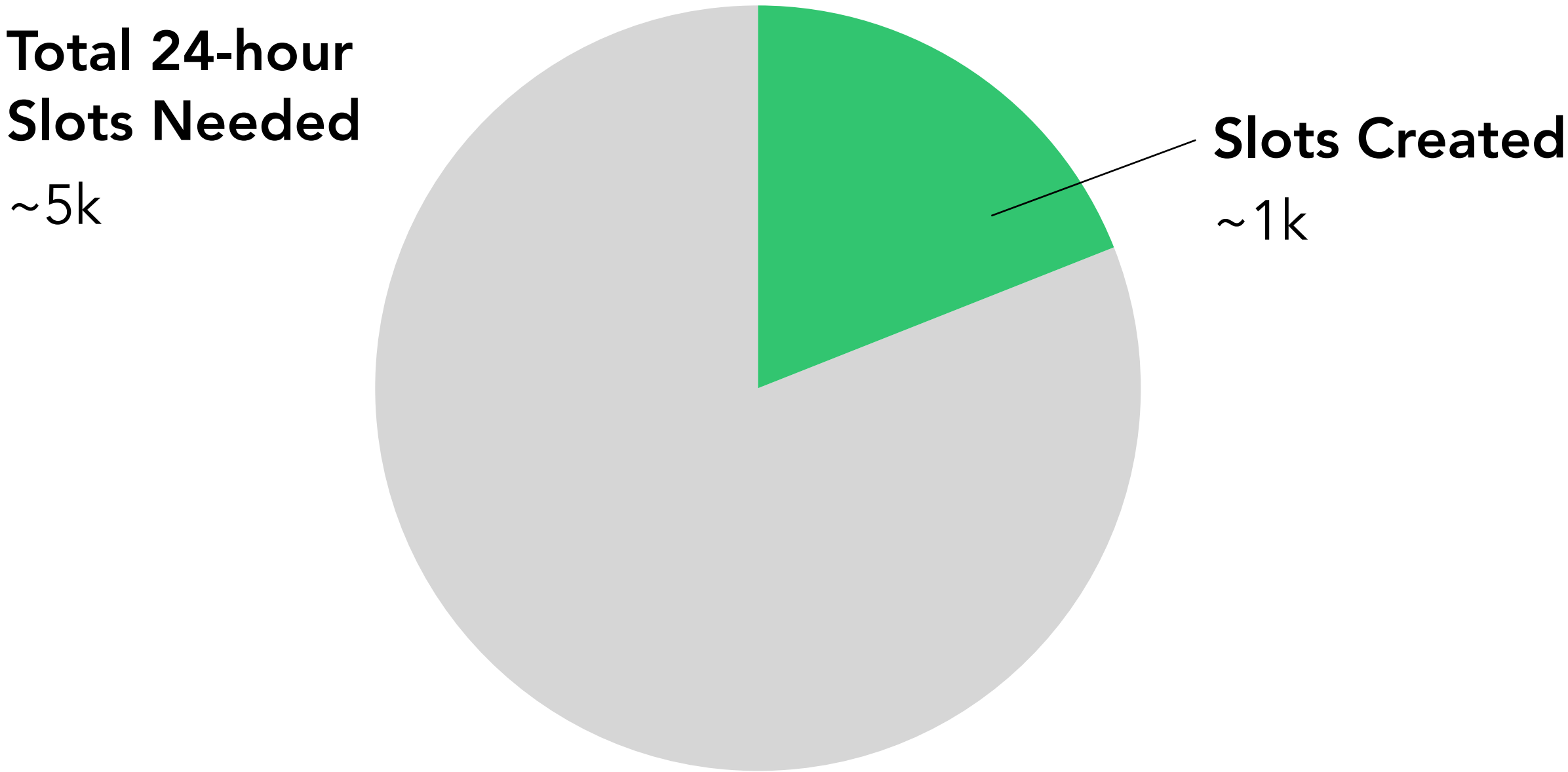
Impact on Restaurant Worker Market Needs

Total 24-hour Slots Needed
~5k

Slots Created
~1k

Addresses **19%** of total 24-hour slots needed in Alameda County for restaurant workers

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24-hour Training Model 2
Train the FCCs

Train the FCCs Value Proposition

An organization delivers training directly to FCCs as a contractor of R&Rs.

Provide high-quality, standardized curriculum directly to providers, offloading the burden of training from an organization to a qualified trainer.

Train the FCCs Service Flow

Design & Development

Design and development of train the FCCs curriculum.

Marketing

Ongoing outreach with FFN and FCC providers that want to learn more about 24-hour care.

Orientation

Initial 2 hour training providing an overview of the components of 24-hour care.

Extended Training

Longer training providing targeted support for starting an 24-hour care business.

Provider Support

Limited phone, email and in-person support for providers after the training.

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Train the FCCs Operations Details
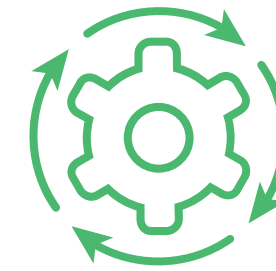
Service Roles

Curriculum Developer & Trainer (PT)

Marketing & Operations (PT)

Service Recipients

Child Care Providers - primary recipient

R&Rs - secondary recipient
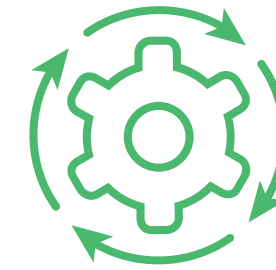
Operational Assumptions

Office Space: required for both service roles

Training Space: provided by R&Rs

Supplies: Marketing collateral

IP: Contractor owned and delivered

Start-Up: Design & development of participant materials

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Train the FCCs Projected Annual Profit and Loss

Services	$ 126,000
Total Revenue	**$ 126,000**
Materials	$ 18,000
Rent + Utilities	$ 9,000
Payroll	$ 155,000
Total Expenses	**$ 182,000**

Training the FCCs

$3,000 flat fee includes FCC or R&R participants

$ 500 marketing fee per session

*10 participants per training*

Monthly trainings at each of 3 R&Rs in Alameda County

~150 FCCs converted to 24-hour care

Total Annual Funding Need $ 56,000

Additional start-up costs $ 48,000

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Train the FCCs Impact Metrics in Alameda County

Impact on Restaurant Worker Market Needs

Total 24-hour Slots Needed
~5k

Slots Created
~1k

Addresses **19%** of total 24-hour slots needed in Alameda County for restaurant workers.

24-Hour Care Training Model Comparison

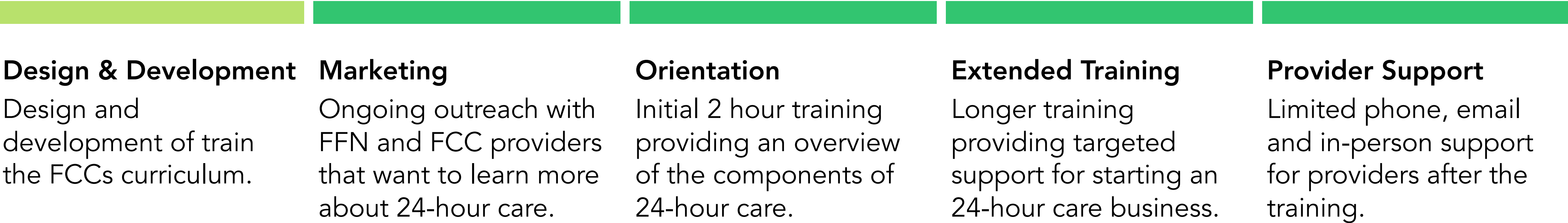## Model 1: Train the Trainer

Start Up Costs: ~$72,000

1st year Funding Need: ~$ 0

1st year Reach: ~1,000 slots created

Builds capacity within existing child care referral agencies

Scales to 24 partner organizations

Builds an evolved understanding of 24-hour care requirements with a wide audience of child care experts. (Top down)

Model 2: Train the FCCs

Start Up Costs: ~$48,000

1st year Funding Need: ~$56,000

1st year Reach: ~1,000 slots created

Offloads 24-hour training to an experienced trainer

Scales to 8 partner organizations

Builds an evolved understanding of 24-hour care requirements with the community providing care. (Ground up)

What is the preferred partnership model for R&Rs?

What is the value of building capacity internally?

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Micro Pilot Plans

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R+D Process

Research
Problem framing and understanding needs

Prototype
Testing ideas and assumptions through structured experiments

Micro Pilot
Testing elements of a new service over 8-12 weeks

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24-Hour Care Training Train the Trainer Micro Pilot

Curriculum **+** Train the Trainer **+** Provider Trainings

Total cost: **~$131,000**
Timeline: **8 months**

Researcher
Instructor / Curriculum designer
Multimedia Designer
R&R staff

24-Hour Care Training Train the FCCs Micro Pilot

Curriculum + Provider Trainings

Total cost: **~$90,000**
Timeline: **7 months**

Researcher

Instructor / Curriculum designer

Multimedia Designer

Parent Care Exchange

Parent Care Exchange Prototype
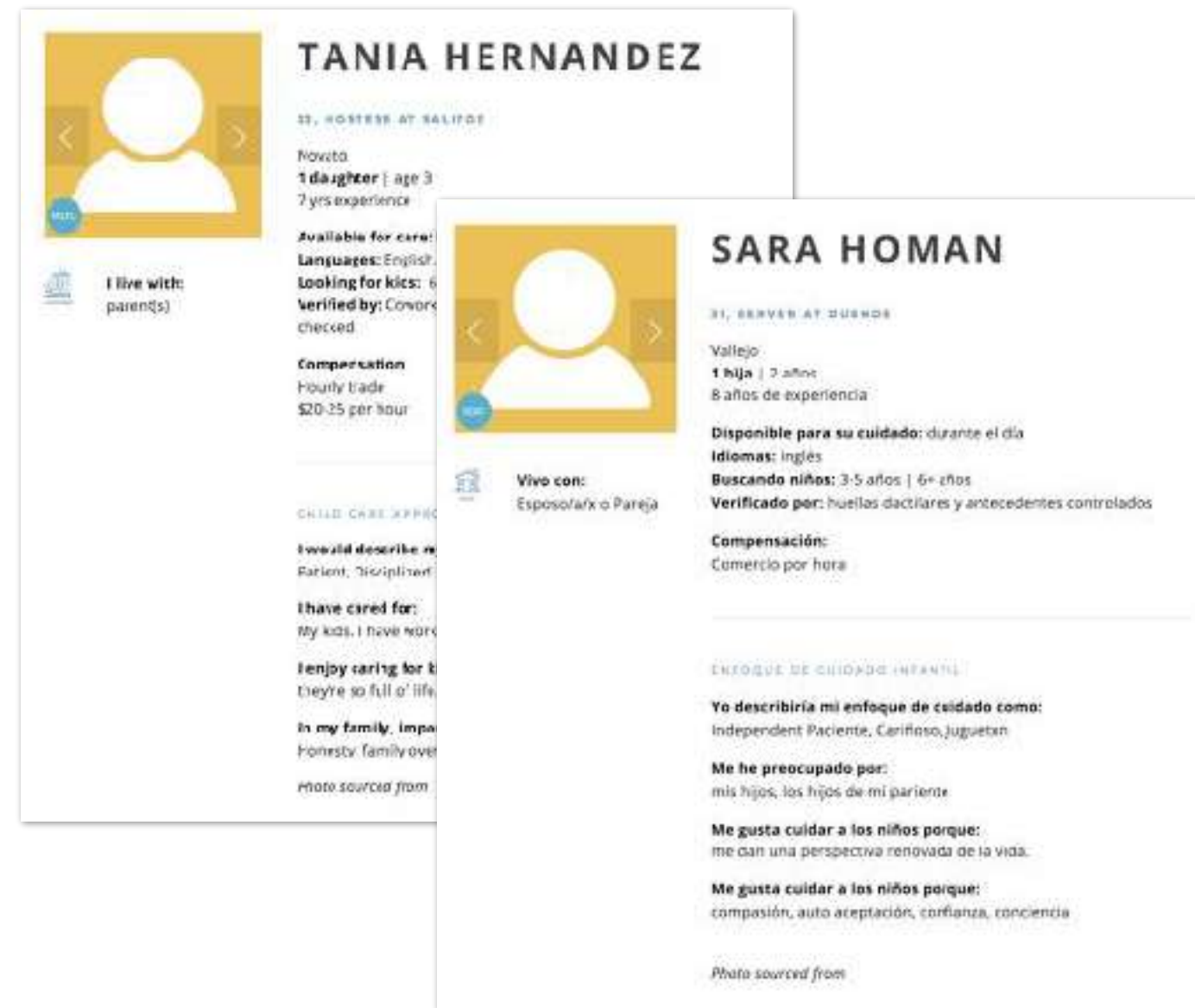
Create a bio that describes your child care needs, approach and values.

