

# Center Case Studies

## Mary Lane Infant and Toddler Center at Church Street Apartments



### PRIMARY CASE STUDY FEATURES

1. Small, Transit-Oriented, Urban Child Care Center, co-located with 93 Affordable Apartments
2. Unique financing including the San Francisco Child Care Facilities Fund and syndication of Low-Income Housing Tax Credits.
3. Unique Design Features including incorporation of “home-oriented” design elements, centralized staff functions shared between two classrooms, and child friendly design concepts
4. Lessons learned from coordination between developer and operator.

See Description of Primary Case Study Features below for more information.

## SUMMARY PROFILE

### NUMBER LICENSED TO SERVE:

28 children

Infants: 14

Toddlers: 14

### CENTER SIZE:

Total interior area: 2,775 SF

Total outdoor area: approximately 2,000 SF

### LOCATION:

San Francisco, California

### CHILD CARE OPERATOR:

Cross Cultural Family Center

### DEVELOPER:

BRIDGE Housing Corporation

### BUILDING ARCHITECT:

Barnhart Associates Architects

### CHILD CARE TENANT IMPROVEMENTS ARCHITECTS:

Spaces for Children—Louis Torelli and

Asian Neighborhood Design—Harry Wong

### PROJECT COMPLETION DATE:

December 2003

## PROJECT/PROGRAM DESCRIPTION

Cross Cultural Family Center (CCFC) is the operator of the Mary Lane Center which is located at Church Street Apartments, a 93 apartment affordable housing development. CCFC emphasizes positive aspects of diversity in its eight San Francisco centers. The center serves 28 infants and toddlers; 70% of the child care spaces at the center are subsidized. Residents of Church Street Apartments receive a priority for enrollment in the Mary Lane Center within the restrictions of child care subsidy guidelines. The center is also easily accessible to non-resident families, located adjacent to the Muni Church Street station. When children age out of care at the Mary Lane Center, they are transitioned into other CCFC centers nearby or into a non-CCFC center that is more conveniently located.

## DESCRIPTION OF PRIMARY CASE STUDY FEATURES

### 1. SMALL, URBAN CHILD CARE CENTER, COLLOCATED WITH AFFORDABLE APARTMENTS

The Mary Lane Infant and Toddler Center is a unique example of a small, but successful center. As described in the financing chapter of this handbook, it has become increasingly difficult for small centers which serve low-income families to succeed financially as the cost of care further outstrips the amount of child care subsidy. The Mary Lane Center is able to provide highly personalized care for a small number of children due to the unique subsidy programs that are offered by the City of San Francisco to address the high cost of quality infant group care.

The center is co-located with 93 affordable apartments and a small retail space. The center primarily serves families from the surrounding neighborhood.

### 2. UNIQUE FINANCING INCLUDING THE SAN FRANCISCO CHILD CARE FACILITIES FUND AND SYNDICATION OF LOW-INCOME HOUSING TAX CREDITS.

The center was able to utilize several financing programs developed by the City of San Francisco. These included a Section 108 loan coupled with a dedicated repayment subsidy from the San Francisco General Fund, a Section 108 grant, and grant and grants from the Child Care Facilities Fund to finance the tenant improvements. The structure of the center was financed with equity from syndication of low income housing tax credits since affordable housing above the center was supported by the structure. The center was not included in tax credit basis.

### 3. UNIQUE DESIGN CHARACTERISTICS INCLUDING INCORPORATION OF “HOME-ORIENTED” DESIGN ELEMENTS, CENTRALIZED STAFF FUNCTIONS SHARED BETWEEN TWO CLASSROOMS, AND CHILD FRIENDLY DESIGN CONCEPTS

- The center utilizes design features such as small areas, low ceilings, child scale and sized subdivision of classrooms to create a home-like environment, special attention to detail for children and furnishings designed for the space by Louis Torelli.
- The center is designed to optimize its 2,775 SF. Staff desks and the food preparation area are centralized between two of the classrooms, efficiently utilizing space, while also ensuring staff may visually supervise children in all parts of the classrooms even when carrying out staff functions and food preparation. Classrooms are subdivided to enable children to engage in different kinds of age appropriate activities including both active and passive play.
- The center utilizes child friendly design concepts such as low windows so that children may look outside and indoor play structures and furniture that is child scaled and made of warm materials and colors.

## LESSONS LEARNED

OVERALL, THE OPERATOR AND DEVELOPER FEEL THE CENTER DESIGN PROVIDES A GOOD LEARNING ENVIRONMENT AND FUNCTIONS WELL FOR STAFF AS WELL. BOTH PARTIES HAVE LEARNED SEVERAL LESSONS FROM THE DEVELOPMENT PROCESS:

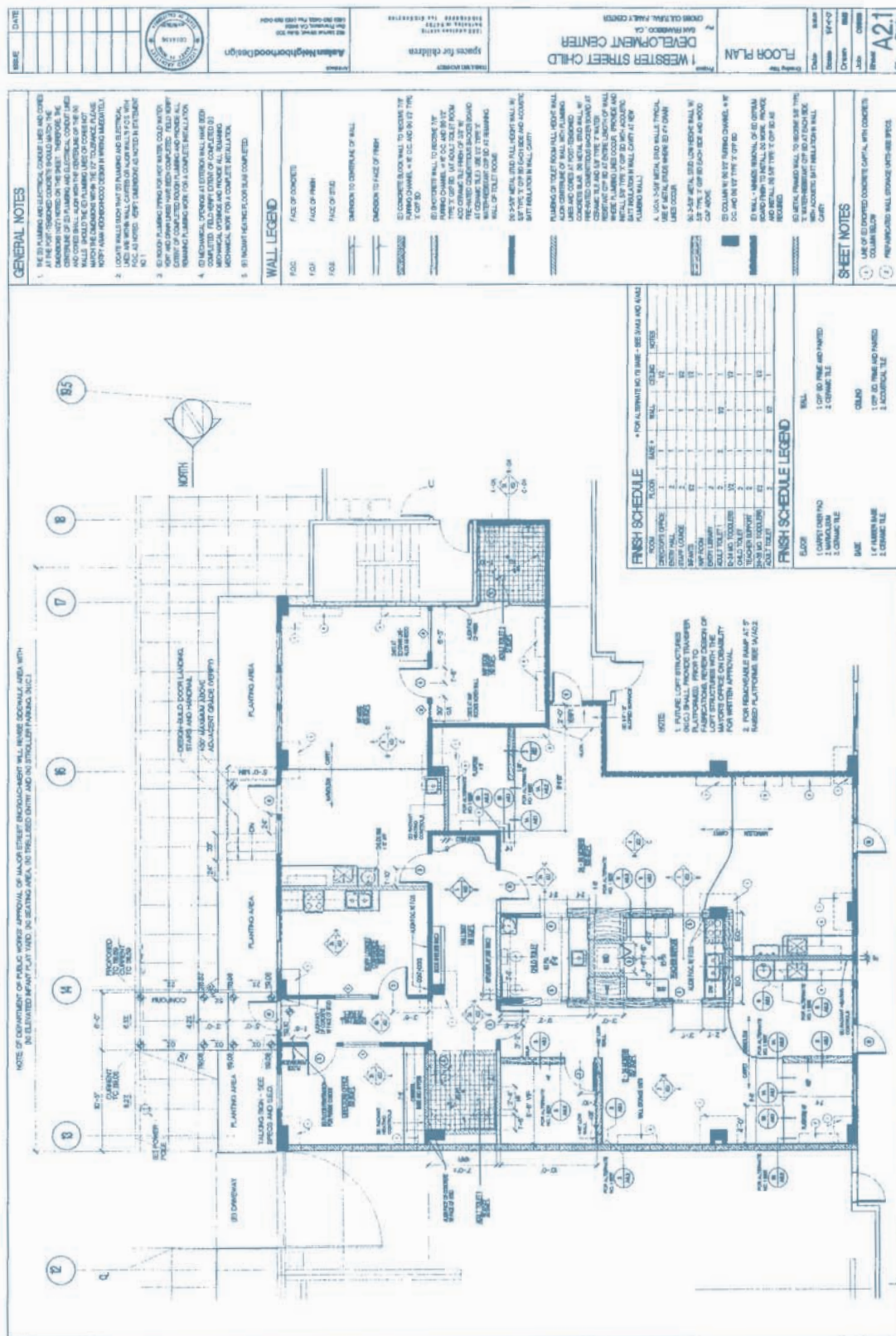
- An architect who is experienced in child care center design can help the operator to better articulate and define their operational needs and develop designs which meet the needs of the operator and possibly even improve upon the operating experience of the operator.
- Collocation with affordable housing can create a synergy between the child care needs of the resident families and the service population of the operator. However, due to a number of factors including a timing difference between completion of the child care center and the housing, the highly individualized child care choices parents make, and narrow age range able to be served by a small center, few resident families initially enrolled in the child care center.
- The cold shell of the child care center was designed by the developer's architect and tenant improvements for the child care center was designed by an architect and a designer selected by the operator. For this design structure, close and continuous coordination on design between the developer, operator, architects, designers, and contractors was even more essential than if the center is designed by the same architect in order to ensure the project is delivered on time and on budget. The center and the affordable housing development shares walls, access, parking, plumbing (e.g. plumbing for the housing units above the child care center run through the center's walls), electric and fire panel equipment. Timing conflicts between the housing developer and child care operator's schedules resulted in coordination challenges in all of these areas. Since the housing had a schedule that had to be adhered to in order to meet financing requirements and limit total project cost, the housing developer needed the child care operator to make design decisions on the housing development's timeline. The child care operator did not have the funds to engage the architect in the timeframe required by the housing development timeline and as a result the child care improvements moved forward on a later schedule resulting in coordination challenges and costly changes. Early fundraising and willingness to compromise are key to successful timeline coordination. Also, a designated representative who is authorized to make decisions for the operator throughout the design and construction phases is critical.
- The Mary Lane Center is leased to the operator at a rate of twelve dollar (\$12) per year, during the first several years of the lease while the operator makes monthly debt service payments on the loan which was utilized to pay for the tenant improvements for the Center. The property can afford this negligible rental rate due to cash flow from other commercial uses which are used to cover the maintenance costs of the Center. This is particularly significant since the center is a small center, serving only 28 children.

