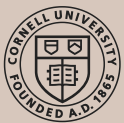


CRP 5074: ECONOMIC AND  
COMMUNITY DEVELOPMENT  
WORKSHOP

# CROSS-AGENCY COLLABORATION FOR EXPANDING CHILD CARE SUPPLY

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**Cornell AAP**  
Architecture Art Planning

This report and related documents can be found  
at <https://labs.aap.cornell.edu/node/925>

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Girl in White and Pink Heart Print Sweater Holding A  
Photo by PNW Production from Pexels

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## ABSTRACT

Lack of quality licensed child care impacts children, families, and entire communities in a complex manner. This led Cornell University to embark on a groundbreaking initiative aimed at expanding the supply of child care in partnership with the Child Development Council in Tompkins County. This report was created to dive into opportunities for the success of the cross-agency collaboration between Cornell University and the Child Development Council, as well as provide recommendations to ensure the success of Cornell's grant commitment. Our research group spoke with eight separate specialists working on child care supply and expansion efforts throughout the United States. Our research found that data and technology investments are imperative for analyzing child care supply and demand concerns. Additionally, a strong facilitator is imperative to build on supply expansion through transparency and accountability, as well as to create a community network of shared alliances between providers in the area and engage in future opportunities.

## INTRODUCTION

Cornell University is embarking on a groundbreaking initiative in an effort to expand the supply of high-quality and licensed family and group family child care in Tompkins County by engaging in a cross-agency collaboration with the Child Development Council. In the past, Cornell has been engaged in child care efforts by providing subsidies and building a child care center, however, Cornell is now engaging in cross-agency collaboration with the Council to address the supply issue in Tompkins County.<sup>1</sup> Cornell University is proud to commit \$300,000 annually for a five-year commitment, in an effort to provide support to individuals and organizations seeking to establish or extend full-time child care programs within Tompkins County. Cornell University is dedicated to forming a strong collaborative partnership with the Child Development Council of Tompkins County, with the aim of identifying and seizing promising opportunities to overcome this significant challenge. This initiative is hoping to expand 50 quality licensed child care slots every year for the next 5 years.

Cornell's strategic plan includes earmarking these funds to bolster staffing and extend grants to family (licensed for up to six children), group family (licensed for up to 12 children), and center-based child care providers. These financial resources are intended to facilitate the expansion of current facilities and the establishment of new ones, covering essential costs such as construction, equipment, curriculum development, materials, software, and training materials. In addition to the annual community grant, Cornell will also be investing \$72,000 a year to support a child care developer position with the Council, which will manage the fund and strengthen efforts to grow child care supply in Tompkins County.

1. <https://news.cornell.edu/stories/2023/10/cornell-partnership-bolster-child-care-community>

Five graduate students enrolled in an Economic and Community Development Workshop led by faculty member Mildred Warner have taken the initiative to collaborate with Michelle Artibee, who is the director of workforce wellbeing in the Division of Human Resources and representing Cornell in this partnership, along with Melissa Perry, the Director of the Child Development Council to provide key research on ensuring the success and sustainability of this commitment.

This report outlines lessons learned by the industry experts who were interviewed and recommends best practices and available tools for stakeholder consideration in expanding child care supply in Tompkins County.

## **THE CURRENT STATE OF CHILD CARE IN TOMPKINS COUNTY, NY**

In Tompkins County, the child care system is currently under considerable strain. There is a severe mismatch between need and availability: with 4,296 children under six, the county only has 1,396 licensed child care slots, creating a three-to-one disparity and leaving approximately 2,900 children without access to registered care. This issue is further compounded by the fact that, of 19 child care centers, a mere 12 are operational, exacerbating the shortage and highlighting the urgent need for more diverse supply efforts. Furthermore, while family and group family providers offer additional options—with 15 and 22 providers respectively—their numbers are still not sufficient to meet the county's needs. The county's families have diverse child care needs, requiring a variety of care options. The challenges of provider retention underscore the importance of negotiating for better resources and benefits. Ensuring adequate provision, such as furnishing facilities and supplying essentials like books, food, and cleaning materials, is critical. These points combine to illustrate the complicated and multifaceted nature of providing quality child care in Tompkins County. It's clear that strategic planning, resource allocation, and supportive policies are essential in cultivating a sustainable child care infrastructure that can effectively serve the community's needs.

### **INFORMAL CARE IN TOMPKINS COUNTY**

Informal care serves as a critical bridge in addressing the gaps in child care availability in Tompkins County. With limited formal child care options, informal care steps in to fill the void, providing essential support to families. However, informal child care providers often lack the resources to formalize their services due to financial constraints, limited access to training and education, difficulties in meeting regulatory standards, lack of appropriate infrastructure, the administrative burden associated with formalization, and time constraints. The Child Development Council already performs many outreach efforts to assist informal care providers, and this grant funding will provide a unique opportunity to further assist informal care providers to become licensed and expand the supply of child care in Tompkins County.

## **GAP OF GOVERNMENT SUBSIDIES**

Subsidy programs/grants are inconsistently available to child care providers and do not typically assist them with any infrastructure or start-up costs, leaving providers to contend with financial constraints related to preparing the home/facility for licensing approval and other start-up costs. This creates barriers for potential and existing providers to get established or expand, particularly given their often lower-wage earner status and the long pre-opening licensing process. The child care supply growth initiative that Cornell is funding addresses a significant gap in existing government funding available to providers.

## **THE FOCUS ON FAMILY AND GROUP FAMILY CHILD CARE**

Most families in Tompkins County prefer to send their children to family and group family child care. Two of the primary factors driving this choice are cost-effectiveness and the personalized care children receive in this setting. This is the reason the new grant is focused on supply efforts for these care settings in Tompkins County.

## **PROJECT GOALS**

The primary aim of this project is to conduct a thorough analysis of the prerequisites for a child care developer role and subsequently formulate a comprehensive job description that outlines the ideal candidate's qualifications responsibilities, and tools needed to be successful. We have leveraged the collaborative expertise of Cornell University's graduate students and faculty members. This joint effort has culminated in the creation of a detailed report that delves into various aspects critical for the successful implementation of the proposed public-private partnership between Cornell University and the Child Development Council.