Meet other parents at an in-person matching event.
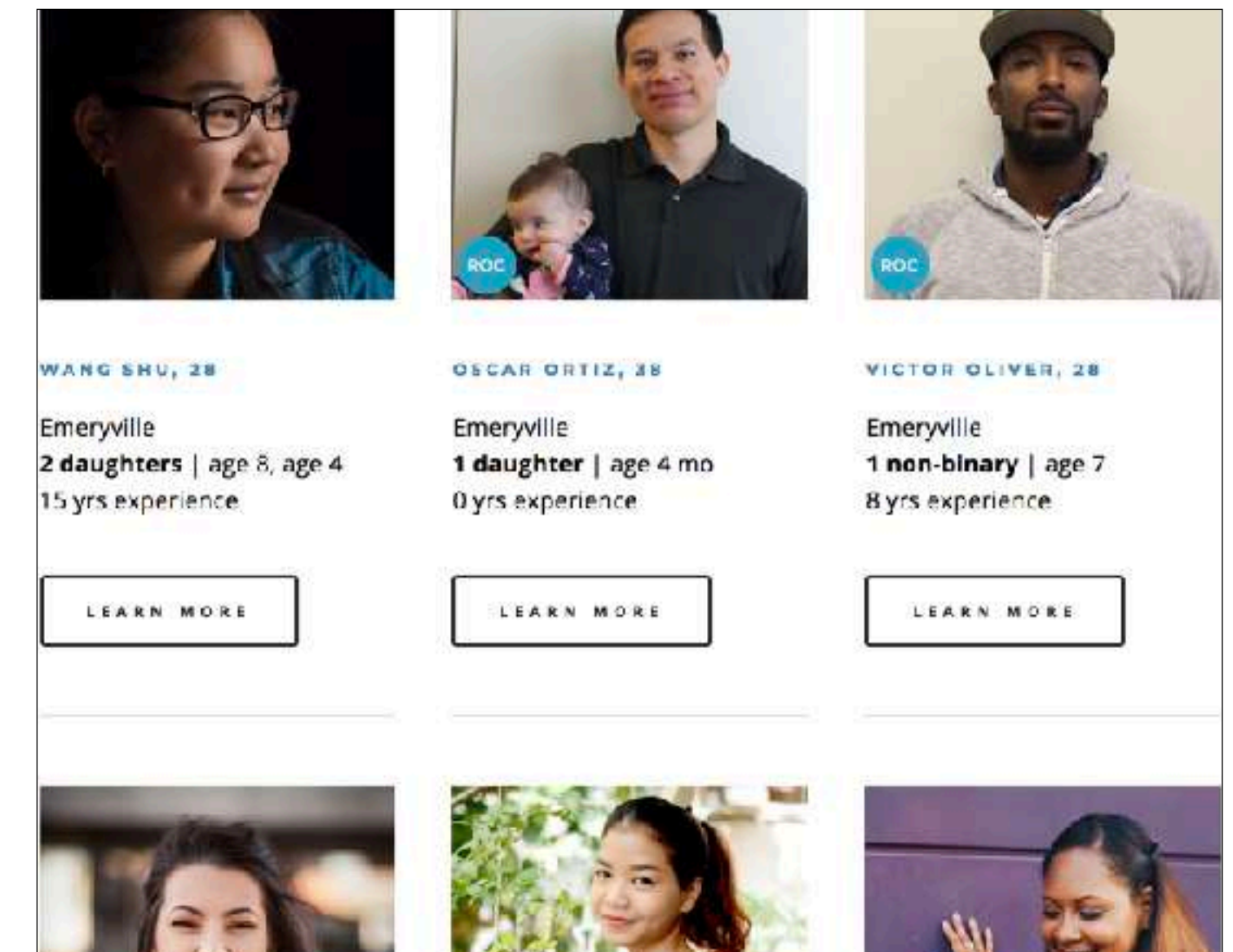
Browse for parents on a website and contact to discuss care.

childcare-roc.org

Password: **childcare**

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Parent Care Exchange Prototype Insights

Facilitation

When contacting another parent, most parents preferred to do so through the service rather than contacting them directly.

Digital

For initial introductions, parents with limited time preferred the convenience of text messaging over phone calls or in-person meetings.

In-Person

Before agreeing to share child care responsibilities, all parents wanted to get to know other parents through meet-and-greets, playgroups, and home visits.

Parent Care Exchange Prototype Insights

Trust

INSIGHT

While over 60% of parents are open to sharing child care responsibilities with another parent, they rely on their intuition to make decisions about whether they trust another parent to care for their child, and need opportunities to understand other parents' values, child care approach, and home environment.

RECOMMENDATION

Build trust among the community of users, by gathering families and facilitating relationships.

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Parent Care Exchange Prototype Insights

Cost

INSIGHT

Given the option, most parents prefer exchanging hours of child care with other parents, rather than paying the majority of their hourly wage.

RECOMMENDATION

Ensure that the service includes accountability mechanisms.

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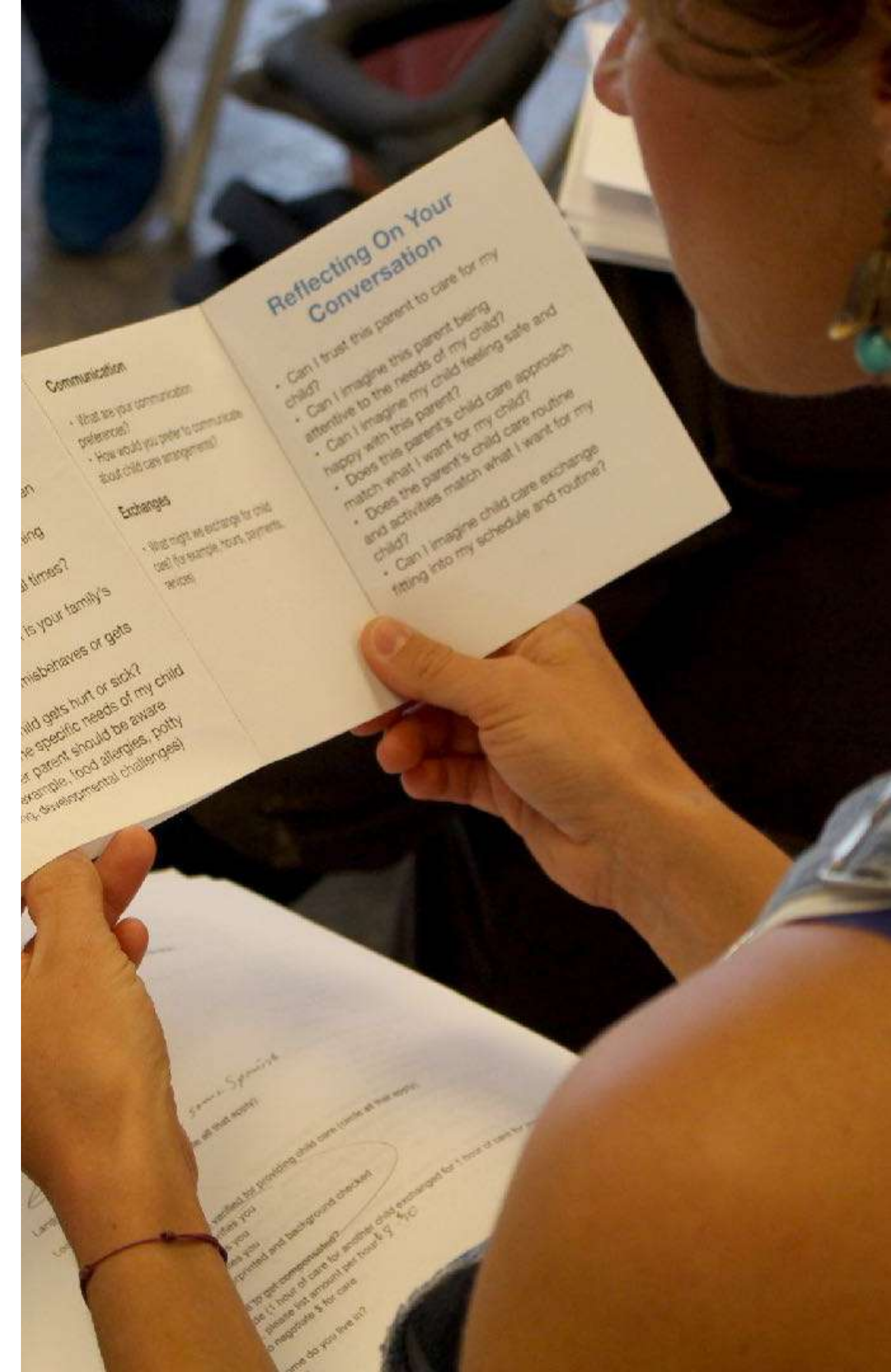
Access

INSIGHT

Parents in the restaurant industry trust ROC and want to connect with the service through ROC. They trusted the service to connect them with an affordable child care option and wanted to access the service as a ROC Worker-Member benefit.

RECOMMENDATION

Embed the service within organizations who have existing relationships and trust with parents working non-standard hours, and who gather parents with shared experiences.

The Parent Care Exchange offers a trusted and lower cost child care option by pairing parents in the restaurant industry to share care.

The service features in-person and digital matchmaking experiences to ensure effective and efficient sourcing of care for children of parents in the restaurant industry. This service will be hosted and operated by ROC.

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Parent Care Exchange Service Flow

Design & Development

Design and development of matching service and digital application.

Outreach

Ongoing relationship building with restaurant employers and parent-workers.

Intake

Support for parents interested in Care Exchange. Inputting and formatting data.

Meet 'n Greet

Digital and in-person events that build community and trust between parents.

Match Support

Ongoing text, phone and in-person support for parents during matching process.

Parent Care Exchange Operations Details

Service Roles

Program Manager/Facilitator (FT)

Program Ambassador/Marketing (PT)

Staffing depends on the size of the platform and may increase between the first and second years of the service

Service Recipients

Parents in the restaurant industry
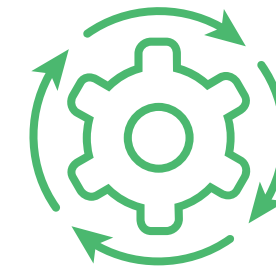
Operational Assumptions

Office Space: Existing or Donation

Meeting Space: Existing or Donation

Digital Infrastructure: Web + Mobile Application

Parent Care Exchange Projected Annual Profit and Loss

Marketing Collateral	$	5,000
App Maintenance	$	20,000
Payroll	$	95,000
Total Expenses	**$ 120,000**	

Total Annual Funding Need   **$ 120,000**

Additional start-up costs
(app design + development)   *$ 100,000*

Parent Care Exchange Impact Metrics in Alameda County

PROVIDER REACH

~340

FFN providers created

FAMILY REACH

~570

24-hour slots created

Impact on Restaurant Worker Market Needs

**Total 24-hour
Slots Needed**
~5k

Slots Created
~570
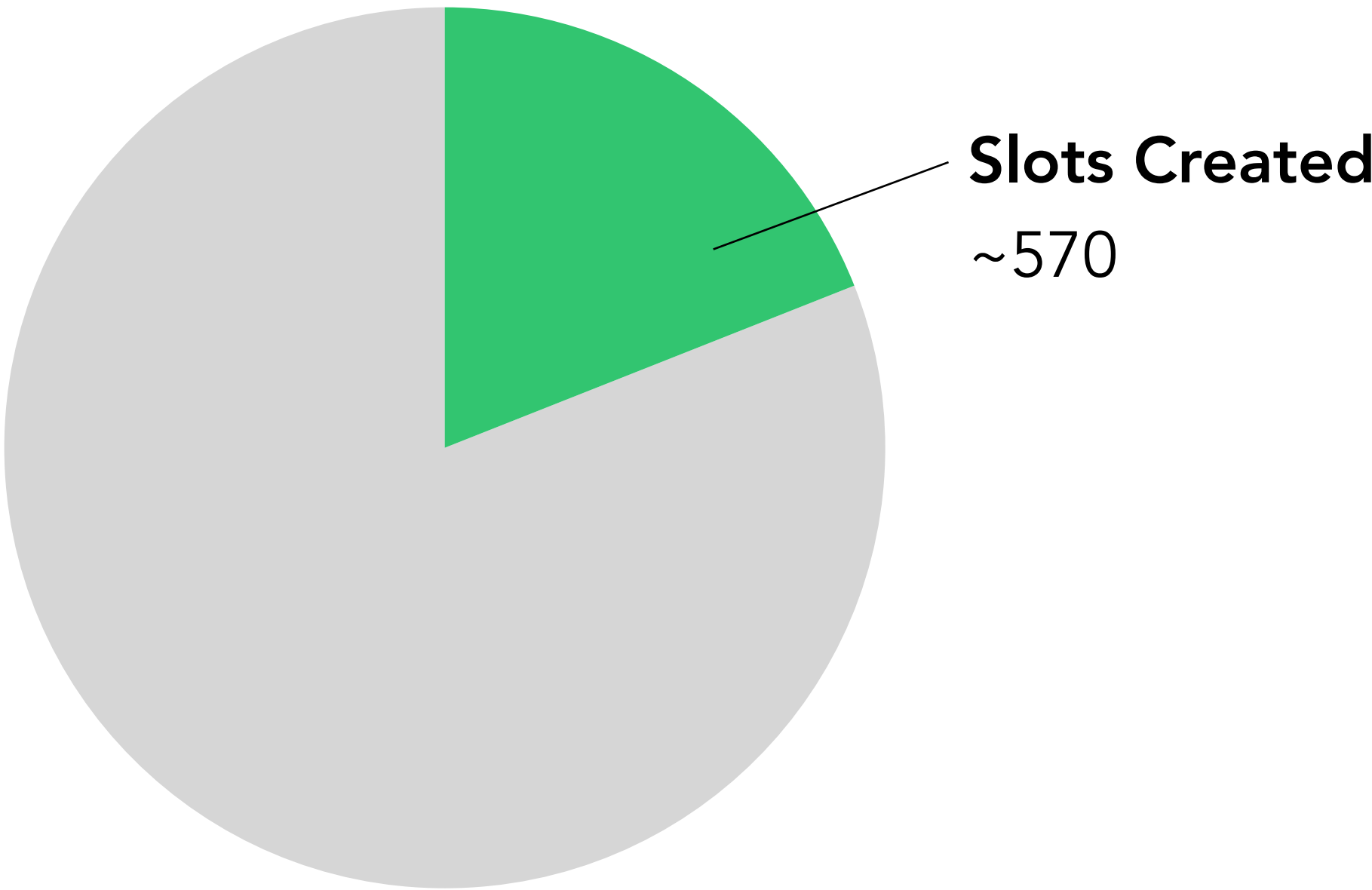
Addresses **11%** of total 24-hour slots needed in Alameda County for restaurant workers