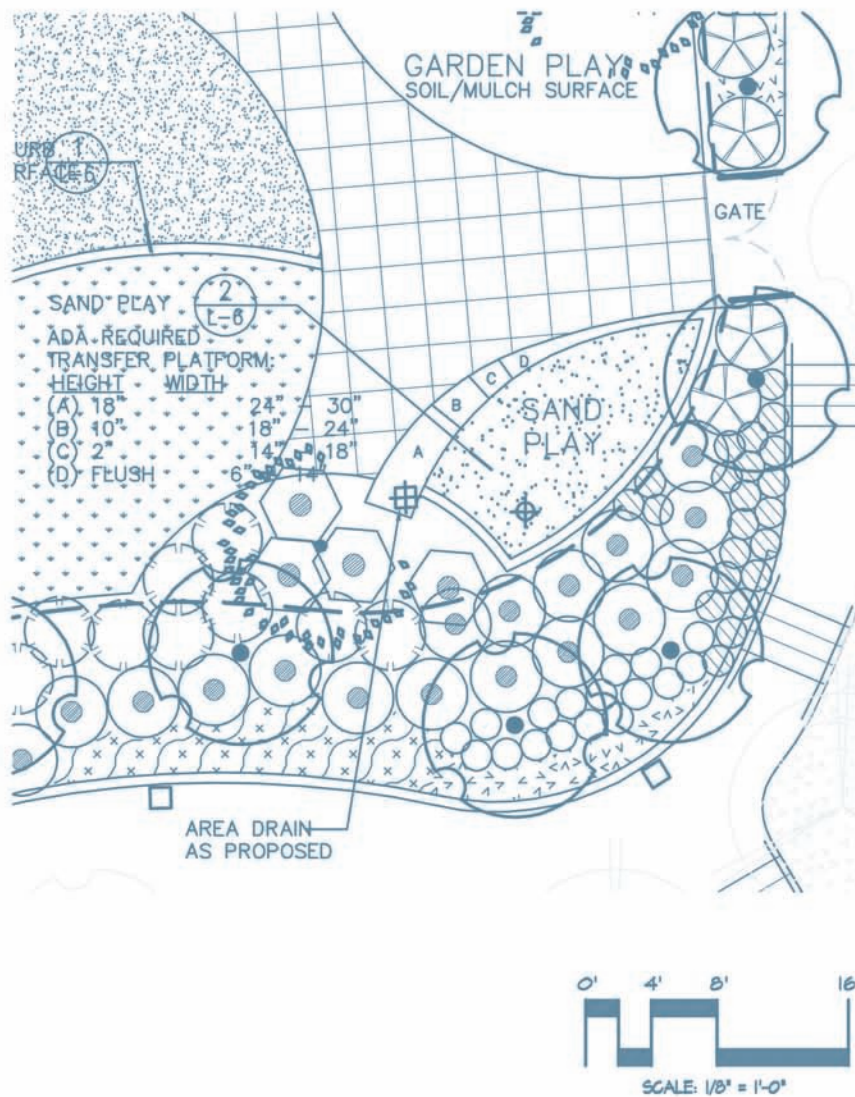
## ATTACHMENTS

- Plans
- Sources & Uses
- Operating Budget









Church Street Apartments  
BRIDGE Housing Inc.  
Barnhart Associates Architects, Inc.

PATTILLO  
& GARRETT  
ASSOCIATES  
LANDSCAPE  
ARCHITECTS  
207 17th St., Box 214, Oakland, CA 94612  
(510) 462-1200 (P) 510/462-1200 (F)

Childcare  
Transfer Platform

DRAWING REFERENCE:  
LAYOUT PLAN

11.30.01

**Exhibit C - Schedule 1**  
Sources and Uses

Cross Cultural Family Center  
Mary Lane Infant Toddler Center

**Phase One: Development**

<b>Sources:</b>		<b>Uses:</b>	
CCFF Predevelopment Grant	20,000	Design Consultation	12,000
		Architectural Services	9,789
		Business Plan Consultant	615
		Miscellaneous	44
Phase I - Total Sources	20,000	Phase 1 - Total Expenses	22,448

**Phase Two Construction**

<b>Sources:</b>		<b>Uses:</b>	
Phase One Proceeds	(2448)	Hard Construction	387,500
Section 108 Loan	290,381	Hard Cost Contingency	38,750
Section 108 Grant	114,619	Architectural Services. A.N.D. (Tenant Imprvts)	54,800
CCFF Grant	100,000	Design Consultation. TI (Spaces for Children)	17,500
CCFF Bridge Grant (construction)	53,530	Architectural Services. A.N.D. (Encroachment)	18,700
CCFF Grant for Encroachment Design	25,000	Design Consultation. Encroachment	4,000
CCFF Grant for Project Management	3,500	Loan Fees	975
Private Foundations/Other Grants/Other	8,448	Construction Loan Interest	6,662
		Construction Bond	
		Security System	13,000
		Permit Fees	8,995
		Encroachment Permit Fees	2,000
		Soft Cost Contingency	10,000
		LIHF Construction Management	7,600
		Additional Borrower Construction Management	3,500
		Additional Architectural Increase for PM	6,000
		Legal Services	3,000
		Insurance/Builders Risk	2,600
		Outdoor yard construction	5,000
Subtotal: Design & Construction	593,030	Subtotal: Design & Construction	590,582
DCYF Capacity Building Grant*	25,000	Capacity Building Consultant(s) & Expenses*	25,000
Phase II - Total Sources:	618,030	Phase II - Total Expenses:	615,582

\*Grant from DCYF to help CCFC build capacity to handle project, including: consultation for board and parent handbook, etc.