Our report not only identifies key areas of focus but also offers well-researched recommendations and interview insights from the industry professionals. We have provided guidance on data systems, emphasizing the need for efficient child care management systems and studies to support the partnership's goals. Furthermore, we have explored the concept of micro centers, offering insights into their potential role in enhancing the accessibility and quality of child care services. Additionally, our report addresses budgetary considerations, ensuring that Cornell's grant commitment remains on a path to success. By examining the financial aspects in detail, we aim to provide a clear roadmap for the sustainable development and maintenance of child care services within the framework of the partnership. Through our collaborative efforts and comprehensive analysis, we are committed to contributing to the realization of the shared goals of Cornell University and the Child Development Council, fostering a beneficial and enduring partnership that serves the needs of the community.

## METHODOLOGY

This research discusses possible courses of action that can be taken in order to successfully expand the supply of quality licensed child care in Tompkins County. Over the course of 6 weeks, we held various Zoom calls with experts working in the child care sector. During our communications, we made it clear we were graduate students at Cornell University seeking to understand the complexities regarding the sustainable growth of child care, and sought their expertise to help define the opportunities for the Tompkins County area.

To best understand the opportunities and challenges in the present context in Tompkins County we first had to speak with our main clients for whom we aimed to provide this research. Our brief statement and research questions can be found in Appendix 1. We first met with Michelle Artibee, the director of workforce well-being in the Division of Human Resources to understand the extent of the cross-agency collaboration along with how the funds will be used and managed. Secondly, we spoke with Melissa Perry, CEO of the Child Development Council to understand their current approach to expanding and supporting child care in Tompkins County. After speaking with our main clients, we expanded our research to participants across the country who are regarded as experts and pioneers in the child care industry.

1. Louise Stoney, from Stoney Associates, holds decades of experience as a consultant in early care and education (ECE) finance and policy work.
2. Katie Harbison, the CEO of Chambliss Center for Children in Chattanooga, Tennessee.
3. Brandee Lengel, the Vice President of Quality Child Care Partnerships for the Nebraska Early Childhood Collaborative.
4. Siran Cao, the CEO & Co-Founder of Hey Mirza.
5. Ali Wunder Stahl, Senior Director Of Partnership Strategy for All Our Kin (AOK).
6. Heidi East McGowan, partner with Opportunities Exchange located in Oregon.
7. Briane Tice, a Regional Manager with the Division of Child Care Services for New York.

Additionally, our research group wanted to provide an in-depth analysis of varying project costs for expanding home-based child care. Most of the budget scenarios in this study are centered around the building overhead of expanding different sizes of home-based child care, with a brief coverage of the expansion of child care centers, the cost of child care database software usage, etc. For construction budgeting, RSMeans was used as a data source in this study. It was selected due to its reputation as a credible source of information on construction costs. Specifically, RSMeans provides a comprehensive database of construction costs, including information on labor rates and material costs for different types of buildings. Additionally, RSMeans' data is localized, which allows for a more accurate estimate of construction costs in specific geographic regions.

RSMeans' data is updated regularly to reflect changes in construction costs and market trends, which ensures that the cost estimates used in this study are reliable. See Appendix 2 for budget calculations regarding common home expansions.

## **KEY FINDING #1: THE IMPORTANCE OF GOOD DATA AND TECHNOLOGY**

The early childhood education (ECE) industry is currently facing a number of shortfalls in technology use and data collection, and this seems to be the current case in Tompkins County. These shortfalls are leading to a number of challenges,<sup>2</sup> including inaccessibility and infrequency of data collection. To address these challenges, we need to introduce new technology and more frequent and timely data collection in Tompkins County. Consolidating data on all available ECE slots will allow for effective coordinated enrollment management, ensuring that children are matched to the most appropriate care settings in Tompkins County. This comprehensive view of supply and demand also enables strategic resource allocation, directing funding and support to the areas and populations with the highest unmet needs - such as specific group family providers who are struggling to meet capacity. Modern technology can further enhance this process, harnessing data in a user-friendly format that is easily accessible to families, providers, and policymakers alike. It is our recommendation that the Child Development Council invest in a child care management system (CCMS) that coincides with the needs of providers, the Council, and parents.

There are some limitations and challenges that may be encountered when rolling out CCMS systems. Some of these limitations are lack of access to devices, software, and the internet, lack of technological literacy and skills, and lack of funding and resources: Implementing new technology in ECE may require additional funding and resources, such as equipment, software, staff, and infrastructure. However, many ECE programs and families may not have adequate funding and resources to afford or sustain the use of new technology. According to an article by Edutopia<sup>3</sup> outdated technology and limited technology use are some of the challenges faced by ECE programs.

These limitations were made aware to our team during our discussion with the Council. We urge the Council to adopt one of the CCMS softwares that meets their needs and start a pilot program with a few providers to evaluate and adapt their training as needed when expansion efforts continue.

### **OPTIMIZING CHILD CARE MANAGEMENT IN TOMPKINS COUNTY, ITHACA**

Playground and Brightwheel stand out as the optimal child care management systems for the Child Development Council in Tompkins County, Ithaca, addressing specific organizational needs. These platforms are designed to streamline tasks for providers, focusing on simplifying attendance records and data collection to ease the workload. Recognizing the demand for digital transactions, both systems enable families to make payments through user-friendly apps, including Venmo, catering to the evolving preferences of parents.

2. <https://child.care.lacounty.gov/wp-content/uploads/2018/11/TechRptState201711July18.pdf>

3. <https://www.acf.hhs.gov/archive/blog/2015/04/use-technology-early-childhood-education>

With an emphasis on user-friendly interfaces, Playground and Brightwheel accommodate varying comfort levels with technology among providers, ensuring a smooth transition without added stress. The platforms excel in facilitating seamless communication between providers and families, offering real-time updates on attendance and other essential information. Moreover, they boast mass communication features, supporting both one-to-one family interactions and broader center-wide announcements. While providing convenient features such as attendance tracking on their apps, the systems also acknowledge potential technical limitations, emphasizing the importance of alternatives like paper copies to ensure compliance with regulations. In summary, Playground and Brightwheel align with the Child Development Council's goals, prioritizing simplicity, financial convenience, and effective communication for child care supply efforts in Tompkins County, Ithaca. Next, we interviewed case studies of successful programs using CCMS around the US. These are described below.