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Micro Pilot Plan

Parent Care Exchange Micro Pilot
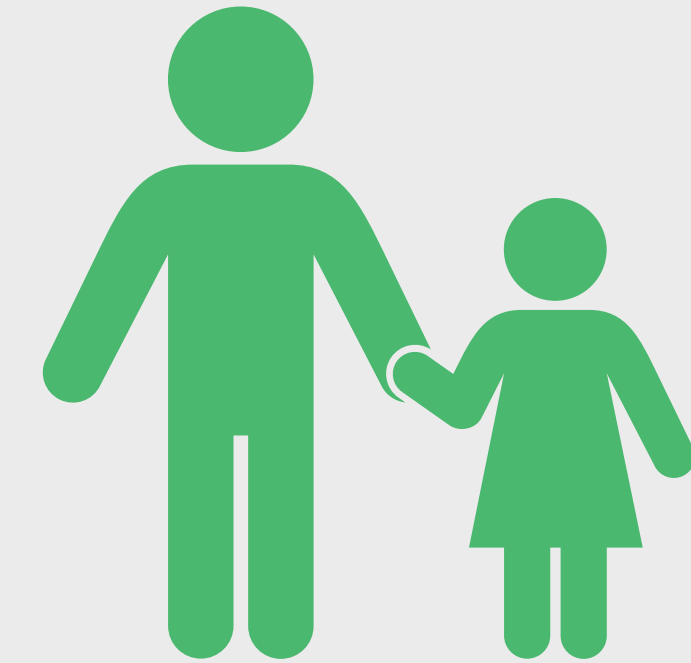
Parent Meet-ups + Digital App + Care Exchange

Total cost: ~**$203,000**
Timeline: **8 months**

Researcher
Program manager
App developer

What systems change opportunities did we hear?

Systems Change Opportunities for Child Care

Increasing the number of subsidies for parents and providers who qualify for 24-Hour care subsidies.

Incentivizing FFN and FCC to provide 24-hour child care by increasing the subsidy rate to the self-sufficiency standard.

Conducting statewide needs assessments for 24-hour child care to understand the demand for child care during non-standard hours.

Fund statewide database for R&Rs so that parents can learn about child care availability in real-time which targets their specific needs.

Add 24-hour child care to your organization's strategic plan and policy advocacy agenda to encourage policy makers to fund this targeted area.

Systems Change Opportunities for Employers

Create accessible avenues and incentives for employers to be able to provide increased benefits to their employees, including family healthcare coverage and childcare subsidies.

Develop tipping and payment systems that equalize the pay of all employees so that positions and schedules are not the determining factor of a livable wage.
Example: Many parents prefer to work day shifts so that it aligns with daycare options, yet evening shifts typically have a higher volume of customers, therefore increasing the employees income received from tips.

Thank You!

WEB: tippingpoint.org

CONTACT: tlab@tippingpoint.org

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Appendix

Table of Contents

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24-Hour Child Care Training

Micro Pilot Recommendations

24-Hour Care Training Model Comparison

Model 1: Train the Trainer

Start Up Costs: ~$72,000

1st year Funding Need: ~$ 0

1st year Reach: ~1,000 slots created

Builds capacity within existing child care referral agencies

Scales to 24 partner organizations

Builds an evolved understanding of 24-hour care requirements with a wide audience of child care experts. (Top down)

Model 2: Train the FCCs

Start Up Costs: ~$48,000

1st year Funding Need: ~$56,000

1st year Reach: ~1,000 slots created

Offloads 24-hour training to an experienced trainer

Scales to 8 partner organizations

Builds an evolved understanding of 24-hour care requirements with the community providing care. (Ground up)

What is the preferred partnership model for R&Rs?

What is the value of building capacity internally?

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24-Hour Child Care Training Business Model Assumptions for Train the Trainer

Revenue

Training Facilitation Fee: $1500 per participant, includes licensing

Semi-annual trainings at 3 R&Rs with 10 trainers in each session

Costs

Marketing Collateral $3,000 per year for 60 participants

Website: $100/month

Trainer: 12 hrs/wk (1wk per month) at $75/hr plus 20% payroll taxes + benefits

Marketing & Operations: 8 hrs/wk at $75/hr plus 20% payroll taxes + benefits

Rent: $625 per month for office space + utilities

Taxes: $0 (non-profit status)

Start-Up: 12 weeks for trainer at $75/hr + 6 weeks for designer at $150/hr (contractor)

Reach

R&R Trainings to FCCs: Monthly with 10 FCCs per session

Conversion rate of FCCs from standard to 24-hours: 40%

Average # children served at 24-hour FCC: 7

Number of 24-hour spots needed for restaurant industry in Alameda County: 5,370

Train the Trainer Projected Annual Profit and Loss

Services & Licensing	$ 90,000
Total Revenue	**$ 90,000**

Materials	$ 3,000
Rent + Utilities	$ 9,000
Payroll	$ 51,000
Total Expenses	**$ 63,000**

Total Annual Profit $ 27,000

Additional start-up cost $ 72,000

Training the Trainer

$1,500 per participant fee includes licensing

10 participants per training

2 trainings per year at each of 3 R&Rs in Alameda County

~60 Experts trained

Trainings for FCCs

10 participants per training

Monthly trainings at each of 3 R&Rs in Alameda County

~150 FCCs converted to 24-hour care

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24-Hour Child Care Training Business Model Assumptions for Train the FCCs

Revenue

Training Facilitation Fee: $3,000 flat fee + $500 marketing fee

Monthly trainings at 3 R&Rs with 10 FCCs in each session

Costs

Marketing Collateral $18,000 per year for 360 participants

Website: $100/month

Trainer: 12 hrs/wk (3wk per month) at $75/hr plus 20% payroll taxes + benefits

Marketing & Operations: 24 hrs/wk at $75/hr plus 20% payroll taxes + benefits

Rent: $625 per month for office space + utilities

Taxes: $0 (non-profit status)

Start-Up: 8 weeks for trainer at $75/hr + 4 weeks for designer at $150/hr (contractor)

Reach

R&R Trainings to FCCs: Monthly with 10 FCCs per session

Conversion rate of FCCs from standard to after-hours: 40%

Average # children served at after-hours FCC: 7

Number of after-hours spots needed for restaurant industry in Alameda County: 5,370

Train the FCCs Projected Annual Profit and Loss

Services	$ 126,000
Total Revenue	**$ 126,000**
Materials	$ 18,000
Rent + Utilities	$ 9,000
Payroll	$ 155,000
Total Expenses	**$ 182,000**

Total Annual Funding Need $ 56,000

Additional start-up costs $ 48,000

Training the FCCs

$3,000 flat fee includes FCC or R&R participants

$ 500 marketing fee per session

10 participants per training

Monthly trainings at each of 3 R&Rs in Alameda County

~150 FCCs converted to 24-hour care

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24-Hour Child Care Training Scaling

Scaling Opportunities

Expand Network of Service Recipients

- R&Rs Outside Alameda County (5 in SF Bay Area)
- Informal Caregiver Programs (~30* in Alameda County)
- Family Child Care Professional Associations (~4 in Alameda County)

Constraints

FT Roles can only serve up to 24 organizational partners quarterly before requiring additional staffing.

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* Landscape Analysis and Mapping of Oaklands Programs and Services Supporting Informal Caregivers (January 2016, Glen Price Group)

24-Hour Child Care Training Train the Trainer Micro Pilot

Curriculum **+** Train the Trainer **+** Provider Trainings

Total cost: **~$131,000**
Timeline: **8 months**

Researcher
Instructor / Curriculum designer
Multimedia Designer
R&R staff

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24-Hour Child Care Training Train the Trainer Micro Pilot

Total Cost: $131,000

Month 1	2	3	4	5	6	7	8
Prep / Content creation			Train the trainer	Trainings			Synthesis

ACTIVITIES

Prep / Content creation	Train the trainer	Trainings	Synthesis
Develop curriculum Develop learning aids Recruit trainers Recruit providers	Recruit providers Trainer conducts 3 trainings:	Recruit providers Follow up protocol R&Rs conduct 3 provider trainings per location:	Develop service recommendations

	Location 1	Training 1	Training 2	Training 3
	Location 2	Training 1	Training 2	Training 3
	Location 3	Training 1	Training 2	Training 3
	Support trainers			

ROLES

Prep / Content creation	Train the trainer	Trainings	Synthesis
Researcher Instructor / Curriculum designer Multimedia Designer	Researcher Instructor	Researcher Instructor R&R staff	Researcher Instructor

RESOURCES

Prep / Content creation	Train the trainer	Trainings
Marketing Licensing support portal	Event Space Materials Marketing Licensing support portal	Event Space Materials Marketing Licensing support portal

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24-Hour Child Care Training Train the FCCs Micro Pilot

Curriculum + Provider Trainings

Total cost: **~$90,000**

Timeline: **7 months**

Researcher

Instructor / Curriculum designer

Multimedia Designer

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24-Hour Child Care Training Train the FCCs Micro Pilot

Total Cost: $90,000

Month 1	2	3	4	5	6	7
Prep / Content creation			**Trainings**			**Synthesis**

ACTIVITIES

Develop curriculum			Recruit providers		Follow up protocol	Develop service recommendations
Develop learning aids			Instructor conducts 9 provider trainings across 3 locations:			
Recruit R&Rs			**LOCATION 1**			
Recruit providers			Training 1	Training 2	Training 3	
			LOCATION 2			
			Training 1	Training 2	Training 3	
			LOCATION 3			
			Training 1	Training 2	Training 3	
			Support providers			

ROLES

Researcher			Researcher			Researcher
Instructor / Curriculum designer			Instructor			Instructor
Multimedia Designer						

RESOURCES

Marketing			Event Space			
Licensing support portal			Materials			
			Marketing			
			Licensing support portal			

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24-Hour Child Care Training Micro Pilot Recommendations

Create an orientation focused on transitioning licensed daycare providers and maximizing enrollment of existing 24-hour child care providers.

Both licensed daycare providers' and existing 24-hour child care providers' biggest barriers are ensuring full enrollment, recruiting and retaining employees, and accountability with parents who do not pick up their children on time.

Focus the topics of the orientation on addressing these barriers.

Focus initial outreach on licensed daycare providers.

Licensed FCC daycare providers are willing to start transitioning to 24-hour child care.

Focus initial outreach on licensed daycare providers to identify those who are willing to start transitioning to 24-hour child care, and to increase the supply of slots during these hours.

Create an orientation focused on licensing unlicensed providers, with a pathway for 24-hour child care.

Unlicensed FFN providers are open to considering 24-hour child care, but want to understand how to get started.

Focus the topics of the orientation on getting started as a child care provider, while adapting the licensing process to include the requirements for 24-hour child care.

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24-Hour Child Care Training

T Lab Survey Results

ORIENTATION

Unlicensed providers wanted to know how to get started as a child care provider.

Unlicensed providers decided to attend the orientation because they wanted guidance on how to start a family child care home business, or because they wanted to learn more about child care as a profession.

Licensed providers wanted to learn about how to transition to 24-hour child care.

Licensed providers decide to attend the orientation because they wanted to learn about state regulations, costs, and other requirements to transition from daycare to 24-hour child care.

The most helpful topics of the orientation: getting started and child development.

Providers reported that the most helpful topics in the orientation were: How do I meet the needs of a child in a 24 hour child care setting? What do I need to do to start providing after hours child care?

Additionally, licensed providers reported that other helpful topics in the orientation were: budgeting and marketing to recruit employees.

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24-Hour Child Care Training Survey Results

ORIENTATION

The orientation helped providers understand what they need to do to start offering 24-hour child care.