**Phase Three: Permanent**

<b>Sources:</b>		<b>Uses:</b>	
Proceeds from Phase Two	59,000	Office & Staff Support Area Equipment	9,000
CCFF Infant/Toddler Start Up Grant	75,000	Classroom Equipment and Materials	75,000
Fundraising	9,250	Outdoor Play-Yard Equipment	13,000
		Security Deposit Fee	2,000
		Initial Occupancy (utilities hook-up)	250
		Teacher/Parent Room and Office set-up	5,000
		Marketing and Enrollment	3,000
		Start-up Staffing	8,000
		Licensing Consultant	3,000
		Operating Capital	25,000
Phase III - Total Sources:	143,250	Phase III - Total Expenses:	143,250
Phase I-III - Total Sources:	781,280	Phase I-III - Total Expenses:	781,280

\$282 per s.f.

**Phase Four: Encroachment Implementation**

**(Under Revision)**

<b>Sources:</b>		<b>Uses:</b>	
SF Conservation Corp (not yet acquired)	50,000	Encroachment Construction	118,825
CCFF Residual Receipts Loan	65,035		
CCFF Fundraising	3,790		
Phase IV - Total Sources:	118,825	Phase IV - Total Expenses:	118,825



# **Infant / Toddler Center Church Street Apartments Full Year Budget**

			<u>Monthly</u>	<u>Annually</u>
<b><u>INCOME</u></b>				
<b>Tuition Fees</b>				
CDEGCTR	Infant (up to 18 months)	980.99/month X 5 children	4,904.95	58,859.40
	Toddler (up to 36 months)	808.01/month X 4 children	3,232.04	38,784.48
Voucher	Infant/Toddler (up to 24 months )	\$1,150 / month x 5 children	5,750.00	69,000.00
	Toddlers (over 24 months)	\$980 / month x 5 children	4,900.00	58,800.00
Private	Infants (up to 18 months)	\$1,150 / month x 4 children	4,600.00	55,200.00
	Toddler (up to 36 months)	\$980 / month x 4 children	3,920.00	47,040.00
Total tuition fees at 100% capacity @100% time			27,306.99	327,683.88
Vacancy Factor: 10%			(Subtract)	2,730.70
<b>Action income from Tuition</b>			<b>24,576.29</b>	<b>294,915.49</b>
<b>Supplemental Contracts and Other Income</b>				
CDE Food		\$9,600/ annual	800.00	9,600.00
DHS Wage + Supplement		\$55,000/annual	4,583.33	55,000.00
Infant/Toddler Sustaining Grant		\$1,200 / annual x 18 children	1,800.00	21,600.00
DCYF Grant		\$105,000 / annual	8,750.00	105,000.00
<b>Total Supplemental Contracts &amp; Other Income</b>			<b>15,933.33</b>	<b>191,200.00</b>
<b>TOTAL INCOME</b>			<b>40,509.62</b>	<b>486,115.49</b>
<b><u>EXPENSES</u></b>				
<b>Personnel:</b>				
<b>Salaries</b>				
Lead Teacher (3 FTE)		@ \$26,520 / annual per person	6,630.00	79,560.00
Teacher (4 FTE)		@ \$24,960 / annual per person	8,320.00	99,840.00
Associate Teacher (5 FTE)		@ \$23,712 / annual per person	9,880.00	118,560.00
Program Manager (1 FT)		@ \$35,880 / annual	2,990.00	35,880.00
<b>Total Salaries</b>			<b>27,820.00</b>	<b>333,840.00</b>
<b>Fringe Benefits at 16%</b>			<b>4,451.20</b>	<b>53,414.40</b>
<b>Total Personnel</b>			<b>32,271.20</b>	<b>387,254.40</b>
<b>Operating Expenses</b>				
Accounting/Audit/Legal			466.44	5,597.28
Educational Materials			235.00	2,820.00
Equipment			200.00	2,400.00
Facility: Loan Payment			800.00	9,600.00
Food			1,200.00	14,400.00
Insurance			635.18	7,622.16
Janitorial			600.00	7,200.00
Maintenance			75.00	900.00
Office Supplies			50.00	600.00
Payroll Services			35.80	429.60
Printing/Postage			25.00	300.00
Professional Development			200.00	2,400.00
Rent			1.00	12.00
Telephone			77.67	932.04
Utilities			550.00	6,600.00
			5,151.09	61,813.08
<b>Total Operating Expenses</b>			<b>37,422.29</b>	<b>449,067.48</b>
<b>Administrative Costs</b>			<b>3,087.34</b>	<b>37,048.07</b>
<b>TOTAL EXPENSES</b>			<b>40,509.63</b>	<b>486,115.55</b>
<b>REVENUE LESS COSTS</b>			<b>(0.00)</b>	<b>(0.06)</b>

# Kai Ming Child Development Center at Broadway Family Apartments

## PRIMARY CASE STUDY FEATURES

1. Medium, Urban Child Care Center located on a busy street, co-located with Affordable Apartments
2. Unique Design Features including shared common space with the apartments, efficient layout, and flexible design
3. Leveraged Multi-family Nonprofit Supportive Service (NSSS) funds through development and shared financing with affordable housing.
4. Successful Partnership between Developer and Operator.

[See Description of Primary Case Study Features below for more information.](#)

## SUMMARY PROFILE

### NUMBER LICENSED TO SERVE:

50 children

Preschoolers: 50

### CENTER SIZE:

Total interior area: 3,730 SF

Total outdoor area: 4,030 SF

### LOCATION:

San Francisco, California

### CHILD CARE OPERATOR:

Kai Ming Head Start

### DEVELOPER:

Chinatown Community Development Corporation (Chinatown CDC)

**BUILDING ARCHITECT:**

Solomon E.T.C.

**CHILD CARE TENANT IMPROVEMENTS ARCHITECT:**

Paulett Taggart Architects

**PROJECT COMPLETION DATE:**

June 2007

**PROJECT/PROGRAM DESCRIPTION (3)**

The Kai Ming Child Development Center will serve 50 preschoolers and will be located in a ground floor space of the Broadway Family Apartments, an affordable family housing development in San Francisco. Chinatown Community Development Corporation was initially working with the provider, Wu Yee Children's Services, to provide an infant toddler center at this location. During the Design Development Phase for the building, Wu Yee informed Chinatown CDC that they could not proceed as the future operator. A new provider, Kai Ming, was found. However, Kai Ming had a preschool program instead of an infant toddler program. Despite this late change in the operator, many of the issues worked out with the building architect and housing developer were still applicable, including entry/drop-off, relationship/access to outdoor space, exiting, and creating openings in the shear walls. The center was designed with the possibility that one of the classrooms might serve as a market rate preschool. Now it appears that an Early Head Start program (infant/toddler) may be housed in the third classroom.