### **CASE STUDY: NEBRASKA EARLY CHILDHOOD DEVELOPMENT (NECC)**

The program started with the Licensing Toolkit Program three years ago. This program helps unlicensed child care providers, especially those who care for 1-3 children, to obtain a license and meet the health and safety guidelines. The program provides mentorship, materials and supplies, and assistance with applying for a startup grant of \$5,000 from the county. The Child Development Council (the Council) is already engaged in various aspects that the Nebraska Early Childhood Collaborative has had success with.

For the software, the program first chose Wonderschool as their software, because it had a network dashboard that could show program trends and provider-specific information. Later they added Brightwheel and Playground as other software options, allowing providers to choose whatever platform they want to use. Now, the program has 75 providers using the software, 100 providers in the toolkit program, and 1,000 providers in the network accessing different toolkit areas. A single CCMS software may be an advantage for the Council as they do not provide services to that many providers in the area.

### **CASE STUDY: STRATEGIC PARTNERSHIPS, DEPARTMENT OF HEALTH AND HUMAN SERVICES - IOWA**

The State of Iowa, Department of Health and Human Services established strategic partnerships with Child Care Management Systems (CCMS) vendors, including Brightwheel and Playground, to improve the system's capabilities. As part of the strategy, Iowa offered free software licenses to child care providers, ensuring that cost was not a barrier to participation. Data-sharing agreements between vendors and providers were put in place, allowing for the seamless exchange of accurate capacity and vacancy data. To ensure comprehensive data coverage, a data collection form was developed for capacity and vacancy information. The success of Iowa's CCMS enhancement strategy hinged on several key factors. These included effective engagement of providers, intermediaries, and cross-agency policy staff, ensuring that all stakeholders were aligned and moving in the same direction.



Clear communication, adequate funding, and the integration of technology and program funding were also crucial in achieving the state's goals, ultimately leading to a more efficient and data-driven child care management<sup>4</sup> system in Iowa.

## **CASE STUDY: EARLY CHILDHOOD OPTIONS (ECO) - SUMMIT COUNTY, COLORADO**

Early Childhood Options (ECO) in Summit County, Colorado, has successfully transformed its approach to early childhood education (ECE) and child care support. ECO's innovative strategy involves the implementation of a Child Care Marketplace with a single coordinated waitlist, simplifying the child care enrollment process for parents. The system ensures that once a child care seat is offered to a parent, enrollment paperwork seamlessly syncs with Alliance CORE (CCMS), streamlining administrative processes.

ECO has also introduced a single-family portal for ECE tuition assistance applications, covering two main programs: "First Steps" for children aged 0-3 and "Summit PreK" for children aged 3-5, administered by Bridgecare.<sup>5</sup> A key strength of ECO's approach lies in its data-driven insights. This wealth of data empowers ECO to inform practice, policy, and planning effectively, ensuring that early childhood education and care in Summit County are more accessible, user-friendly, and responsive to the needs of families.<sup>6</sup>

## **KEY FINDING #2: THE ROLE OF A CHILD CARE DEVELOPER**

Throughout our conversations with experts in the child care industry, there was a key theme that was pronounced throughout almost every conversation - providers must be supported in order for child care to be sustainable and successful. We spoke with various experts to develop the role of a child care developer (Appendix 3) to be used by the Child Development Council to recruit and retain an expert to help expand the supply of child care in Tompkins County. Some of the key qualifications for this role include business development and knowledge training aimed at supporting child care professionals and entrepreneurs.

However, our team discovered that the developer will need to wear many hats to adequately address the child care supply issue in Tompkins County. They will need to enhance the Council's Mentorship program so providers don't feel isolated and have a sense of community for child care providers in the area. The developer will need to engage in ongoing skills training to support providers - supporting providers is a way to reduce turnover and in turn, contribute to the supply of child care slots in the area. We believe the Train-The-Trainer (TTT) program from All Our Kin would be a first step for the developer.<sup>7</sup> Finally, ongoing engagement with providers and other stakeholders should be provided by the developer - quarterly training and events should be scheduled to continue the strategic plan to expand the supply of child care in Tompkins County. Case studies outlined below describe the critical role a child care developer has played in communities across the US.

4. <https://www.stoneyassociates.com/>

5. <https://www.earlychildhoodoptions.org/provider-resources>

6. *ibid.* 4

7. <https://allourkin.org/TTT>

## **CASE STUDY: NEBRASKA EARLY CHILDHOOD COLLABORATIVE (NECC) - OMAHA, NEBRASKA**

In order to find the most effective skills necessary for the success of the Developer position in supporting providers and expanding quality child care in Tompkins County, our team spoke with Brandee Lengel, the Vice President of Quality Child Care Partnerships at the Nebraska Early Childhood Collaborative. Brandee develops programs that enable both family and center-based child care providers to become successful, independent, and dynamic small business owners.

The key takeaway from our conversation with Brandee Lengel was that providers must be supported through mentorship and strategic tools for success in their small businesses. The Nebraska Early Childhood Collaborative uses a specialized Licensing Toolkit Program for providers who have not been licensed before. Their toolkit consists of 4 stages that begin when a provider enters into the program, along with a mentor to help walk them through the process. This program can take 6 months or longer for a provider to get licensed. The mentor will be there throughout the entire process. NECC also emphasizes the need for bilingual mentors to support the providers who speak Spanish primarily. It is important to work with and support providers in the language they are most comfortable with when they are serving those very communities. This builds a level of trust imperative to sustain the growth and success of providers in the local community. Robust programming for providers to ensure ongoing training, learning, and opportunities for growth is another key takeaway from NECC's work.