Nearly all participants reported that after the 2-hour orientation, they had a very good understanding of what they needed to do to start offering 24-hour child care.

However, licensed providers wanted to learn more about business and resources.

A couple of licensed providers said that they wanted to learn more about 24-hour child care resources for families, and that they wanted to access personalized business coaching from an expert.

Supporting families and earning higher income motivate providers to offer 24-hour child care.

70% of participants said they wanted to support families and earn higher income, whether as a main or supplemental source. 30% of participants said they wanted flexibility in working hours, and 20% of participants said they wanted to own a business.

24-Hour Child Care Training Survey Results

MOTIVATIONS

Licensed providers are more likely to start offering 24-hour child care than unlicensed providers.

After the orientation, 3 out of 4 licensed providers said that it is very desirable for them to start offering 24-hour child care.

However, only 1 out of 6 unlicensed providers said that it is very desirable for them to start offering 24-hour child care. The other licensed providers said that they are considering it, but are not sure.

Licensed providers are more interested in attending additional training than unlicensed providers.

After the orientation, 2 out of 4 licensed providers were very interested in attending an additional training, while the other licensed providers were somewhat interested. These providers are always looking to learn and improve.

2 out of 6 unlicensed providers were very interested in attending an additional training; 2 out of 6 unlicensed providers were somewhat interested; and 1 unlicensed provider was not interested.

The most helpful topics for an additional training: business, contracts, and day-in-the-life of a 24-hour child care provider.

Licensed providers were interested to learn more about: business tips for 24-hour child care providers, developing a family child care contract and policy handbook, a day in the life of a 24-hour child care provider, and work-life balance.

Unlicensed providers were interested to learn more about: meeting the challenges of running 24-hour family child care.

24-Hour Child Care Training Survey Results

CHALLENGES

Providers' biggest barriers to offering 24-hour child care varied.

Licensed providers' biggest barriers to offering 24-hour child care are: parents taking advantage of them, marketing, hiring employees, money, work-life balance.

Unlicensed providers' biggest barriers to offering 24-hour child care are: potential interference with current job hours, inconsistent day-to-day schedule, having downtime for themselves, having trustworthy staff, and knowing the fee structure.

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Family Child Care Providers in Alameda County

T Lab Survey Results

Family Child Care (FCC) Provider Survey Results

24-HOUR PROVIDER CHALLENGES

Providers who offer 24-hour child care charge $8.18 per hour.

58% of the providers surveyed offer 24-hour child care, and 26% offer overnight care.

They charge $8.18 per hour for 24-hour child care, compared to $6.40 per hour for daycare.

These providers want to care for more children, but do not see the demand.

50% of providers who currently offer 24-hour child care do not have enough demand.

They care for an average of 3.5 children, though they would like to care for an average of 7.5 children.

However, there is a subset of providers who do not want to offer more 24-hour child care.

13% do not want to offer more child care during non-standard hours.

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Family Child Care (FCC) Provider Survey Results

24-HOUR PROVIDER CHALLENGES

Providers are willing to care for more children, but cannot recruit and retain support staff.

Providers who are already offering after hours care are willing to do additional hours of care if they have help, however, they are not able to find people willing to do this work.

They said that there is not enough financial incentive for providers-in-training to continue working in child care.

Providers are hesitant to extend hours for parents who cannot pick up their children on time.

Providers feel frustrated when parents do not pick up their children on time, and are hesitant to extend their care hours or transition to after hours care for these families.

20% do not want to care for children whose parents do not pick them up on time.

Providers requested help for parents, especially meal and transportation services.

Currently, providers help parents with feeding and transporting their children, but these expenses are not reimbursed.

Providers requested institutional help offering meal and transportation services for parents, especially single mothers, so that they did not have to cover these expenses, or have to care for the children longer than agreed upon.

Family Child Care (FCC) Provider Survey Results

DAYCARE PROVIDER CHALLENGES

Many daycare providers end up offering 24-hour child care to families they know.

Some providers are willing to provide after hours care for children they have an existing relationship with, because they'd be taking in the children as family. They are less willing to change or extend care hours for children they do not have an existing relationship with.

These providers can be incentivized by higher incomes to offer 24-hour child care.

Of the providers who are not currently offering after hours care, 60% are willing to start offering after hours care, if they earn significantly more income than offering day care, between $800-1600.

However, there is a subset of providers who are not willing to start offering 24-hour child care.

Of the providers who are not currently offering 24-hour child care, 40% are not willing to start offering 24-hour child care.

17% have family or personal obligations that they prefer to focus on during the evening hours.

24-Hour Child Care Orientation Prototype Assets

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/folder/51559493320

24-Hour Child Care Orientation Survey Data

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/file/305660274100

FCC Survey Data

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/file/305660845173

Parent Care Exchange

Micro Pilot Recommendations

Parent Care Exchange Business Model Assumptions

Revenue

None

Costs

Marketing Collateral $5,000 per year

Program Manager: 40 hrs/wk at $45,000/year plus 20% payroll taxes + benefits

Marketing & Operations: 20 hrs/wk at $60,000/year plus 20% payroll taxes + benefits

Web + Mobile Application Maintenance: $20,000/year

Rent: $0 (utilize existing ROC space)

Taxes: $0 (non-profit status)

Start-Up: Design & Development of App at $100,000

Reach

Restaurant workers with after-hours care needs: 3,212

Number of ROC employee members in Alameda County: 1,250

Number of ROC employees with after hours childcare needs: 441

Percentage willing to share care: 77%

Number of after-hours spots needed for restaurant industry in Alameda County: 5,370

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Parent Care Exchange Projected Annual Profit and Loss

Marketing Collateral	$	5,000
App Maintenance	$	20,000
Payroll	$	95,000
Total Expenses	**$ 120,000**	

Total Annual Funding Need   **$ 120,000**

Additional start-up costs
(app design + development)   *$ 100,000*

Scaling Opportunity

White label digital parent matching platform to market to other industry affinity groups.

Constraints

White labeling requires maintenance and ownership of platform by ROC. Additional expertise and resources are required.
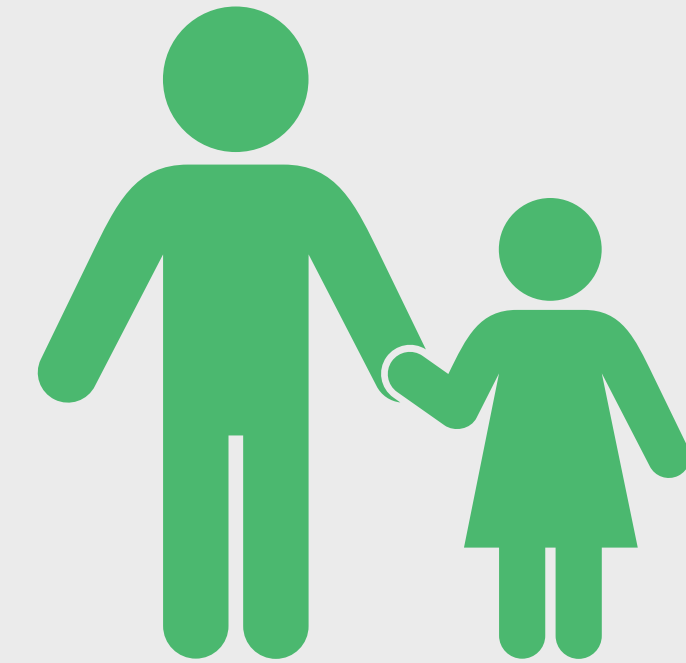
Parent Care Exchange Micro Pilot

Parent Meet-ups   +   Digital App   +   Care Exchange

Total cost: ~**$203,000**

Timeline: **8 months**

Researcher

Program manager

App developer

Parent Care Exchange Micro Pilot

Total Cost: $203,000

Month 1	2	3	4	5	6	7	8
Prep / Content creation			Recruiting	In-Person Events	Care Exchange		Synthesis

ACTIVITIES

Prep / Content creation	Recruiting	In-Person Events	Care Exchange	Synthesis
Develop digital app, with SMS	Recruit parents	Recruit parents	Ongoing marketing	Develop service recommendations
Develop service materials	Restaurant outreach: 4 restaurants per week, 16 restaurants total	Conduct 1 event per week across 3 locations. 12 events total	Match support	
Develop & review Terms of Service	Create parent profiles	Platform support	Platform support	
			Follow up protocol	
			Parents are exchanging child care	

ROLES

Prep / Content creation	Recruiting	In-Person Events	Care Exchange	Synthesis
Researcher	Researcher	Researcher	Researcher	Researcher
Program manager	Program manager	Program manager	Program manager	Program manager
App developer				

RESOURCES

Prep / Content creation	Recruiting	In-Person Events	Care Exchange	Synthesis
Digital platform	Digital platform	Event Space	Digital platform, with SMS	
Materials	Materials	Materials	Marketing	
Marketing	Marketing	Marketing		

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Connect parents with the child care exchange service through ROC.

Parents in the restaurant industry trust ROC and want to connect with the service through ROC. They trusted the service to connect them with an affordable child care option and wanted to access the service as a ROC Worker-Member benefit. Embed the service within organizations who have existing relationships and trust with parents working non-standard hours, and who gather parents with shared experiences.

Build trust among the community of users, by gathering families and facilitating relationships.

Parents rely on their intuition to make decisions about whether they trust another parent to care for their child, and need opportunities to understand other parents' values, child care approach, and home environment.

Organize unstructured social events, such as playgroups, for parents and children.

To build trust and feel less fearful, parents wanted opportunities to get to know other parents through unstructured social events, and needed to understand how other parents interacted with their own children and other children through playgroups.

Prioritize a robust search and filter function on the digital platform.

Parents need an efficient way to see potential matches based on child care approach, values, home environment, location, availability, and cost.

Facilitate digital communication between parents.

In the prototype, parents who contacted another parent through the service did not hear back from them. The service needs to facilitate parents communicating with each other, otherwise there will not be any matches.

Ensure accountability mechanisms.

Given the option, most parents prefer bartering hours of child care with other parents, rather than paying the majority of their hourly wage.

Because parents prefer a non-monetary currency of "hours of child care," the service needs to include accountability mechanisms that build, rather than erode, trust in the other parent and in the service.

Parent Care Exchange

T Lab Survey Results

CRITERIA

Based on the profiles, parents are able to make a decision about whether they match with another parent.

During the in-person event, after reading printouts of other parents' profiles, 84% of the parents were able to make a decision about whether they match with another parent.

Online, after reading other parents' profiles, 79% of the parents were able to make a decision about whether they match with another parent.

Parents wanted a way to learn about other parents' home environment and activities with the children.

Parents wanted a way to see other parents' home environments and to understand what types of activities they do with their child.

The most important criteria for parents are: location, availability, cost, values, child care approach, and home environment.

Parents consistently selected these criteria as the most important when deciding whether or not another parent matched their needs.

However, they needed to understand another parent's child care approach, child care experience, and home environment before making a decision.

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Parent Care Exchange Survey Results

IN-PERSON INTERACTIONS

Parents know whether they want to continue learning about another parent after 5 minutes of chatting.

During the in-person event, parents chatted with each other parent for 5 minutes. 87% of parents responded that after 5 minutes of conversation with each parent, they were able to understand whether or not they wanted to continue learning about another parent.

Parents wanted to learn more about the parents who lived nearby or had similarly aged children.

After the in-person event, parents wanted to learn more about other parents who had similarly aged children or a similar family situation.

During the online matching, parents wanted to learn more about other parents who lived nearby or had similarly aged children.

Parents wanted in-person opportunities to get to know other families through unstructured social events.

To build trust and feel less fearful, parents needed more time to connect with other parents, and to understand how other parents interacted with their own children and other children through playgroups.

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Parent Care Exchange Survey Results

DIGITAL INTERACTIONS

Parents prefer to contact another parent through the service, rather than directly.

77% of parents preferred contacting other parents through the service. 4 out of 10 parents who participated in the online matching actually used the service to contact another parent.

When contacting another parent for the first time, they preferred texting.

60% of parents preferred contacting other parents via text message, compared to in-person or phone call.

The parents who preferred in-person as the first interaction with another parent are Spanish-speaking. This may suggest differences in preferences between native English speakers and non-native English speakers.

Parents who contacted another parent did not hear back from them.

3 out of 10 parents who participated in the online matching contacted another parent through the service, but did not hear back.

This highlights that there is a need to improve how the service facilitates parents communicating with each other, otherwise there will not be any matches.

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Parent Care Exchange Survey Results

CRITERIA

Sharing the same culture and values is important.

Most parents responded that sharing the same culture and values is important, because they did not want their children to misunderstand or disregard their values, or because they did not want to have to explain their culture and values.

For parents who responded that sharing the same culture and values is not important, they wanted their children to be exposed to different perspectives.

Speaking the same language is important.

The majority of parents responded that speaking the same language is important, because they wanted to be able to communicate with the other parent and understand their child's needs.

For parents who responded that speaking the same language is not important, they expressed that they are open to their children learning new languages.

Being from the same ethnicity is not important.