**DESCRIPTION OF PRIMARY CASE STUDY FEATURES****1. MEDIUM, URBAN CHILD CARE CENTER LOCATED ON A BUSY STREET, CO-LOCATED WITH AFFORDABLE APARTMENTS**

The Kai Ming Center will serve 50 children, roughly the minimum number that many child care providers that serve low-income populations feel is necessary to break even. The center is located on Battery Street, which is a busy street and co-located with affordable apartments. The child care center shares some common space with the affordable apartments in order to accommodate the needs of both populations in a limited area.

## 2. UNIQUE DESIGN FEATURES INCLUDING SHARED COMMON SPACE WITH THE APARTMENTS, EFFICIENT LAYOUT, AND FLEXIBLE DESIGN

The center:

- Shares common space with the apartments which can be difficult to manage operationally, but the developer and architect both feel positively about the sharing of common space.
- Has an efficient layout which optimizes a limited space while providing adequate staff space for a Head Start program's service needs.
- Has a flexible design which enabled the center to be modified from an infant/toddler set up to a preschool set up late in the design process. When the center changed from an infant/toddler program to a preschool program, the space was reconfigured including several significant plumbing changes. The wall between two infant classrooms was removed to create one preschool classroom and a nap space was reconfigured into bathroom and the wall between two toddler classrooms was removed and one bathroom was eliminated and replaced with a kitchen.

## 3. LEVERAGED MULTI-FAMILY NONPROFIT SUPPORTIVE SERVICE (NSSS) FUNDS THROUGH DEVELOPMENT AND SHARED FINANCING WITH AFFORDABLE HOUSING.

Since the developer was utilizing Multifamily Housing Program funds from the Department of Housing and Community Development, the developer was able to access the non-competitive NSSS funds which may be used to finance child care and other supportive service facilities development.

## 4. SUCCESSFUL PARTNERSHIP BETWEEN DEVELOPER AND OPERATOR

The developer and operator had a prior relationship in that they serve the same community and had knowledge of and respect for one another's approach and missions. This prior relationship smoothed coordination between the developer and operator.