## **TRAINING, COLLABORATION, AND IMPACT ASSESSMENT; ALL OUR KIN**

Organizations like All Our Kin (AOK) offer tailored training and conduct national train-the-trainer programs. AOK may be a potential partner that the Council can engage with upon hiring a developer. Assistance by AOK is provided in response to identified needs, often beginning with discussions framed around supply issues and subsequently delving into distinct "strands." One significant strand involves policy advising, contributing to the formulation of goals and processes. The commitment to their services involves a fee-for-service model, where participants opt-in and pay for specific training, supplemented by potential grants, exemplified in collaborative efforts such as those in Nebraska. All Our Kin facilitates the creation of networks, aiding individuals in building connections. On a national level, the organization conducts train-the-trainer programs, enabling developers to acquire curriculum expertise for use in their localities. To gauge the impact of their child care expansion efforts on the well-being of children and families, the organization employs diverse measurement methods. These include the Family child care Environmental Rating Scale utilized in educational training, the Business Administration Scale for business evaluation, the Early Childhood Environment Rating Scale (ECERS), and economic studies based on income data.<sup>8</sup>

8. Alison Stahl, Senior Director of Partnership Strategy, All Our Kin

## **CASE STUDY WITH HEIDI EAST MCGOWAN, OPPORTUNITIES EXCHANGE**

Heidi East McGowan is a partner with Opportunities Exchange located in the state of Oregon. Heidi McGowan has over 20 years of experience consulting organizations to drive towards higher impact outcomes through strategic planning and engagement. During our conversation, Heidi shared direct and relevant advice that can benefit the current public-private partnerships (PPP) initiative between Cornell University and the Child Development Council.

The local agency Heidi has worked with that engages in similar work to the agency Child Development Council is engaged in Tompkins County also followed a model that recruits new providers in cohorts and offers coaching and training. Once the cohort group finishes their initial training they are eligible for a grant to start their child care business. The idea of recruiting providers in cohorts is a key area to focus on because of the alliance that was created and sustained after the cohort training period ended. Many of the providers have gone on to develop a shared-services alliance which consists of them sharing relevant information and knowledge through group texts and other formats. Perhaps even more notable is a common issue we have heard echoed by various individuals and organizations we have spoken to; child care can be an isolating experience at times. As an individual business owner, providers are tasked with the responsibility of managing their business, caring for children, applying for grants, and all the countless tasks required to comply with upkeep after hours can be an isolating experience. If cohorts create the opportunity for networks where providers can share tips, resources, and establish a sense of community, this is a task a child care developer should explore in establishing in Tompkins County.

## **KEY FINDING #3: EXPANDING CROSS-AGENCY COLLABORATION IN TOMPKINS COUNTY, NY**

Some of our key findings for successful cross-agency collaboration include transparency between stakeholders, and establishing and expanding credible partnerships to ensure ongoing engagement in future opportunities that can increase the supply of licensed child care slots.

## **CASE STUDY WITH HEIDI EAST MCGOWAN, OPPORTUNITIES EXCHANGE**

The first step Heidi recommended for successful cross-agency collaboration is already in progress. Heidi cautioned that credible partners in the objective to expand the supply of child care is imperative. In the state of Oregon, Heidi has partnered with a private company in partnership with community organizations which has resulted in successful child care slots being created. The financial commitment is just the beginning. The success in Central Oregon was possible in part due to a credible local child care council that was already working on a plan to get several other funding sources including, federal, county, and city-wide to create an increase in the supply of child care.

Tillamook Creamery is another example of a private company investing to support local organizations tackling the expansion of child care supply. Tillamook Creamery invests 4% of its net income into the surrounding community each year. In 2022, 100 organizations received grants and products totaling 4.8% of their net income.<sup>9</sup> In the Tillamook Creamery case study, there were several stakeholders involved. A key to the success of this cross-agency collaboration was having a separate entity serve as an intermediary in accountability.

Since Cornell University and the Child Development Council are the only stakeholders involved at the moment, it is key that the developer position is engaged in performance monitoring through a transparent and accountable lens to ensure partnership success. This can be done by ensuring key “markers” are met throughout the roll-out of the grant fund. Further, it is essential to the sustainability of this effort for further outreach and collaboration among other private and public stakeholders to be actively pursued. Heidi McGowan highlighted the importance of several other funders to tackle an issue like the expansion in the supply of child care. Cornell University has set the foundation and is leading the effort, but it must not be the only one -it will be key for other local stakeholders to get involved.

## **CASE STUDY WITH SIRAN CAO, MIRZA - CHILD CARE SUPPORT FOR EMPLOYEES**

Our team conducted an interview with Siran Cao, the co-founder and CEO of Mirza. The meeting delved into Mirza’s innovative approach to addressing child care challenges faced by employees by assisting their employees through navigating available opportunities to meet their child care needs such as subsidies available.

Cornell University has a strong record of assisting employees with subsidies in the past.<sup>10</sup> The new opportunity lies in Cornell’s efforts to expand the supply of child care through cross-agency collaboration.

## **KEY FINDING #4: FUTURE OPPORTUNITIES: MICRO CENTERS IN TOMPKINS COUNTY, NY**

Our research group has explored the possibility of future opportunities that Tompkins County may be able to engage in through future public-private partnership collaborations. One of these opportunities we have explored is MicroCenters and their role in expanding the supply and sustainability of licensed quality child care.

9. <https://www.tillamook.com/stewardship/enriched-communities>

10. Shellenback, Karen. 2009. Child Care & Cornell Child Care Grant Subsidy Program Survey: Impact on the Cornell Community, Summary Report.

## CASE STUDY: CHAMBLISS CENTER FOR CHILDREN (CCC) - CHATTANOOGA, TENNESSEE

Our team spoke with Katie Harbison, the CEO of Chambliss Center for Children (CCC) in Chattanooga, Tennessee. Providers in Chattanooga were facing the same challenges of long work hours, low pay, and lack of ongoing training and support - they came under the CCC umbrella, and through a management agreement the CCC administrative staff do all of the back office work, and manage the day-to-day operations of each one. This led to the start of MicroCenters in Chattanooga which has helped reduce turnover rates for new teachers from 49% to under 10% in the schools where their classrooms are located.<sup>11</sup>

There are 14 public and private schools in Tompkins County that may be able to be potential host sites for a pilot program. It could also be a strip mall developer that would charge the child care provider. The amenities costs are usually a small cost to the provider since the hosts would already be paying these costs for the building. Having these costs covered would ensure that child care could be affordable for parents, and most importantly providers won't have their salaries and benefits impacted. We should not be limited to thinking of schools as the only potential host sites for MicroCenters. University settings such as Cornell and other businesses willing to engage in a new opportunity could also be potential sites. There must be a willingness to be part of this opportunity and we should frame this as a benefit for employees with children who can bring their children to these licensed child care centers in their own workplace. We should also keep in discussion the philosophy of supporting low-income families seeking high-quality child care when discussing this opportunity with potential host sites. Finally, the biggest barrier would be licensing these centers. If this were to be a possibility, an equally eager and willing partner within the New York State licensing system would be key. Licensing as well as meeting the necessary safety standards will be key.