Almost all parents responded that being from the same ethnicity is not important when sharing child care responsibilities because it just did not matter to them.

A couple of parents expressed a preference for the other parent to be a person of color, because they felt it was important for their children to be see people of color in their lives, or because they would feel more comfortable with the other parent.

For parents who responded that being from the same ethnicity is important, they anticipated that this would help them give better care or prevent disagreements.

Parent Care Exchange Survey Results

TRUST

Parents trust other parents working in restaurants to care for their child.

A couple of parents said that working in the restaurant industry is about service, and that the skills are transferrable to child care – such as reading others, energy, demeanor, multitasking, attending to others' needs.

One parent responded that there are a variety of people working in the restaurant industry, and that some are very trustworthy while others are not.

However, parents do not have a preference about what industries that other parents work in.

70% of parents did not have a preference.

Parents do not have strong preferences about types of verifications and are comfortable providing them.

The survey responses did not show a strong preference among the following options for verifications for other parents, or for verifications that parents are willing to provide: verification by ROC member, verification by coworker, verification by employer, fingerprinted and background checked, or other.

This suggests that additional research is needed to understand whether parents need to see verifications in order to trust another parent.

Parent Care Exchange Survey Results

ACCESS

Parents trust the service to connect them with affordable child care because they trust ROC.

With each interaction that parents had with the service, their trust of the service increased across survey time points.

Overwhelming, the reason why parents trusted the service to connect them with an affordable child care option is because they trusted ROC.

Parents want to access the service as a ROC Worker-Member benefit.

90% of the parents wanted to access the service as a ROC Worker-Member benefit, compared to a California Social Service program or other.

Parents do not have a strong preference about the location of the in-person events.

The survey responses did not show a strong preference among the following options: restaurant that they worked at, restaurant that they did not work at, ROC, child care resource and referral agency, café, and others.

This suggests that additional research is needed to understand whether parents have a preference for the location of in-person events.

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Parent Care Exchange Survey Results

EXCHANGES

Most parents prefer to barter hours of child care rather than payment with other parents.

70% of parents preferred to barter hours of child care, rather than exchange payments with other parents.

For those that preferred to exchange payments, they preferred to pay between $8-15 per hour for child care.

Parents can see both the benefits and drawbacks of participating in the service.

Sharing child care responsibilities could mean less stress, saving money, and more community.

However, it could also mean more time, more responsibility, and more schedules to coordinate; and it could limit availability to work or impact personal time with their own children and partner.

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Parent Care Exchange Prototype Assets

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/folder/51559664889

Parent Care Exchange Survey Data

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/file/305660846901

ROC Policy Recommendations

ROC Policy Recommendations Executive Summary

WAGES & SUBSIDIES

Continue efforts to raise wages.

The high cost of childcare remains the single largest barrier to quality childcare for low-wage workers.

Raising wages for tipped and non-tipped workers would reduce the rate of poverty and reliance on public assistance among parents and increase their ability to access childcare that met their needs in terms of location, quality, and flexibility.

Raise wages either through minimum wage increases or incentives associated with higher wages, such as pay-roll tax breaks for service industries that provide the lowest wages.

Expand access to child care subsidies.

Expand access to child care subsidies to ensure parents have greater access to professional childcare.

Policymakers should provide significant new federal and state investments in childcare assistance and childcare quality improvements to meet the actual needs of low-income workers, support education and outreach to women regarding these subsidies, and facilitate the process for low-wage workers to apply for these subsidies.

Fund in-home child care by FFN during non-standard hours.

Forty percent of the U.S. labor force works nonstandard hours, including nights and weekends, but childcare resources available during those times are rare.

Nearly half of our sample had childcare needs after 6PM, and a greater percentage would access nightcare if they could afford to do so.

Policymakers should incentivize the provision of childcare during nontraditional evening and weekend hours by childcare providers. Policymakers should also streamline the process of certifying and subsidizing relatives providing in-home care.

LABOR PRACTICES

Support programmatic interventions to license restaurant workers as child care providers.

Over sixty percent of our sample was willing to provide childcare to others in exchange for childcare support.

Support programmatic interventions allowing the restaurant industry to 'grow our own' childcare providers.

Draw upon restaurant workers' childcare experience to help license restaurant workers as nightcare providers focused on the restaurant industry, expand existing nightcare providers, and help license existing unlicensed providers.

Expand and ensure compliance with paid sick days regulations.

Thirty-nine percent of our sample either did not have or did not know if they had a paid sick day benefit at work.

Especially since most formal childcare facilities require parents to remove sick children from the facility, ensuring parents have access to paid sick days to care for their children is a necessary complement to allow these women access to childcare.

Ensuring compliance with paid sick days regulations allows job-protected time off to care for children and other family members, assisting parents in the restaurant industry manage their work and family responsibilities, as well as improve individual, family, and community health and safety.

Update policies to allow workers to retain subsidies even if work hours vary.

State child care assistance policies should be amended to allow parents to keep their children in a regular childcare arrangement even if the parent's work hours vary, rather than only providing assistance to cover set hours the parent might work in a particular week—which can make it difficult to retain a childcare slot.

ROC Policy Recommendations Executive Summary

LABOR PRACTICES

Enact legislation to allow workers greater control over their schedules.

Working split shifts and being sent home early after reporting to work are restaurant industry common practices.

Several states have passed "reporting pay" legislation. Reporting pay legislation requires employers to pay employees half the usual or scheduled day's work if they are required to report for work and are sent home or given less than half of their usual or scheduled day's hours. In many states, split-shift legislation has also been passed, requiring premium pay for shifts split in increments across multiple shifts.

Additionally, stricter over-time enforcement might also prevent unscheduled changes to a workday, as would legislation requiring the advance posting of work schedules.

Publicly support collective organizing among restaurant workers.

Government, employers, and non-governmental social sector organizations should foster and support organizing among restaurant workers to improve wages and working conditions in their workplaces and publicize the public benefits of these collective actions.

Incentivize High Road employer practices.

These practices include predictable schedules, greater employee schedule control, childcare subsidies, expanded paid sick days, and higher wages.

Policymakers and the public should support the efforts of restaurant owners who have taken the high road by addressing the needs of their workers as a central part of their business plan.

This includes providing more predictable schedules and providing benefits that help families find and pay for childcare. Employers should also consider allowing employees with children greater control to alter start and end times, or modify schedules to allow for a more stable work and childcare balance. Employers who provide such amenities could be supported with public incentives or by conscientious consumers.

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Child Care Needs in the Bay Area Restaurant Industry

ROC Survey Results

The majority of parents in the sample are Latina/o/x or white women working in the front-of-house.

38% of parents both lived and worked in Alameda County, whereas 62% either lived or worked in Alameda County.

73% of parents worked in the front-of-house, primarily as servers and bartenders. 28% worked in the back-of-house.

58% of parents were women, 40% were men, and 2% were intersex.

43% of parents were Latina/o/x, 40% was white, 9% was Black, 6% Asian or Pacific Islander, and 2% was mixed race/identity.

27% of parents were foreign born.

Most parents are in dual-parent households.

53% of parents were married, 11% were in a domestic partnership, and 36% were single, including 4% divorced.

The average household in the sample had 2 adults and 1.5 children, with a maximum of 4 adults and 3 children.

The median age was 33, ranging from 24 to 47.

Only 6% of parents receive child care vouchers or subsidized child care.

68% of the sample did not receive any public assistance. 15% received WIC, 13% received food stamps, 10% received MediCal.

Only 6% received either child care vouchers or subsidized child care.

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Restaurant Worker Survey Results

CHILD CARE OPTIONS

Parents have a patchwork system of child care.

Nearly half of parents have childcare needs by 6AM, and after 6PM.

They must cobble together childcare arrangements through multiple sources to cover their childcare needs.

Parents pay what they can afford for child care, or an average of $10 per hour.

On average, parents limit their paid childcare needs to $10 an hour, or exactly the amount they feel they can comfortably afford.

Parents would change their child care arrangement if they could afford to.

Parents reported near-universal satisfaction with their current childcare providers, but 56% of them would change their childcare arrangements if they could afford to do so.

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Restaurant Worker Survey Results

TRANSPORTATION

Parents make arrangements to transport their child from place to place.

Nearly a third must make arrangements to transport their child from school to childcare.

Nearly 20% must make arrangements for transport to nightcare after 5pm

Parents travel an average of 40 minutes to drop off their child and arrive at work.

Parents must travel an average of forty minutes and up to two-and-a-half hours to drop their child off and arrive at work.

Parents prefer child care to be closer to home.

Over 70% would prefer to have childcare closer to home.

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Restaurant Worker Survey Results

ECONOMIC MOBILITY

The cost and availability of child care limits parents' ability to work.

Nearly 60% work fewer than 40 hours per week and are not able to work the amount of hours they would like, or the shifts that they would like, because of the cost of childcare and their childcare needs.

Parents face disciplinary action when they arrive late or leave early due to child care concerns.

Nearly 75% have to at times arrive to work late or leave early due to childcare concerns, and faced disciplinary action for doing so.

When parents cannot find child care, they have to call in as unavailable to work.

45%, do not, as a rule, have access to an emergency back-up plan for childcare other than calling in unavailable to work.

Restaurant Worker Survey Results

OTHER

Parents are incentivized to stay with employers to retain child care subsidies.

Over 65% are willing to remain at an employer under unfavorable conditions if they receive childcare subsidies.

Parents in the restaurant industry suffer from depression and anxiety.

Over 70% suffer depression and anxiety, and feel their work performance is negatively impacted due to their childcare concerns.

Parents are willing to share child care responsibilities with other parents.

Over 60% are willing to provide childcare to others in exchange for childcare for their own children, and feel their home is suitable for childcare.

Over 90% would prefer to spend less time at work to spend more time with their children if that were a viable option.

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ROC Child Care Recommendations

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/file/305665240595

ROC Child Care Survey Results (Worker and Employer)

Link: https://tippingpointcommunity.app.box.com/v/roc-tlab/file/305660124668

Market Sizing

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Employer Market Size

Restaurant margins are razor thin. While employers may not be able to financially subsidize their employees' child care needs at this time, they can act as a critical channel that multiplies the ability to connect parents to information about child care options.

~15 employees
Staffed per fast food restaurant

~25 employees
Staffed per small business restaurant

3758 restaurants
In Alameda county
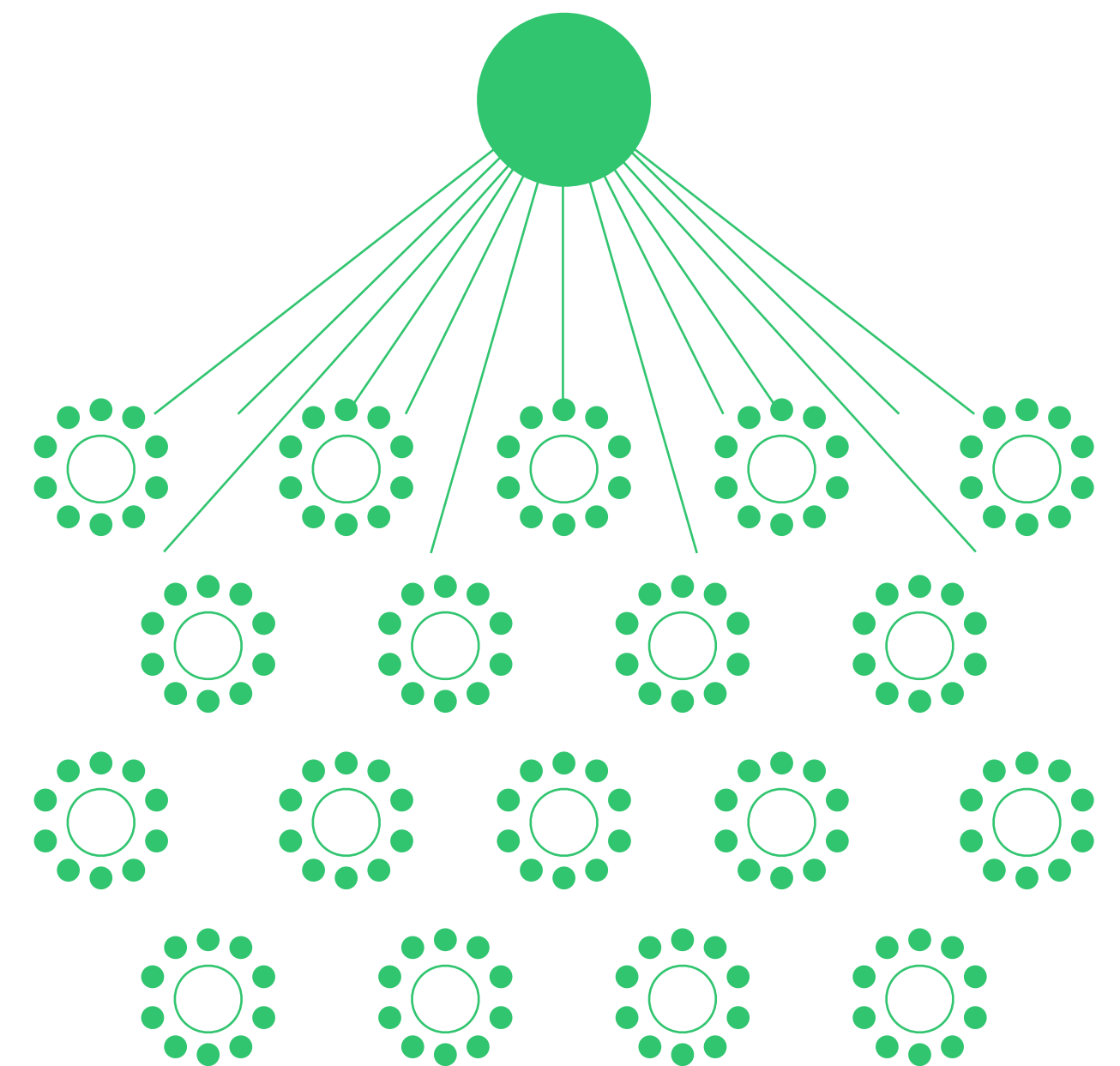
Parent Demand Size

In order to understand the total demand for after hours childcare, we start by identifying all workers who are subject to working hours outside of the traditional 9-5pm.