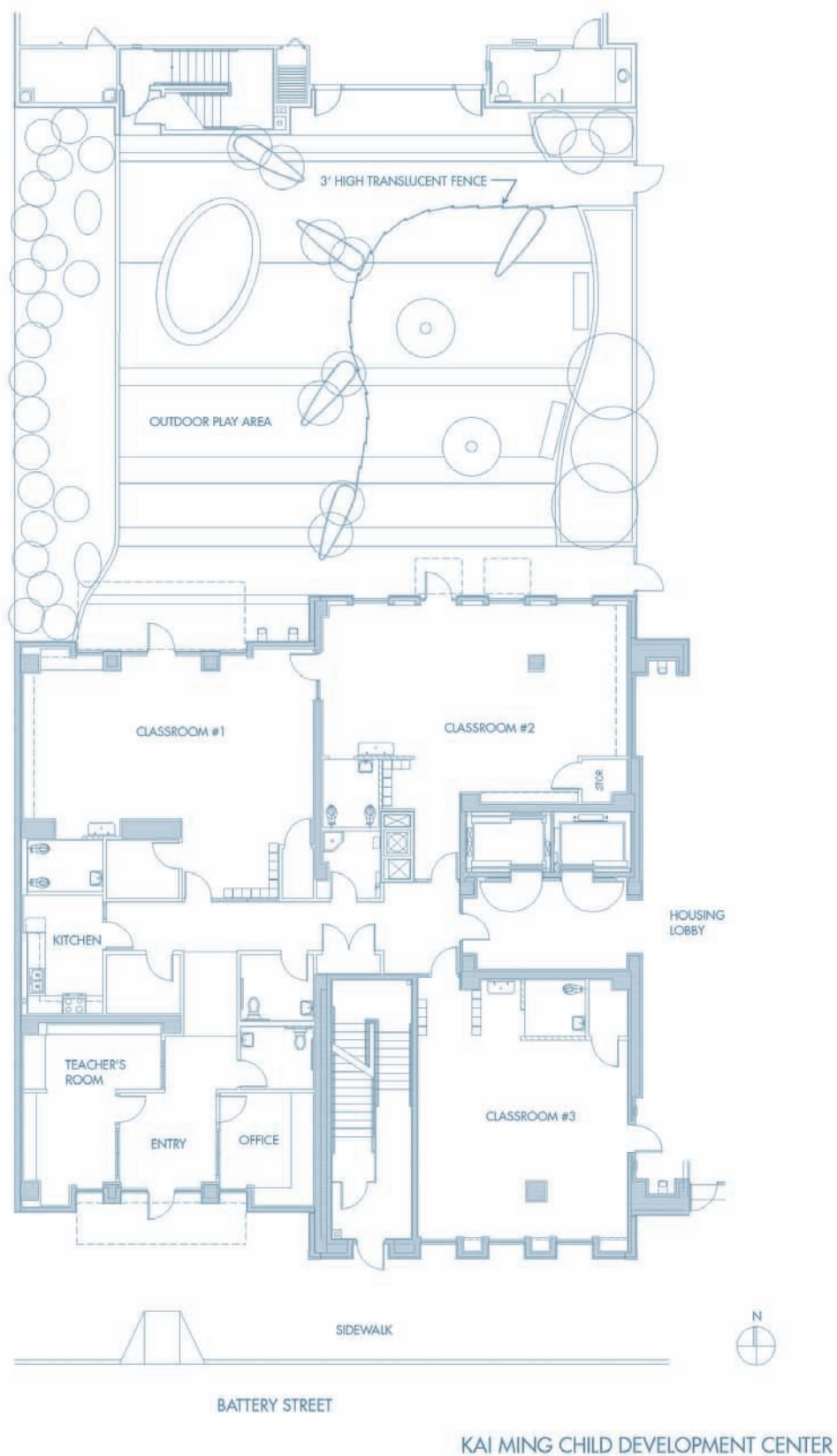
## LESSONS LEARNED

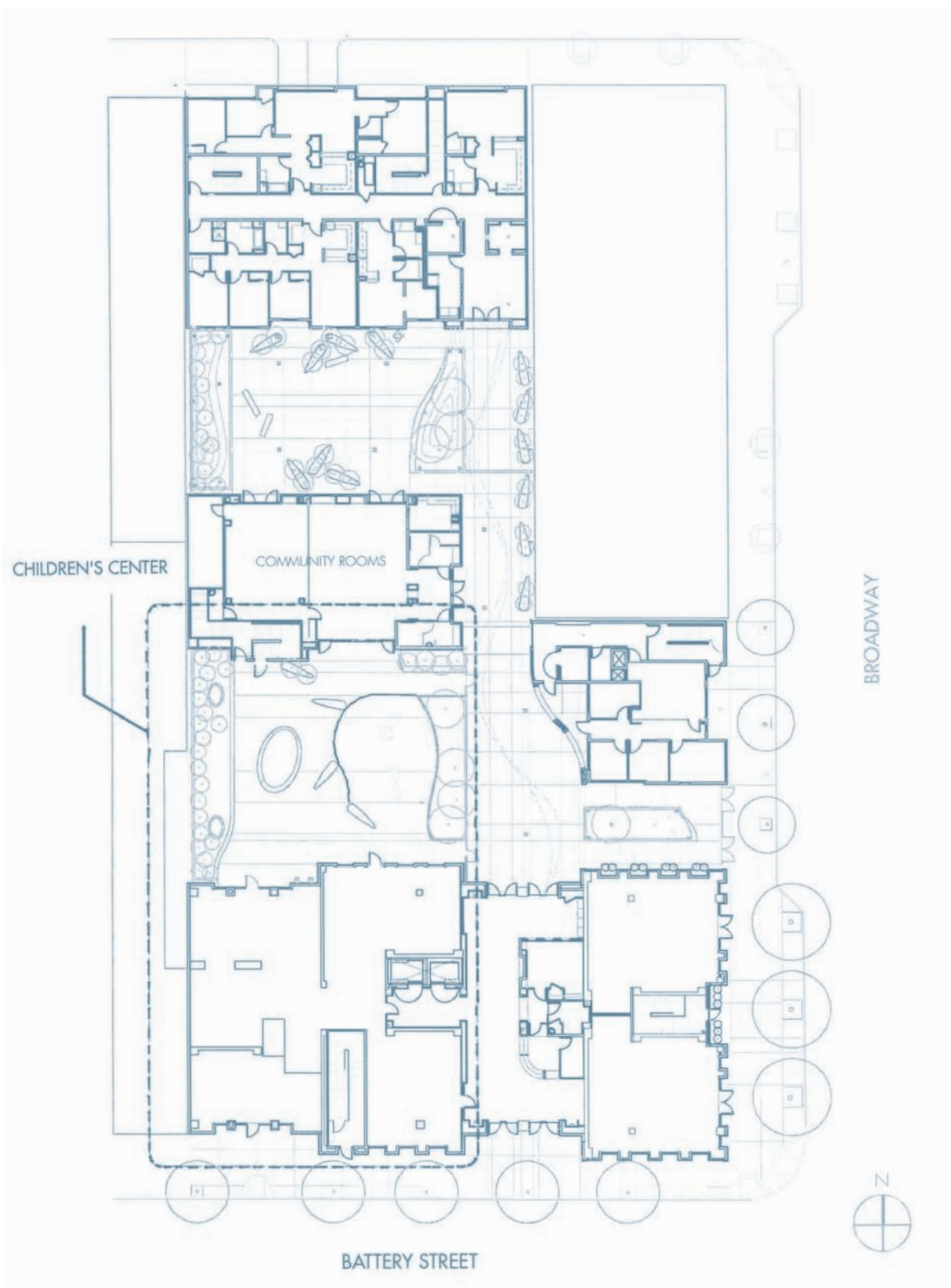
The center was not in operation at the time of this writing.

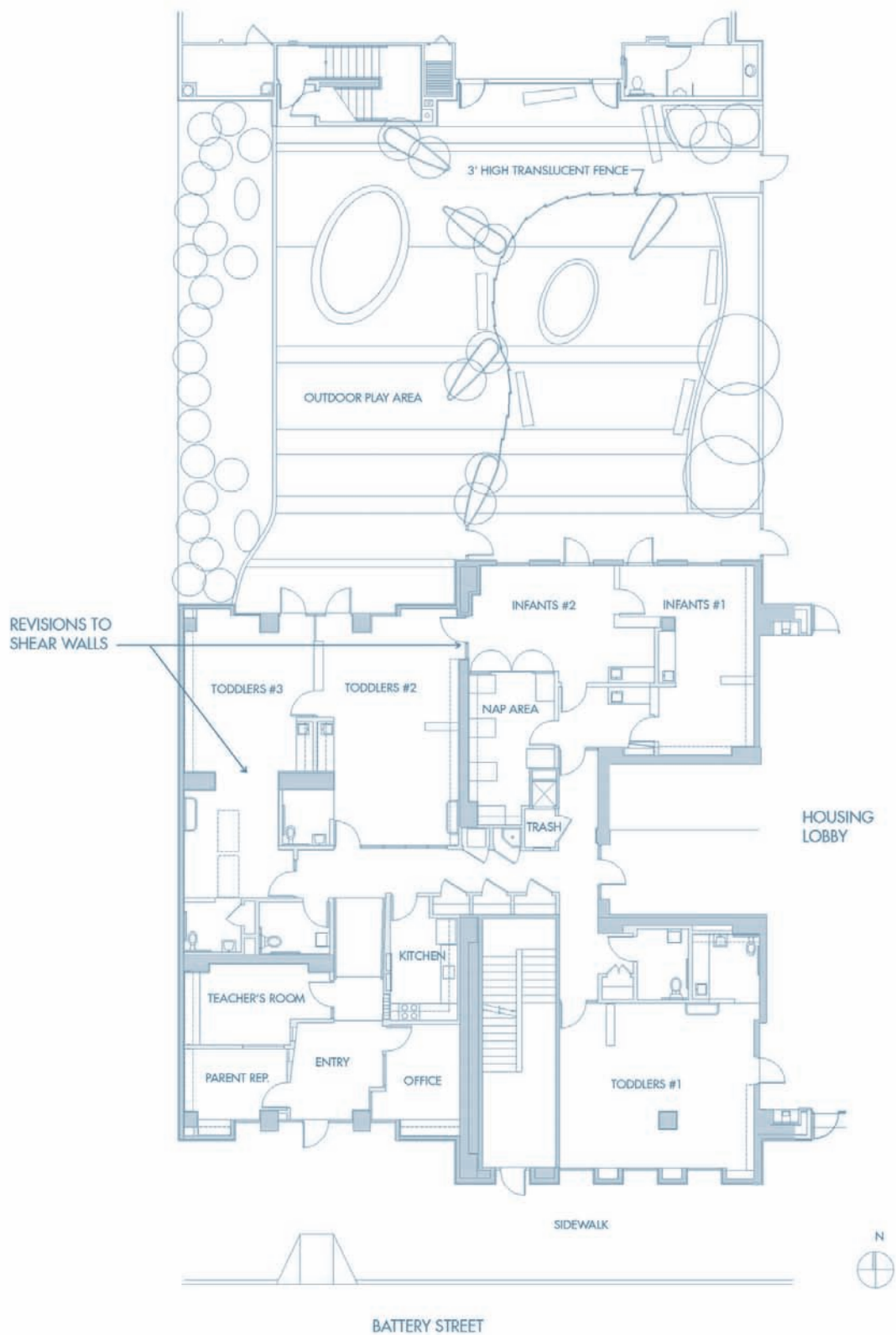
## ATTACHMENTS

- Plans for the current Kai Ming Head Start preschool center and the prior Wu Yee Children's Services infant/toddler center
- Sources & Uses
- Request for Proposals (RFQ) may be referenced in the Selecting a Provider section of this appendix.