## CONVERSATION WITH NY STATE LICENSING EXPERT

Our team spoke with Briane Tice from the Office of Children and Family Service (OCFS) in New York State. The NY OCFS provides support for people and organizations interested in starting child daycare programs in their communities.<sup>13</sup> Our research group wanted to determine how feasible the idea of establishing a future *pilot* MicroCenter in Tompkins County would be.

Briane shared the modality that best fits the idea of a MicroCenter would be the *Small Daycare Center*<sup>14</sup> modality. The benefit of using this modality is that the qualifications of providers are similar to the qualifications shared for group family care providers. The issue with pursuing a MicroCenter with the *Small Daycare Center* modality is that the profit margins are limited because a provider would only be able to accept 3-6 children ages 6 weeks to 12 years old - and can't care for more than two children under the age of two at the same time.

11. <https://www.chamblisscenter.org/offsite-programs>

12. <https://www.tompkinscountyny.gov/Learning>

13. [https://ocfs.ny.gov/programs/child\\_care/providers/](https://ocfs.ny.gov/programs/child_care/providers/)

14. [https://ocfs.ny.gov/programs/child\\_care/regulations/418-2-SDCC.pdf](https://ocfs.ny.gov/programs/child_care/regulations/418-2-SDCC.pdf)

These requirements dissuade providers from engaging in small daycare centers and notably, there are none operating in Tompkins County. Even with overhead costs being covered by a *host site*, the profit margins would still pose a challenge for any provider.

The second modality that may be an option to pursue for a MicroCenter is the *Group Family Daycare* modality with Waivers. Briane mentioned the OCFS has provided waivers in the past and is open to working with any county, and considering waivers if an applicant can make a good case that the health and safety of children will not be compromised. A *Group Family Daycare* modality will allow for sustainable profit margins. Additionally, another waiver the OCFS has come across in the past consists of “plans of study” which is when a provider is interested in being a director but they do not meet the qualifications, they can become directors in the interim while they work on studies as needed. Briane mentioned waivers can be discussed on a case-by-case basis. Since the modalities Briane shared are required to operate within the provider’s home, an off-site location like a Microcenter would require the waiver.

## CONCLUSION

In the past, Cornell has been engaged in child care efforts by providing subsidies and building a child care center, however, Cornell is now engaging in another cross-agency collaboration with the Council to address the supply issue in Tompkins County. The expansion of the child care supply in Tompkins County requires a multifaceted approach founded on transparency and accountability. By expanding the cross-agency collaboration and creating a network for providers they will find the support they need for their businesses to succeed and a sense of community in what is often isolating work.

There are four key takeaways for successful supply expansion efforts in Tompkins County. The first is to invest in a child care management system. The second takeaway is to provide ongoing training opportunities for the developer to support the local providers. The third is to provide transparency and accountability efforts between the Council and Cornell in order to meet markers and goals. And finally, the developer should engage in other opportunities by engaging other stakeholders to invest in this idea that quality child care availability is important for the health of all families in Tompkins County.

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# APPENDIX 1: RESEARCH STATEMENT AND QUESTIONS FOR PARTICIPANTS

## **Introduction:**

This appendix contains an interview statement and questions designed to support our childcare research of effective experiences at Cornell University, exploring the success of public-private partnerships in addressing child care deserts in the United States. These questions will help us understand the current work status of professionals in the childcare development industry and inspire our projects.

## **Research Statement for Participants:**

We are graduate students at Cornell University conducting research for a report on what successful collaborations between private and public stakeholders involved to adequately address childcare deserts across the United States. We would like to hear about your professional work in the childcare development industry, and possibly highlight your work as a case study for our report to Cornell and the Child Development Council. We also plan to develop a short public-facing brochure. We would appreciate any insight in guiding our research.

To ensure accuracy in our notes, may we record the interview? Yes/No

Our report may be posted on Professor Mildred Warner's Restructuring Local Government website <http://mildredwarner.org/www.mildredwarner.org/index.html>.

If you have any questions you may contact Prof Warner at [mwarner@cornell.edu](mailto:mwarner@cornell.edu)

## **Research Questions:**

- What CCSM software do you use?
- What are some of the benefits and limitations of the software?
- How many providers does your organization work with?
- How do you recruit providers?
- What are some of the barriers your providers face?
- Do you have a business coach in your organization? If so, what are their biggest barriers and where do they focus their efforts?



# APPENDIX 2: BUDGET MATRIX

**Budget Proposal - Cornell University and Child Care Development Council**

This appendix contains a budget draft for expanding a family day care provider by 200, 300, and 400 square feet. It offers detailed cost estimates based on the RS Means software, aiding stakeholders in understanding the financial considerations for each expansion option.

Item	Description	Unit	Unit Price	Year 1	Year 2	Year 3	TOTAL
<b>1</b>	<b>Expanding Family Day Care Providers</b>			<b>\$83,053</b>	<b>\$87,205</b>	<b>\$91,358</b>	<b>\$261,616</b>
1.1	FDC to GFDC cost of expansion (average based on sample budgets)		\$83,053	\$83,053	\$87,205	\$91,358	\$261,616
1.1.1	FDC expansion budget 200 sqft	Unit	\$64,523.86				
1.1.2	FDC expansion budget 300 sqft	Unit	\$87,448.07				
1.1.3	FDC expansion budget 400 sqft	Unit	\$97,186.16				
<b>2</b>	<b>Child Care Developers/Planners</b>			<b>\$101,376</b>	<b>\$101,376</b>	<b>\$101,376</b>	<b>\$304,128</b>
2.1	Child Care Developer/Planner No.1			\$101,376	\$101,376	\$101,376	\$304,128
2.1.1	Child Care Developer salary/ (1.0 FTE)	year	\$72,000	\$72,000	\$72,000	\$72,000	\$216,000
2.1.2	Benefits @ 28%	% of salary	28%	\$20,160	\$20,160	\$20,160	\$60,480
2.1.2	Admin and Support @ 10%	% of salary and benefits	10%	\$9,216	\$9,216	\$9,216	\$27,648
<b>TOTAL</b>				<b>\$184,429</b>	<b>\$188,581</b>	<b>\$192,734</b>	<b>\$565,744</b>