**Workers with After Hours Shifts
Alameda County**
100k

T LAB
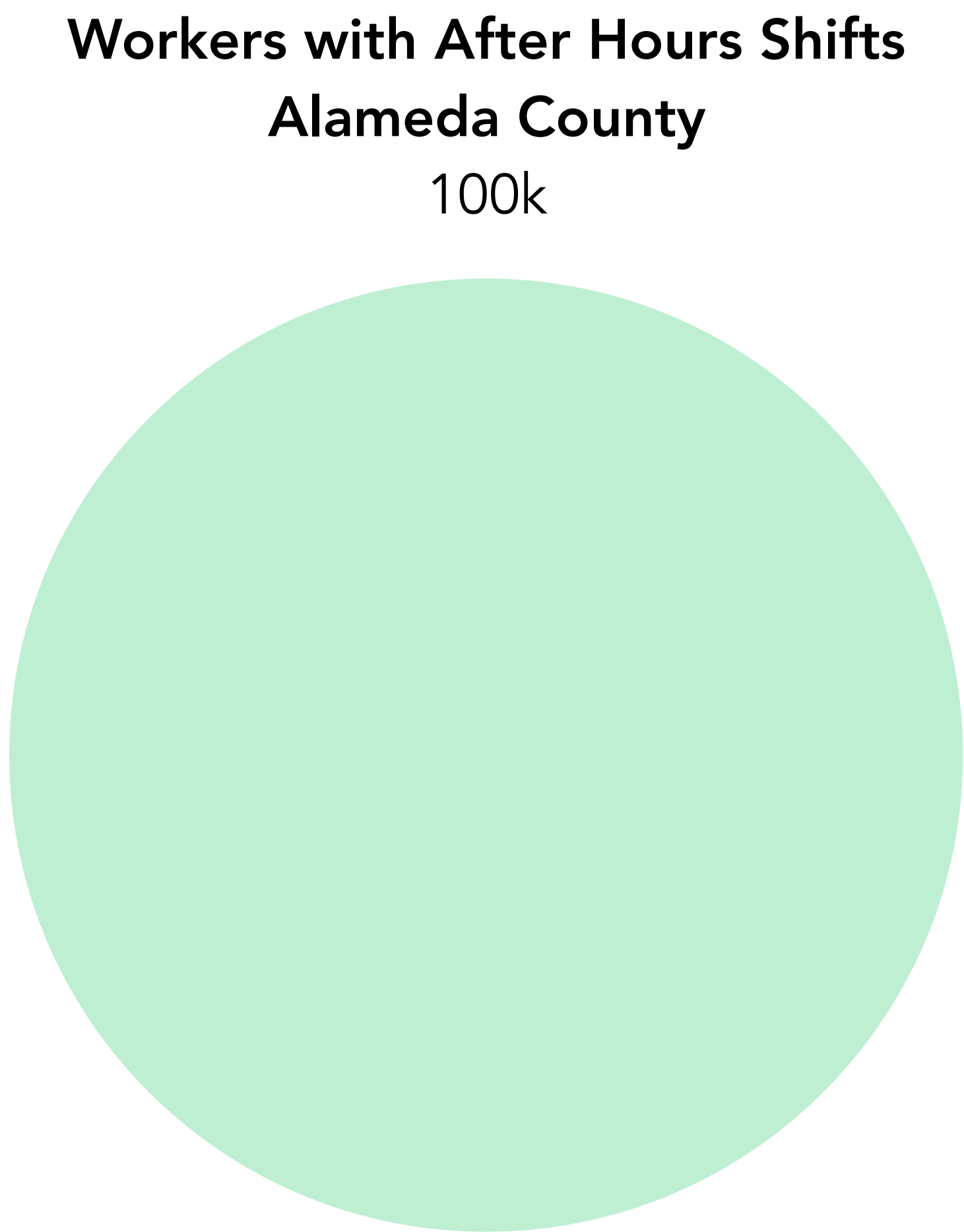
Parent Demand Size

Restaurant workers make up a quarter of these after hours shift workers in Alameda County.

**Other Occupational Areas with Potential After Hours Shifts**
Healthcare Practitioners and Support
Protective Service
Food Preparation and Serving - non-restaurant
Building and Grounds Cleaning
Personal Care and Service
Retail Sales
Transportation

**Workers with After Hours Shifts
Alameda County**
100k

Restaurant Workers
26k

Workers with After Hours Shifts
100k

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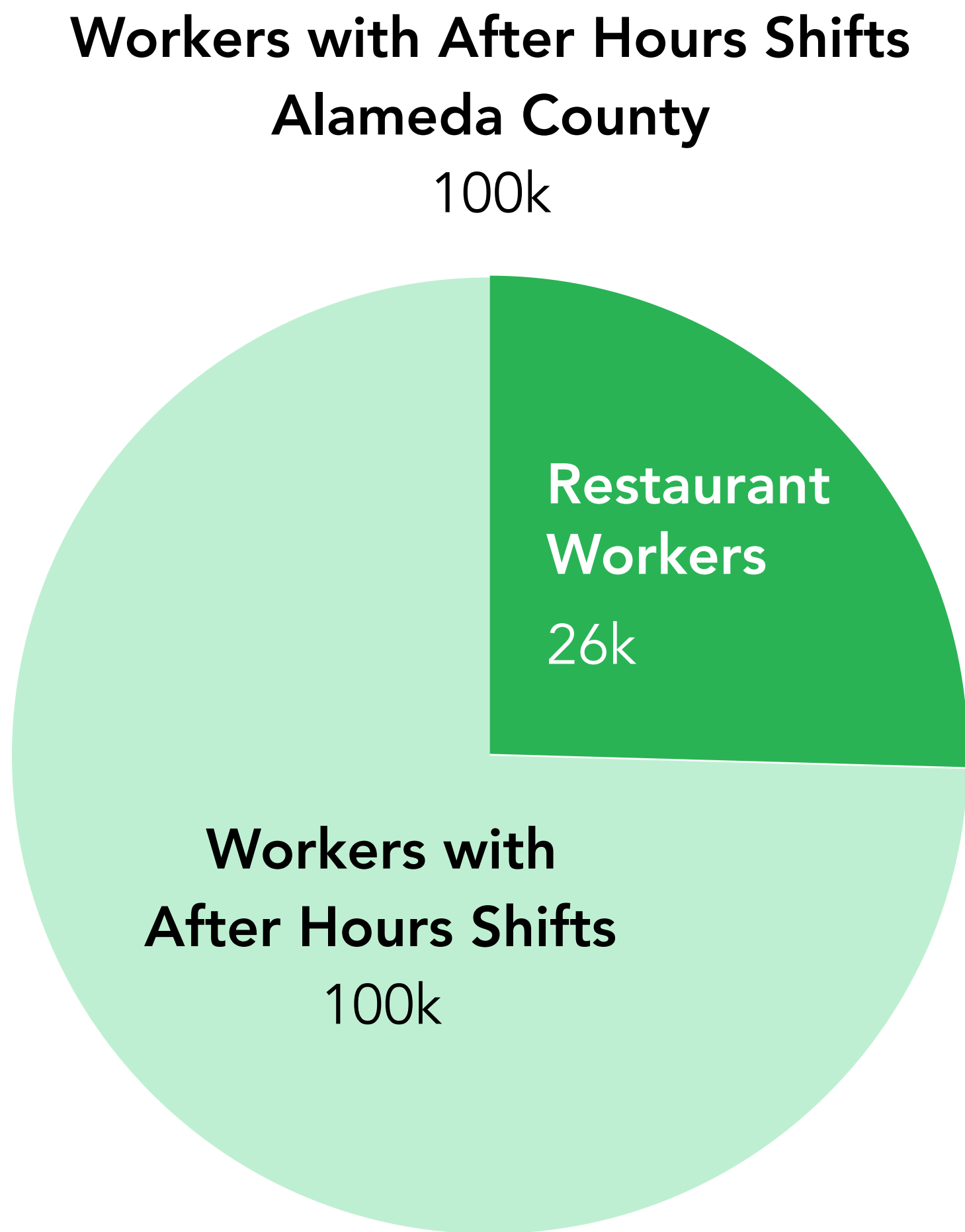
Parent Demand Size

Approximately 1 in 7 of the total after hours shift workers have children under the age of 12.

Workers with After Hours Shifts Alameda County
100k

Have Children Ages 0-12
13k

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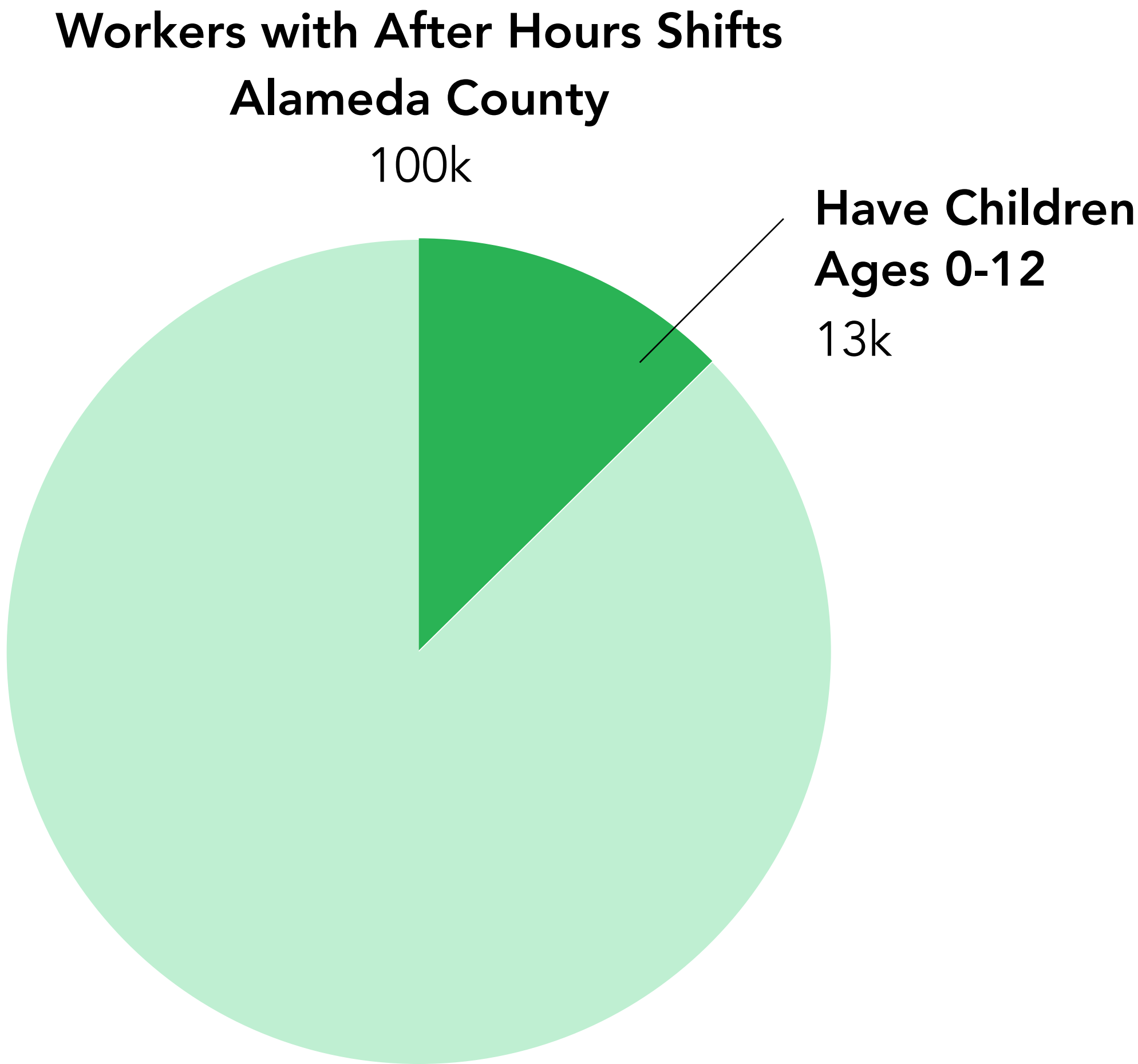
Parent Demand Size

And half of them make such a small income, they qualify for government childcare subsidies.