WU YEE CHILD DEVELOPMENT CENTER

## Broadway Family Apartments Child Care Center

### REVISED SOURCES AND USES

#### SOURCES

1 Grants	
Child Care Facilities Fund	
Facilities grant (pre-development)	\$20,000
Equipment working capital grant	\$40,000
Construction management grant	\$7,500
2 Headstart Capital (secured)	\$100,000
3 ABCD Facilities Loan	\$500,000
4 MHP MSSS (CCDC)	\$500,000

TOTAL SOURCES OF FUNDS \$1,167,500

#### USES

1 Construction costs	
Base tenant improvement - General Contractor	\$525,550
Design Contingency @ 10%	\$52,555
Security alarm system	\$15,000
Intercom video system	\$11,800
Subtotal:	\$604,905
Inflation allowance (35%)	\$30,245
Subtotal:	\$635,150
City Tax @ 32%	\$1,936
Comp. Liability (33%)	\$18,147
Profit/Fee @ 6%	\$36,294
G. C. Bond @ 1.5%	\$9,074
Total Interior Construction	\$700,601
Play area construction	\$53,970
Subtotal Construction cost	\$754,571
Construction contingency @ 10%	\$75,457
Total Construction Costs	\$830,028

2 Soft costs	
Professional consultants	
Architecture & engineering	\$96,400
Construction management	\$15,000
Permit Fees	\$12,000
Financing costs	
Construction Permanent Loan fees	\$11,375
Construction loan interest	\$17,875
Lenders Construction representative	\$5,000
Legal	\$3,000
Title and escrow	\$10,500
Insurance, Builders risk	\$6,500
Office Equipment	\$35,000
Classroom furnishing, toys, equipment	\$50,000
Appliance	\$15,000
Working capital reserve	\$25,000
Other, misc.	\$2,500
Subtotal soft costs	\$305,150
Soft cost contingency	\$30,515
Total soft cost	\$335,665

TOTAL USES OF FUNDS \$1,165,693

Funding gap surplus \$1,807



## Kidango Sharon Jones Center



### PRIMARY CASE STUDY FEATURES

1. Medium sized, suburban center serving very low-income families, co-located with an adult school
2. Funding provided by the City of Fremont and foundations and land provided by the school district. Utility work and preschool playground completed by the District
3. Unique design features include on grade cost efficient modular construction type, modification and reuse of existing fencing, and large outdoor play area.

See [Description of Primary Case Study Features](#) below for more information.

## SUMMARY PROFILE

### NUMBER LICENSED TO SERVE:

48 children

Infants: 4

Toddlers: 12

Preschoolers: 32

### CENTER SIZE:

Total interior area: 2,353 SF

Total outdoor area: 11,746 SF

### LOCATION:

Fremont, California

### CHILD CARE OPERATOR:

Kidango

### DEVELOPER:

Kidango/Fremont Unified School District

### SITE AND BUILDING ARCHITECT:

AP&I Design

### CHILD CARE TENANT IMPROVEMENTS ARCHITECTS:

None

### PROJECT COMPLETION DATE:

April, 2002

## PROJECT/PROGRAM DESCRIPTION

The Kidango Sharon Jones Center serves primarily very low income families and provides subsidized spaces to these families. Many of the families at the Kidango Sharon Jones Center opt for part-time care in order to enable them to work part time or attend ESL or equivalency classes. There are very few full time children (9 at the time of this case study). Student-parents are also accommodated with a sliding scale subsidy with most paying very low fees. Approximately 65% of the families are subsidized. The Adult School receives a preference for enrollment of their children. Fremont Adult School students receive first preference. School faculty and staff receive a secondary preference before spaces are opened to the general public. The center has mandatory parent involvement for 2 hours per month, but this policy is not strictly enforced with families being able to complete the requirement with projects at home.

## DESCRIPTION OF PRIMARY CASE STUDY FEATURES

### 1. MEDIUM SIZED, SUBURBAN CENTER SERVING VERY LOW-INCOME FAMILIES, CO-LOCATED WITH AN ADULT SCHOOL

The Sharon Jones Center is located on the Fremont Adult School campus. It was constructed from modular units that were configured by an architect, who also designed the exterior of the center to match the pre-existing school building. The center has reserved parking for staff and additional drop off spaces. The significant amount of parking is necessary for this type of suburban center where there is little public transportation. The center's proximity to the Fremont Adult School is convenient for the adult students and teachers of the adult school, who are able to drop off their children, then attend or teach classes on the same campus.

### 2. ADDITIONAL FINANCING AND LAND PROVIDED BY THE SCHOOL DISTRICT, THE CITY AND FOUNDATIONS.

Kidango funded the majority of the center through a Community Development Block Grant and Foundation grants. The center was partially funded by the Fremont Unified School District. The land was donated which made the center more affordable to construct and operate. The purchase of the modular was able to be placed under the master negotiated contract of the District, thus decreasing the acquisition cost. The utility hookups were coordinated with the District bring utilities to the area for their own expansion. The District also installed the preschool playground and extended the parking lot to the child care center to accommodate student and staff parking.

### 3. UNIQUE DESIGN FEATURES INCLUDE COST EFFICIENT MODULAR CONSTRUCTION TYPE, LARGE OUTDOOR PLAY AREA, AND MODIFICATION AND REUSE OF EXISTING FENCING.

As previously mentioned, the center was constructed from modular units which are increasingly being viewed as a cost efficient approach to child care center development. The quality of modular units has improved dramatically thus decreasing long term costs of maintenance. Life of modulares has doubled in the last 20 years. Despite the modular construction type, the center design appears consistent with the adult school campus buildings.

Because the preschool playground is quite large, it is able to accommodate both the child care center's needs and the needs of another program, the District's charter school Circle of Independent Learning (COIL) which is a program for home schooling. The playground is divided into two primary play areas including an infant yard with a tent for shade and a yard for older children with a play structure and a handful of large trees that provide sufficient shade. The playground also features engineered wood fiber, which is smaller and smoother than typical bark and meets ADA requirements. The play yard faces a parking lot but had an existing chain link fence that did not provide any screening of children from vehicles. Slats were inserted into the existing chain link fence to limit visibility into the play yards from the parking lot.

## LESSONS LEARNED

OVERALL, THE OPERATOR FEELS THE CENTER FUNCTIONS WELL. THEY HAVE A FEW LESSONS TO SHARE FROM THE DEVELOPMENT PROCESS AND ABOUT THE DESIGN POST OPERATION.