**Notes:**

- The budget for FDC expansion includes a 5% inflation rate per year
- If there is still room in the RFP for more resources, the CDC could consider raising the Childcare Developers/Planners salary

Estimate Name:	<b>FDC expansion budget 200sqft</b>
Building Type:	<b>Economy 1 Story with Wood Siding - Wood Frame</b>
Location:	<b>ELMIRA, NY</b>
Story Count:	<b>1</b>
Story Height (L.F.):	<b>8.00</b>
Floor Area (S.F.):	<b>200</b>
Labor Type:	<b>RES</b>
Basement:	<b>No</b>
Data Release:	<b>Year 2024</b>
Cost Per Square Foot:	<b>\$322.62</b>
Building Cost:	<b>\$64,523.86</b>



Costs are derived from a building model with basic components. Scope differences and market conditions can cause costs to vary significantly.

		% of Total	Cost Per S.F.	Cost
<b>01</b>	<b>Site Work</b>	<b>6.23%</b>	<b>\$15.39</b>	<b>\$3,077.78</b>
0104034	Footing excavation, building, 26' x 46', 4' deep		\$15.39	\$3,077.78
<b>02</b>	<b>Foundation</b>	<b>12.24%</b>	<b>\$30.22</b>	<b>\$6,044.08</b>
0204030	Footing systems, 10" thick by 20" wide footing		\$5.85	\$1,169.12
0208034	Block wall systems, 8" wall, grouted, full height		\$19.21	\$3,842.73
0220034	Floor slab systems, 4" thick slab		\$5.16	\$1,032.23
<b>03</b>	<b>Framing</b>	<b>9.08%</b>	<b>\$22.42</b>	<b>\$4,483.52</b>
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$1.07	\$214.92
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$11.34	\$2,268.37
0316042	Truss roof framing systems, 24" OC, 4/12 pitch, 1' overhang, 26' span		\$8.78	\$1,755.99
0348026	Partition framing systems, 2" x 4", 16" OC		\$1.22	\$244.25
<b>04</b>	<b>Exterior Walls</b>	<b>28.21%</b>	<b>\$69.64</b>	<b>\$13,928.09</b>
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$2.33	\$465.05
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$24.54	\$4,908.44
0420043	Non-rigid insul, batts, fbgl, kraft faced, 3-1/2" thick, R13, 15" W		\$2.57	\$513.43
0420051	Non-rigid insul, batts, fbgl, kraft faced, 12" thick, R38, 23" wide		\$2.16	\$432.87
0440026	Sliding window systems, builder's quality wood window, 3' x 2'		\$18.38	\$3,676.21
0452046	Door systems, solid core birch, flush, 3' x 6'-8"		\$15.51	\$3,101.30
0460025	Storm door, al, combination, storm & screen, anodized, 3'-0" x 6'-8"		\$4.15	\$830.80
<b>05</b>	<b>Roofing</b>	<b>2.25%</b>	<b>\$5.54</b>	<b>\$1,108.62</b>
0504034	Gable end roofing, asphalt, roof shingles, class A		\$5.54	\$1,108.62
<b>06</b>	<b>Interiors</b>	<b>8.68%</b>	<b>\$21.43</b>	<b>\$4,285.07</b>
0604026	Wall system, 1/2" drywall, taped & finished		\$2.75	\$550.05
0604026	Wall system, 1/2" drywall, taped & finished		\$6.05	\$1,210.11
0608026	1/2" gypsum wallboard, taped & finished ceilings		\$2.99	\$598.21
0620026	Lauan, flush door, hollow core, interior		\$2.22	\$443.99
0660017	Carpet, Olefin, 15 oz		\$2.44	\$488.10
0660027	Padding, sponge rubber cushion, minimum		\$0.76	\$152.67
0660038	Underlayment plywood, 1/2" thick		\$2.51	\$501.59
0664029	Resilient flooring, vinyl sheet goods, backed, .070" thick, minimum		\$0.70	\$139.42
0664048	Resilient flooring, sleepers, treated, 16" OC, 1" x 3"		\$1.00	\$200.94
<b>07</b>	<b>Specialties</b>	<b>12.52%</b>	<b>\$30.92</b>	<b>\$6,183.19</b>
0708026	Kitchen, economy grade		\$15.38	\$3,075.50
0712035	Sinks, stainless steel, single bowl 16" x 20"		\$9.83	\$1,965.41
0712039	Water heater, electric, 30 gallon		\$5.71	\$1,142.28
<b>08</b>	<b>Mechanical</b>	<b>17.17%</b>	<b>\$42.37</b>	<b>\$8,474.82</b>
0812046	Three fixture bathroom with wall hung lavatory		\$26.86	\$5,372.10
0860101	Furnace, gas heating only, 100 MBH, area to 1200 SF		\$6.63	\$1,326.05
0860109	Intermittent pilot, 100 MBH furnace		\$2.25	\$450.12
0860111	Supply duct, rectangular, area to 1200 SF, rigid fiberglass		\$0.84	\$168.96
0860121	Return duct, sheet metal galvanized, to 1500 SF		\$1.67	\$333.36
0860123	Lateral ducts, flexible round 6" insulated, to 1200 SF		\$1.09	\$217.59
0860135	Register elbows, to 1500 SF		\$0.81	\$161.53
0860137	Floor registers, enameled steel w/damper, to 1500 SF		\$0.52	\$103.14
0860139	Return air grille, area to 1500 SF 12" x 12"		\$0.11	\$21.91
0860143	Thermostat, manual, 1 set back		\$0.67	\$133.28
0860147	Plenum, heating only, 100 MBH		\$0.93	\$186.80
<b>09</b>	<b>Electrical</b>	<b>3.61%</b>	<b>\$8.91</b>	<b>\$1,782.10</b>
0910036	100 amp electric service		\$6.57	\$1,314.18
0935112	Wiring device systems, economy to 1200 S.F.		\$1.81	\$362.90
0945112	Light fixture systems, economy to 1200 S.F.		\$0.53	\$105.01
Adjustments5934	1.00-Additional entry & exit adjustment		\$11.84	\$2,368.00
Upgrade832	2.00-Smoke detector		\$0.74	\$149.00
Upgrade837	2.00-Fixed Picture Windows, 5'-0" x 6'-0"		\$7.33	\$1,466.00
<b>SubTotal</b>		<b>100%</b>	<b>\$285.59</b>	<b>\$49,367.27</b>
<b>Contractor Fees (General Conditions,Overhead,Profit)</b>		<b>15.0%</b>	<b>\$37.03</b>	<b>\$7,405.09</b>
<b>Architectural Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>User Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Building Cost</b>			<b>\$322.62</b>	<b>\$64,523.86</b>

\* Indicates Assemblies or Components have been customized.