With only 1,100 children receiving subsidies currently, the need outsizes the demand by 6 times.
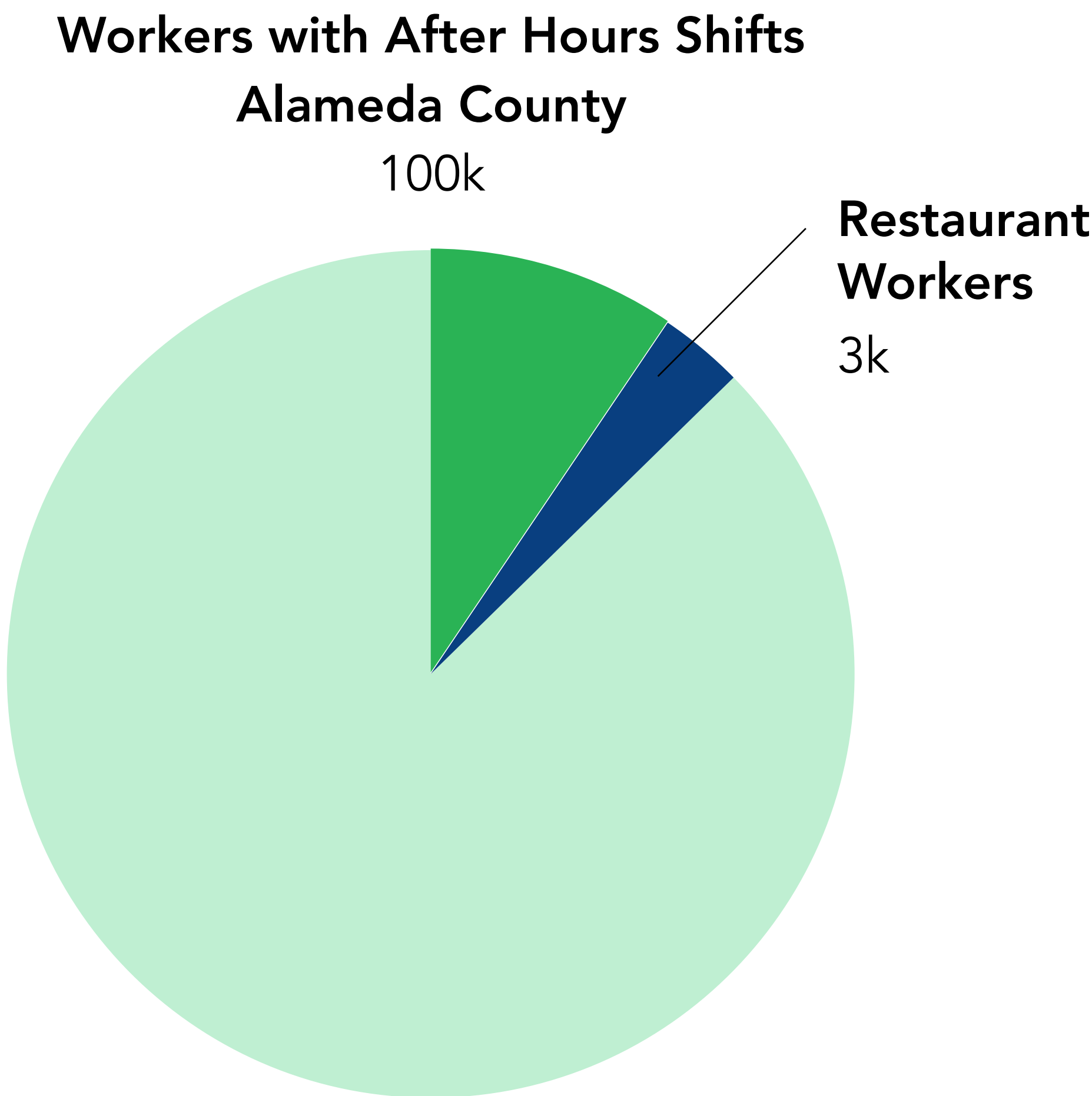
Connecting this group of parents to financial resources for childcare will need to be part of the solution.

Workers with After Hours Shifts Alameda County
100k

Qualify for Childcare Subsidies
6k

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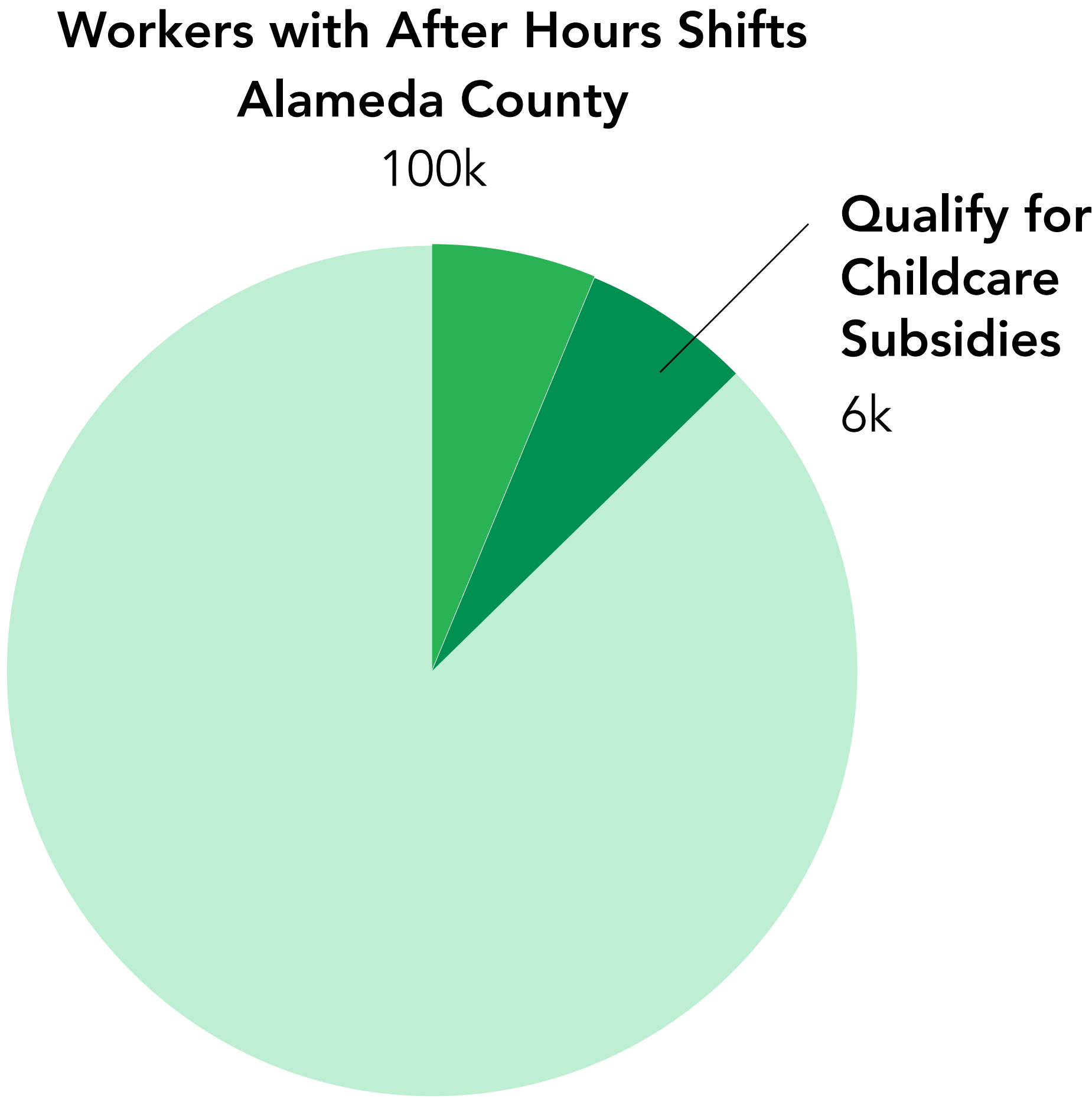
Parent Demand Size

Restaurant workers make up a quarter of these parents.

For us to achieve scalable impact, it may be helpful to reach out to other employer industry groups, beyond restaurants, to better serve all of these parent needs and help us reach higher economies of scale for the services provided.

Workers with After Hours Shifts Alameda County
100k

Restaurant Workers
3k

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Childcare Supply Size

Alameda County
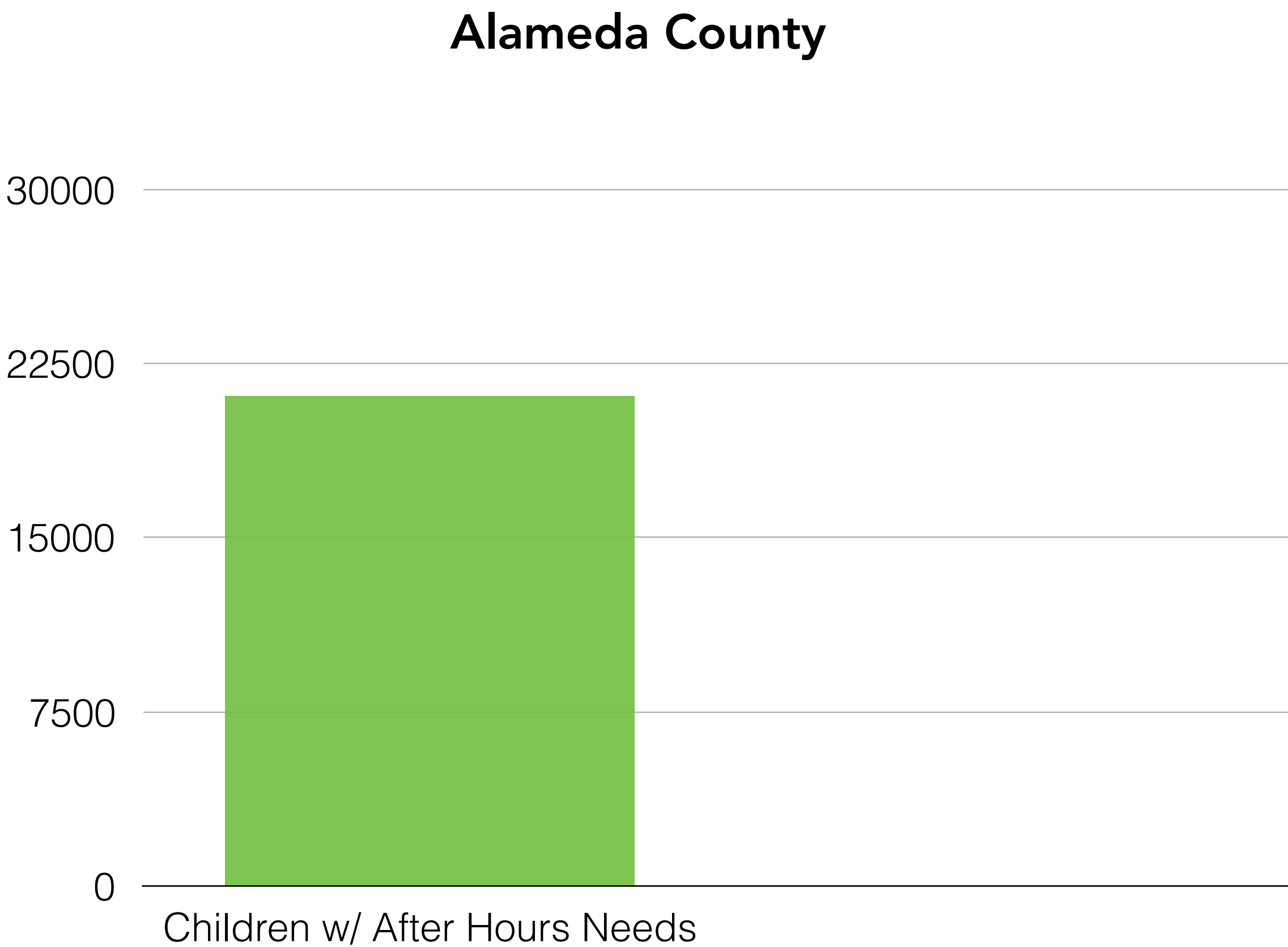
To inform which impact levers our services should focus on, we need to understand the size of the gap between this demand for childcare and the existing supply.

To do this, we must now consider the children of the after hours working parent.