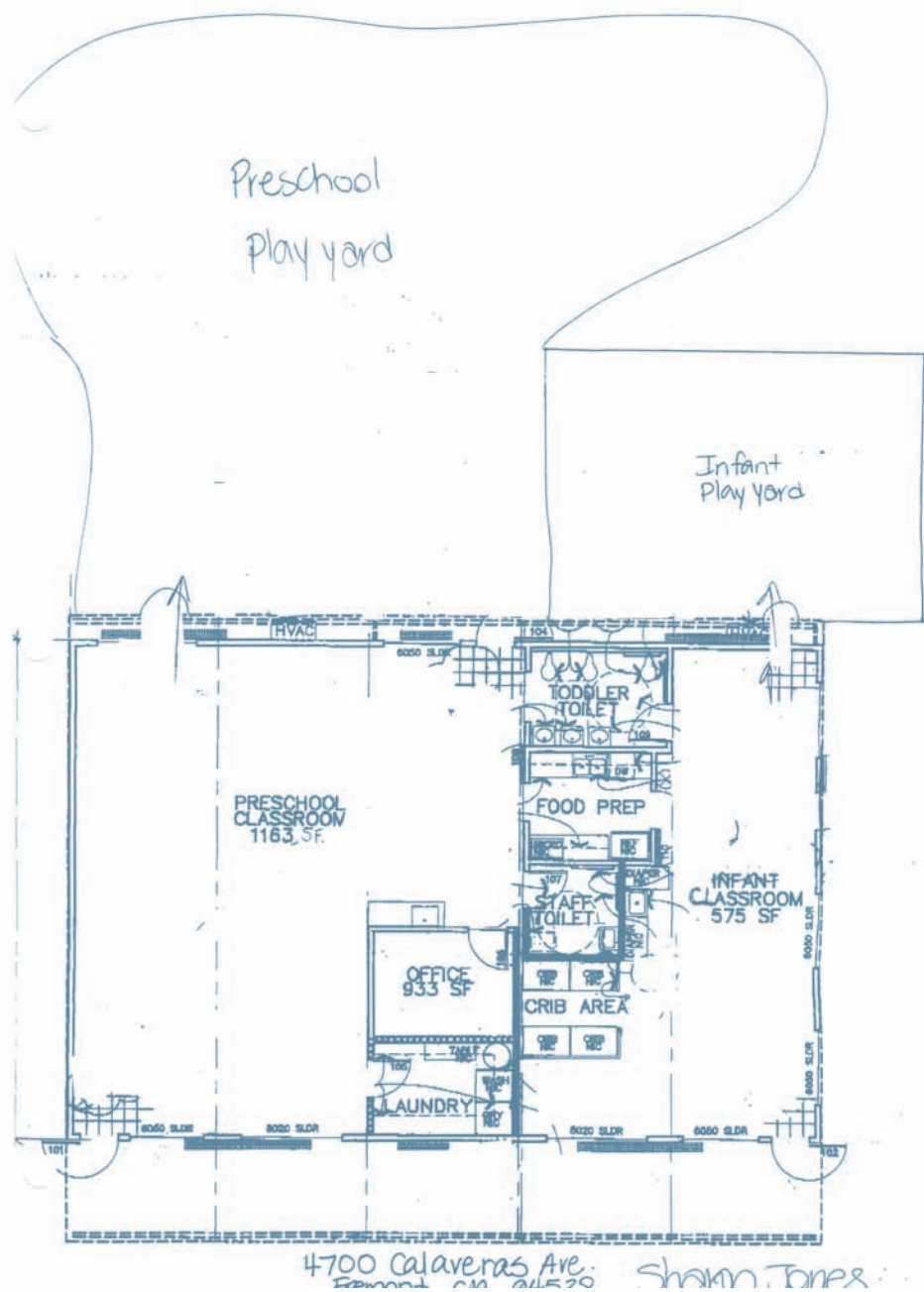
- Having an architect “push and pull” at the modular design was vital in getting a modular system to work for the center and to assure coordination with the work completed by the school district
- In terms of the interior design, Kidango needed to add additional cabinet storage throughout the center and shelving in the laundry room in order to have adequate and appropriate storage.
- In term of the exterior design, the center wish list includes grass in the infant yard, a staff lounge, a larger kitchen (the kitchen size was restricted by the building footprint), and outdoor storage, which was initially planned, but overlooked by the architect. Additionally, Kidango identified that existing established eucalyptus trees which were quite large and old, dropped seed pods which are a choking and poisoning risk to children and had falling branches which could hit a child. The trees were removed and trees appropriate for preschool programs were planted.
- Development, from the first meeting of Kidango and the Fremont Adult School to the enrollment of children, took five and a half years. The longer timeline was due the limited availability of the modular product and time to raise funds for the project. The modular company that the team had contracted with went out of business while they were pouring the foundation, which caused a significant delay as Kidango had to assume part of the work of getting the modular released, delivered and placed on the foundation. Although cost efficient, availability of the modular product has been an issue in the past.
- The partnership was a success. Trust was built early on. The School allowed Kidango to choose a contractor they both had a relationship with, which fostered trust amongst the development team on multiple levels. The team met weekly to maintain open communication and the Fremont Adult School’s desire for an onsite child care has spilled over into ongoing interest and participation in the center. Kidango has learned that a strong relationship in a collaboration is critical for mutual success of the project.

## ATTACHMENTS

- Plans







## Fruitvale Village Head Start at Fruitvale BART Station and Transit Village

### PRIMARY CASE STUDY FEATURES

1. Large, Transit-oriented Child Care Center co-located with Mixed Income Housing
2. Head Start funded center with supplemental Head Start services
3. Unique design characteristics including 2nd floor exterior play area, no cost drop off parking in transit oriented development, full kitchen
4. Strong partnership between facilities developer and child care operator.

See Description of Primary Case Study Features below for more information.

### SUMMARY PROFILE

#### NUMBER LICENSED TO SERVE:

122 children

Infants: 20

Preschoolers: 102

#### CENTER SIZE:

Total interior area: 13,500 SF

Total outdoor area: 7,650 SF

#### LOCATION:

Oakland, California

#### CHILD CARE OPERATOR:

The Unity Council, Children and Family Services

#### DEVELOPER:

Fruitvale Development Corporation, an affiliate of The Unity Council

#### ARCHITECT:

McLaren Vasquez Emsiek & Partners

#### PROJECT COMPLETION DATE:

October 2002

## PROJECT/PROGRAM DESCRIPTION

As the developer of the Fruitvale Bart Transit Village and as a Head Start child care operator, The Unity Council was able to combine three of their smaller Head Start program sites into the Fruitvale Village Head Start center. The prior program sites were located in temporary portables and leased space which was at risk of non-renewal of lease terms.

The center serves 244 low income children through a part day program including morning and afternoon sessions. The center provides child care from Tuesdays through Fridays. Mondays are utilized by staff to prepare for the week, manage the extensive Head Start supportive services, and coordinate the Home Base program, which brings children who are cared for by their families into the center for socialization.

Head Start provides the majority of the center's funding through a contract with the City of Oakland. Additional funding for the food program is provided through a contract with the USDA.

## DESCRIPTION OF PRIMARY CASE STUDY FEATURES

### 1. LARGE, TRANSIT-ORIENTED CHILD CARE CENTER CO-LOCATED WITH MIXED INCOME HOUSING

The Fruitvale Village Head Start center is located in the Fruitvale Transit Village at the Fruitvale BART Station. The center is accessible by foot, car, BART, and bus. The center is co-located with 47 mixed income apartments, 68,000 SF of community resource space, 47,000 SF of medical, dental uses, and 38,000 SF of retail space. The center primarily serves families in the surrounding neighborhood rather than commuters from other neighborhoods who utilize the Fruitvale BART or buses which use the BART as a primary connection. Over 50% of the attending families walk to the center.

### 2. HEAD START FUNDED CENTER WITH SUPPLEMENTAL HEAD START SERVICES

The center serves very low-income families as required under the Head Start program. The families are primarily Spanish-speaking. Ancillary supportive services for families are extensive. The center includes office space for a number of programs and provides the administrative office for all of The Unity Council's Head Start programs.

### 3. UNIQUE DESIGN CHARACTERISTICS INCLUDING 2ND FLOOR EXTERIOR PLAY AREA, NO COST DROP OFF PARKING IN TRANSIT ORIENTED DEVELOPMENT, FULL KITCHEN.

- The center occupies two floors at a corner of Fruitvale Village. Most child care centers occupy a single floor.
- No cost, 30 minute drop off parking is available in the garage as well as adjacent to the center entrance and is well utilized.
- A full kitchen provides hot meals for children and there is adequate storage for food supplies.



#### 4. STRONG PARTNERSHIP BETWEEN FACILITIES DEVELOPER AND CHILD CARE OPERATOR.

There were many benefits from the developer and operator being from different arms of the same community based organization. The developer and operator started with a good understanding of one another's work and challenges, a base level of trust, and mutual interest in building a quality, but cost efficient center. They were able to partner early in the development process and were readily accessible to one another. Both parties felt positive about their in-house partnership and were able to compromise when necessary.