Estimate Name:	FDC expansion budget 300sqft	
Building Type:	Economy 1 Story with Wood Siding - Wood Frame	
Location:	ELMIRA, NY	
Story Count:	1	
Story Height (L.F.):	8.00	
Floor Area (S.F.):	300	
Labor Type:	RES	
Basement:	No	
Data Release:	Year 2024	
Cost Per Square Foot:	\$291.49	
Building Cost:	\$87,448.07	



Costs are derived from a building model with basic components. Scope differences and market conditions can cause costs to vary significantly.

		% of Total	Cost Per S.F.	Cost
01	Site Work	4.44%	\$10.26	\$3,077.78
0104034	Footing excavation, building, 26' x 46', 4' deep		\$10.26	\$3,077.78
02	Foundation	13.08%	\$30.22	\$9,066.13
0204030	Footing systems, 10" thick by 20" wide footing		\$5.85	\$1,753.68
0208034	Block wall systems, 8" wall, grouted, full height		\$19.21	\$5,764.10
0220034	Floor slab systems, 4" thick slab		\$5.16	\$1,548.35
03	Framing	11.29%	\$26.08	\$7,824.39
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$1.07	\$322.37
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$11.34	\$3,402.55
0316042	Truss roof framing systems, 24" OC, 4/12 pitch, 1' overhang, 26' span		\$8.78	\$2,633.99
0348026	Partition framing systems, 2" x 4", 16" OC		\$4.88	\$1,465.48
04	Exterior Walls	27.31%	\$63.09	\$18,926.09
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$2.33	\$697.57
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$24.54	\$7,362.66
0420043	Non-rigid insul, batts, fbgl, kraft faced, 3-1/2" thick, R13, 15" W		\$2.57	\$770.14
0420051	Non-rigid insul, batts, fbgl, kraft faced, 12" thick, R38, 23" wide		\$2.16	\$649.30
0440026	Sliding window systems, builder's quality wood window, 3' x 2'		\$18.38	\$5,514.32
0452046	Door systems, solid core birch, flush, 3' x 6'-8"		\$10.34	\$3,101.30
0460025	Storm door, al, combination, storm & screen, anodized, 3'-0" x 6'-8"		\$2.77	\$830.80
05	Roofing	2.40%	\$5.54	\$1,662.93
0504034	Gable end roofing, asphalt, roof shingles, class A		\$5.54	\$1,662.93
06	Interiors	16.69%	\$38.56	\$11,566.74
0604026	Wall system, 1/2" drywall, taped & finished		\$11.00	\$3,300.30
0604026	Wall system, 1/2" drywall, taped & finished		\$6.05	\$1,815.16
0608026	1/2" gypsum wallboard, taped & finished ceilings		\$2.99	\$897.31
0620026	Lauan, flush door, hollow core, interior		\$11.10	\$3,329.89
0660017	Carpet, Olefin, 15 oz		\$2.44	\$732.15
0660027	Padding, sponge rubber cushion, minimum		\$0.76	\$229.01
0660038	Underlayment plywood, 1/2" thick		\$2.51	\$752.38
0664029	Resilient flooring, vinyl sheet goods, backed, .070" thick, minimum		\$0.70	\$209.14
0664048	Resilient flooring, sleepers, treated, 16" OC, 1" x 3"		\$1.00	\$301.41
07	Specialties	8.92%	\$20.61	\$6,183.19
0708026	Kitchen, economy grade		\$10.25	\$3,075.50
0712035	Sinks, stainless steel, single bowl 16" x 20"		\$6.55	\$1,965.41
0712039	Water heater, electric, 30 gallon		\$3.81	\$1,142.28
08	Mechanical	12.96%	\$29.93	\$8,978.05
0812046	Three fixture bathroom with wall hung lavatory		\$17.91	\$5,372.10
0860101	Furnace, gas heating only, 100 MBH, area to 1200 SF		\$4.42	\$1,326.05
0860109	Intermittent pilot, 100 MBH furnace		\$1.50	\$450.12
0860111	Supply duct, rectangular, area to 1200 SF, rigid fiberglass		\$0.84	\$253.43
0860121	Return duct, sheet metal galvanized, to 1500 SF		\$1.67	\$500.04
0860123	Lateral ducts, flexible round 6" insulated, to 1200 SF		\$1.09	\$326.38
0860135	Register elbows, to 1500 SF		\$0.81	\$242.29
0860137	Floor registers, enameled steel w/damper, to 1500 SF		\$0.52	\$154.70
0860139	Return air grille, area to 1500 SF 12" x 12"		\$0.11	\$32.86
0860143	Thermostat, manual, 1 set back		\$0.44	\$133.28
0860147	Plenum, heating only, 100 MBH		\$0.62	\$186.80
09	Electrical	2.91%	\$6.72	\$2,016.06
0910036	100 amp electric service		\$4.38	\$1,314.18
0935112	Wiring device systems, economy to 1200 S.F.		\$1.81	\$544.36
0945112	Light fixture systems, economy to 1200 S.F.		\$0.53	\$157.52
Adjustments5934	1.00-Additional entry & exit adjustment		\$7.89	\$2,368.00
Upgrade832	2.00-Smoke detector		\$0.50	\$149.00
Upgrade837	2.00-Fixed Picture Windows, 5'-0" x 6'-0"		\$4.89	\$1,466.00
<b>SubTotal</b>		<b>100%</b>	<b>\$256.84</b>	<b>\$69,301.36</b>
<b>Contractor Fees (General Conditions,Overhead,Profit)</b>		<b>15.0%</b>	<b>\$34.65</b>	<b>\$10,395.20</b>
<b>Architectural Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>User Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Building Cost</b>			<b>\$291.49</b>	<b>\$87,448.07</b>

\* Indicates Assemblies or Components have been customized.