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Childcare Supply Size

Alameda County
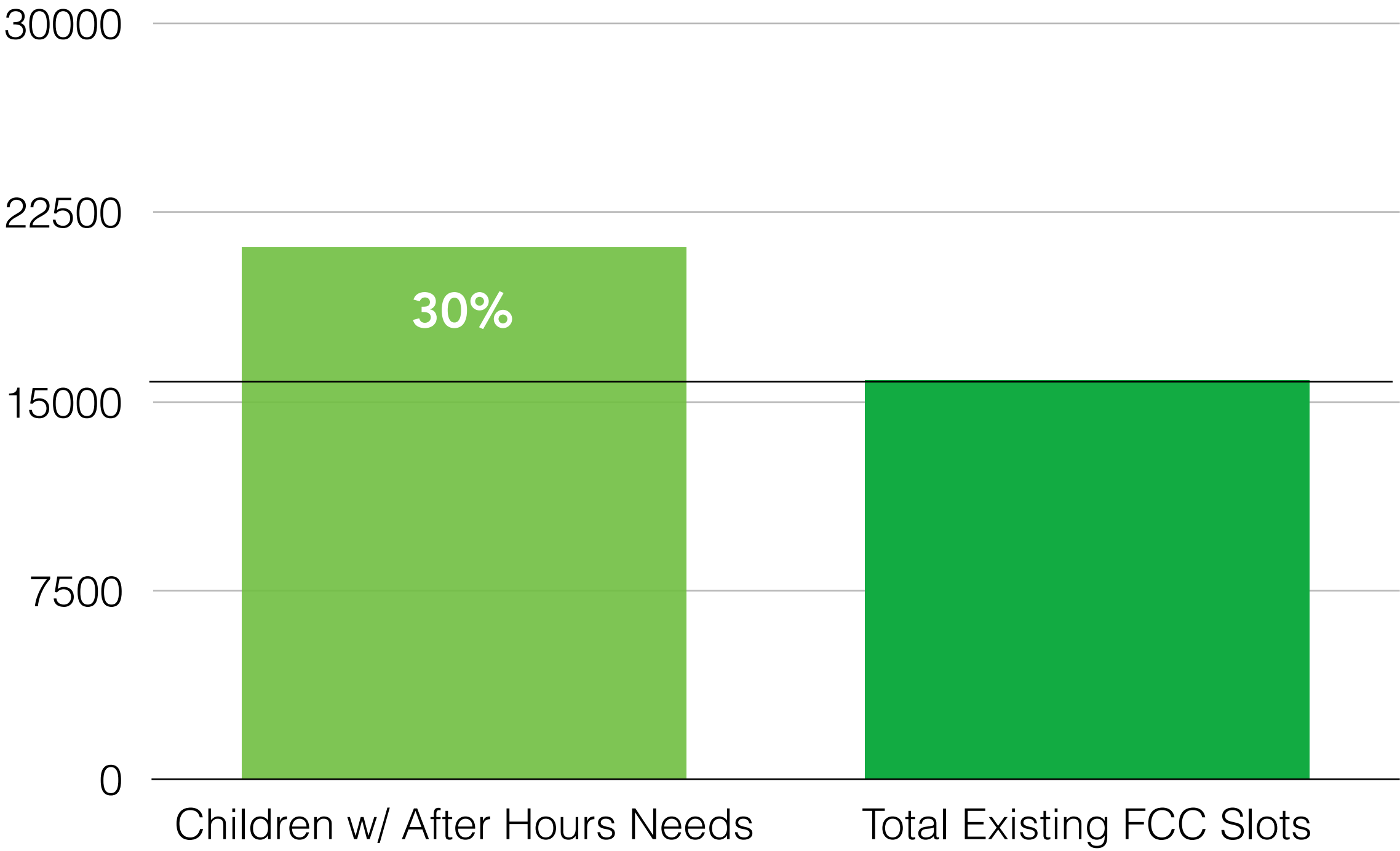
The number of children that need this after hours care exceeds the total number of all existing FCC slots by 30%.

In-house analysis utilizing the following data sets:
US Census Bureau "America's Families and Living Arrangements: 2012", August 2013
Pew Research Center, "The Rise in Dual Income Households", June 18, 2015
American Community Survey, 2016

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Childcare Supply Size

Alameda County
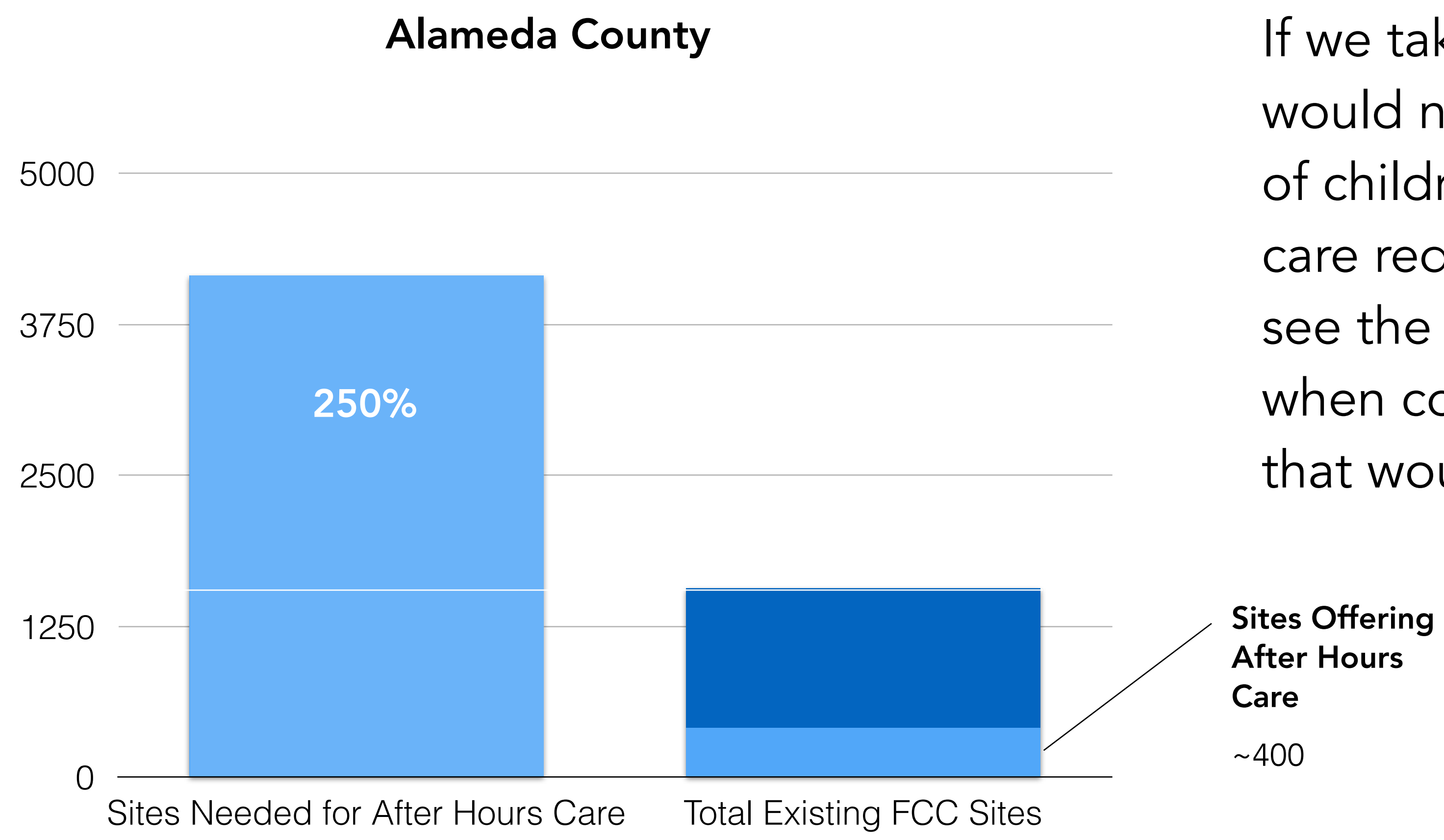
If we take into account that FCC sites would need to accept smaller numbers of children to provide the increased care requirements for after hours, we see the gap increase further to 250% when comparing the number of sites that would be needed.
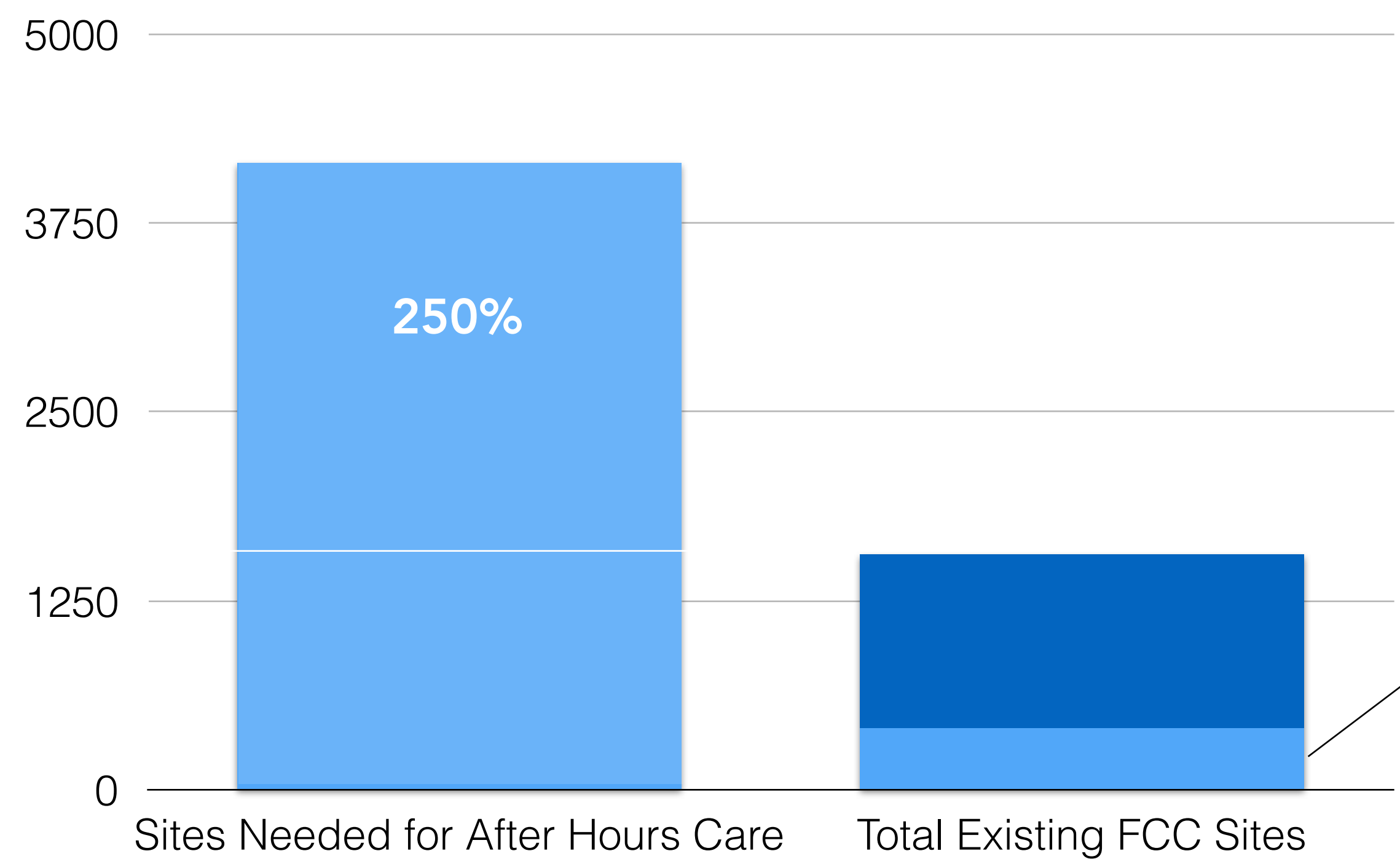
Sites Offering After Hours Care

~400

In-house analysis utilizing the following data sets:
US Census Bureau "America's Families and Living Arrangements: 2012", August 2013
Pew Research Center, "The Rise in Dual Income Households", June 18, 2015
American Community Survey, 2016

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* Assuming a 50% day slot utilization rate for FCCs to provide night care.

Childcare Supply Size

Alameda County

The magnitude of this supply gap tells us that we need to consider a multi-pronged approach across all capacity building levers in order to meet the needs of these after hours workers and their children.

Sites Offering After Hours Care

~400

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* Assuming a 50% day slot utilization rate for FCCs to provide night care.

Additional Resources

133

Project Deliverables

Research Read Out

Pre-read Link: https://tippingpointcommunity.box.com/s/3vjkol1exz8yollsghdhjphnafrg2f6c

Presentation Link: https://tippingpointcommunity.box.com/s/bchgg9cc2blqvgro6tj4zh22a4w6du0m

Concept Generation Read Out

Link: https://tippingpointcommunity.box.com/s/mk94vsftmy12qfkzoqh15c72pk6f599a

Project Postcards

Link: https://tippingpointcommunity.box.com/s/5wk9zagl7ke8o33jfu1e0aenzaa6573k

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Secondary Research

We spent time researching the needs and challenges of restaurant workers, restaurant employers, and child care providers in the San Francisco Bay Area.

Our secondary research included reports by ROC United, Packard Foundation, California Child Care Resource and Referral Network as well as a collection of web articles on various supporting topics.

Link: https://tippingpointcommunity.box.com/s/ybutjmin87sb9639te6xhdbkcc4syngq

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