Estimate Name:	FDC expansion budget 400sqft	
Building Type:	Economy 1 Story with Wood Siding - Wood Frame	
Location:	ELMIRA, NY	
Story Count:	1	
Story Height (L.F.):	8.00	
Floor Area (S.F.):	400	
Labor Type:	RES	
Basement:	No	
Data Release:	Year 2024	
Cost Per Square Foot:	\$242.97	
Building Cost:	\$97,186.16	



Costs are derived from a building model with basic components. Scope differences and market conditions can cause costs to vary significantly.

		% of Total	Cost Per S.F.	Cost
01	Site Work	3.96%	\$7.69	\$3,077.78
0104034	Footing excavation, building, 26' x 46', 4' deep		\$7.69	\$3,077.78
02	Foundation	12.97%	\$25.21	\$10,083.43
0204030	Footing systems, 10" thick by 20" wide footing		\$4.68	\$1,870.60
0208034	Block wall systems, 8" wall, grouted, full height		\$15.37	\$6,148.37
0220034	Floor slab systems, 4" thick slab		\$5.16	\$2,064.46
03	Framing	12.14%	\$23.60	\$9,439.21
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$0.86	\$343.86
0308026	Exterior wall framing systems, 2" x 4", 16" OC		\$9.07	\$3,629.39
0316042	Truss roof framing systems, 24" OC, 4/12 pitch, 1' overhang, 26' span		\$8.78	\$3,511.98
0348026	Partition framing systems, 2" x 4", 16" OC		\$4.88	\$1,953.98
04	Exterior Walls	25.84%	\$50.25	\$20,098.83
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$1.86	\$744.07
0408034	Wood siding systems, 1/2" x 8" beveled cedar siding, "A" grade		\$19.63	\$7,853.50
0420043	Non-rigid insul, batts, fbgl, kraft faced, 3-1/2" thick, R13, 15" W		\$2.05	\$821.48
0420051	Non-rigid insul, batts, fbgl, kraft faced, 12" thick, R38, 23" wide		\$2.16	\$865.74
0440026	Sliding window systems, builder's quality wood window, 3' x 2'		\$14.70	\$5,881.94
0452046	Door systems, solid core birch, flush, 3' x 6'-8"		\$7.75	\$3,101.30
0460025	Storm door, al, combination, storm & screen, anodized, 3'-0" x 6'-8"		\$2.08	\$830.80
05	Roofing	2.85%	\$5.54	\$2,217.24
0504034	Gable end roofing, asphalt, roof shingles, class A		\$5.54	\$2,217.24
06	Interiors	19.21%	\$37.35	\$14,938.28
0604026	Wall system, 1/2" drywall, taped & finished		\$11.00	\$4,400.40
0604026	Wall system, 1/2" drywall, taped & finished		\$4.84	\$1,936.17
0608026	1/2" gypsum wallboard, taped & finished ceilings		\$2.99	\$1,196.41
0620026	Lauan, flush door, hollow core, interior		\$11.10	\$4,439.86
0660017	Carpet, Olefin, 15 oz		\$2.44	\$976.20
0660027	Padding, sponge rubber cushion, minimum		\$0.76	\$305.34
0660038	Underlayment plywood, 1/2" thick		\$2.51	\$1,003.18
0664029	Resilient flooring, vinyl sheet goods, backed, .070" thick, minimum		\$0.70	\$278.85
0664048	Resilient flooring, sleepers, treated, 16" OC, 1" x 3"		\$1.00	\$401.88
07	Specialties	7.95%	\$15.46	\$6,183.19
0708026	Kitchen, economy grade		\$7.69	\$3,075.50
0712035	Sinks, stainless steel, single bowl 16" x 20"		\$4.91	\$1,965.41
0712039	Water heater, electric, 30 gallon		\$2.86	\$1,142.28
08	Mechanical	12.19%	\$23.70	\$9,481.29
0812046	Three fixture bathroom with wall hung lavatory		\$13.43	\$5,372.10
0860101	Furnace, gas heating only, 100 MBH, area to 1200 SF		\$3.32	\$1,326.05
0860109	Intermittent pilot, 100 MBH furnace		\$1.13	\$450.12
0860111	Supply duct, rectangular, area to 1200 SF, rigid fiberglass		\$0.84	\$337.91
0860121	Return duct, sheet metal galvanized, to 1500 SF		\$1.67	\$666.72
0860123	Lateral ducts, flexible round 6" insulated, to 1200 SF		\$1.09	\$435.17
0860135	Register elbows, to 1500 SF		\$0.81	\$323.05
0860137	Floor registers, enameled steel w/damper, to 1500 SF		\$0.52	\$206.27
0860139	Return air grille, area to 1500 SF 12" x 12"		\$0.11	\$43.82
0860143	Thermostat, manual, 1 set back		\$0.33	\$133.28
0860147	Plenum, heating only, 100 MBH		\$0.47	\$186.80
09	Electrical	2.89%	\$5.63	\$2,250.01
0910036	100 amp electric service		\$3.29	\$1,314.18
0935112	Wiring device systems, economy to 1200 S.F.		\$1.81	\$725.81
0945112	Light fixture systems, economy to 1200 S.F.		\$0.53	\$210.03
Adjustments5934	1.00-Additional entry & exit adjustment		\$5.92	\$2,368.00
Upgrade832	2.00-Smoke detector		\$0.37	\$149.00
Upgrade837	2.00-Fixed Picture Windows, 5'-0" x 6'-0"		\$3.66	\$1,466.00
<b>SubTotal</b>		<b>100%</b>	<b>\$213.80</b>	<b>\$77,769.27</b>
<b>Contractor Fees (General Conditions,Overhead,Profit)</b>		<b>15.0%</b>	<b>\$29.16</b>	<b>\$11,665.39</b>
<b>Architectural Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>User Fees</b>		<b>0.0%</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total Building Cost</b>			<b>\$242.97</b>	<b>\$97,186.16</b>

\* Indicates Assemblies or Components have been customized.