### LESSONS LEARNED

OVERALL, THE OPERATOR FEELS THAT THE CENTER WORKS WELL AND PROVIDES A HEALTHY SPACE FOR CHILDREN, A PRODUCTIVE OFFICE SPACE FOR THE STAFF, AND A MEETING SPACE FOR PARENTS AND ADULT CLASSES. HOWEVER, THE OPERATOR ALSO LEARNED SEVERAL LESSONS FROM OPERATING THEIR PROGRAM IN THE SPACE. THE OPERATOR WOULD CHANGE THE FOLLOWING:

- Finish in hallway and stairwell space—A hard surface rather than carpeting would be easier to clean;
- Size of outdoor space—A waiver to provide less than the state mandated 75 SF per child (102 children) since all of the children are never outdoors at the same time and the larger space makes supervision difficult.
- Indoor plumbing—Sinks both inside and outside the bathrooms to allow for water play in the classrooms.
- Indoor classrooms—Greater flexibility in design of classrooms, e.g. an Early Head Start program was added after the center's design was finalized so that classrooms originally sized for Head Start, are oversized for the smaller Early Head Start classes.

### ATTACHMENTS

- Fruitvale Transit Village Floor Plan

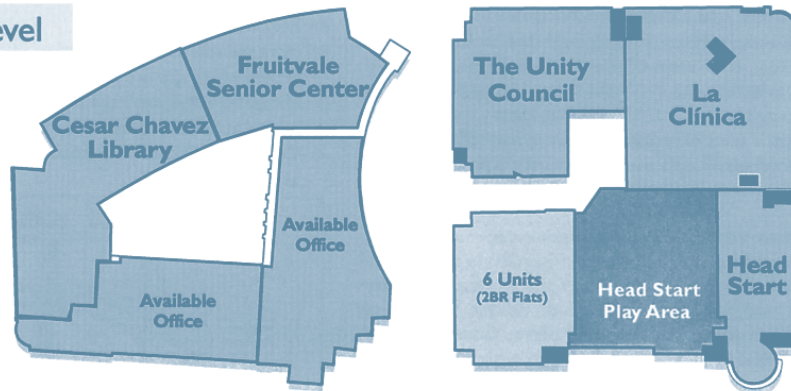
# FRUITVALE VILLAGE

## Cross Section of Uses

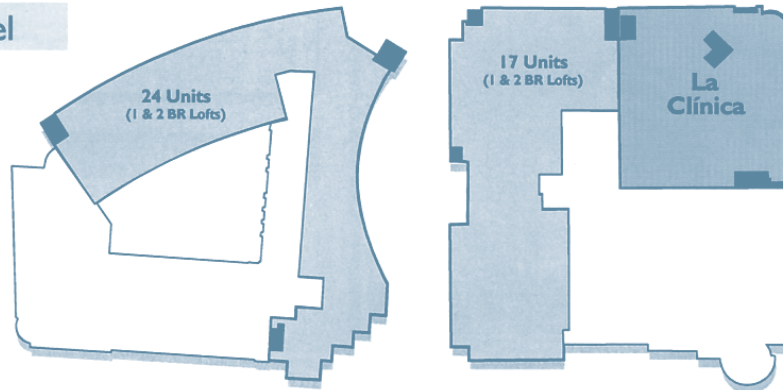
### Ground Level



### Second Level



### Third Level



#### KEY

- Retail
- Commercial
- Residential

0 15 30

**3301 East 12<sup>th</sup> Street  
Building B**

**3401 East 12<sup>th</sup> Street  
Building A**

## Kidango Rix Center



### PRIMARY CASE STUDY FEATURES

1. Very Large, Suburban Child Care Center including Industrial Kitchen Facilities and Support Services for Special Needs
2. Unique design characteristics including rehabilitation of an elementary school and several buildings which form a campus yet individually have the feel of a smaller center.

See Description of Primary Case Study Features below for more information.

## SUMMARY PROFILE

### NUMBER LICENSED TO SERVE:

282 children

Infants: 64

Toddlers: 32

Preschoolers: 186

### CENTER SIZE:

Total interior area: 25,000 SF

Total outdoor area: 40,000 SF

### LOCATION:

Fremont, California

### CHILD CARE OPERATOR:

Kidango

### DEVELOPER:

Kidango (rehabilitation)

### BUILDING ARCHITECT:

Peter Jacksobson

### PROJECT COMPLETION DATE:

Purchased by Kidango in 1979

## PROJECT/PROGRAM DESCRIPTION

Kidango is the operator of the Kidango Rix Center. This center is Kidango's largest center and is located in Fremont, California. Approximately 80% of the child care spaces are subsidized, serving children from low-income families. The center always has a demand for the subsidized spaces; if there are vacancies they are for the full fee spaces. The center offers flexible hours (75% and 50% time options) and a sliding scale. Kidango also operates a special needs program, Early Intervention Services (EIS) at Rix, which provides specialized services while integrating children into mainstream classrooms and serves approximately 12 children. In addition, Kidango provides early childhood mental health services to children who qualify based on need.

The Rix Center is located in a rehabilitated elementary school campus, consisting of six buildings including an auditorium, administration services building and four additional service buildings. Kidango purchased the complex from the school district which it was partially occupying under a lease agreement. The rehabilitation was completed in phases without disruption of services. Rehabilitation consisted of the roofs, heating and air conditioning units, parking lot, landscaping, commercial kitchen, additional bathrooms, flooring, asbestos abatement, playground equipment and classrooms.

## DESCRIPTION OF PRIMARY CASE STUDY FEATURES

### 1. VERY LARGE, SUBURBAN CHILD CARE CENTER WITH FULL KITCHEN FACILITIES AND SUPPORT SERVICES FOR SPECIAL NEEDS AND MENTAL HEALTH SERVICES

The Rix Center is a very large center, serving 282 children. Although there is a large number of children, the campus has four (4) buildings with a total of fourteen (14) classrooms which serve the wide age range of children. One of the buildings with classrooms also accommodates a full commercial kitchen that was installed as part of the rehabilitation which produces 1.5 million hot meals for the children at the Rix Center and at other of Kidango's centers in San Francisco, Santa Clara and Alameda Counties. The center is located in a suburban part of Fremont.

### 2. UNIQUE DESIGN CHARACTERISTICS INCLUDING REHABILITATION OF AN ELEMENTARY SCHOOL AND SEVERAL BUILDINGS WHICH FORM A CAMPUS YET INDIVIDUALLY HAVE THE FEEL OF A SMALLER CENTER.

Although the campus is large, each of the classrooms are small, and a significant effort was made to give the interior of each classroom a distinct identity. However, since the buildings were already existent, from the exterior, limited design work could be done to give the buildings a distinct identity. The classrooms are a good size for toddler and preschool classes.

## LESSONS LEARNED

### OVERALL, THE OPERATOR FEELS THE CENTER WORKS WELL.

- Rix is Kidango's largest center and as such is able to spread operating costs over a large number of children which makes the center more cost efficient. The additional resources of the center, including the auditorium and kitchen, enable Kidango to provide more flexible space and better serve the children. The auditorium is quite large and provides an alternative play area on rainy days. Kidango also uses the auditorium for large staff meetings from their numerous centers and staff/parent training. The kitchen is a full service commercial kitchen providing hot meals to the classrooms; each classroom has a food preparation area as well.
- The playgrounds are large but do not have direct access from all of the classrooms since the buildings are generally square in shape with four classrooms with separate access from each classroom so that no classroom is used to access another. Although there is secure access via protected pathways, teaching staff remarked that direct access is desirable.
- Due to the age of the buildings (40 years), there are not as many windows as the toddler teachers would like. However, infant teachers appreciate that windows were able to be installed that are low enough for children to see out of.

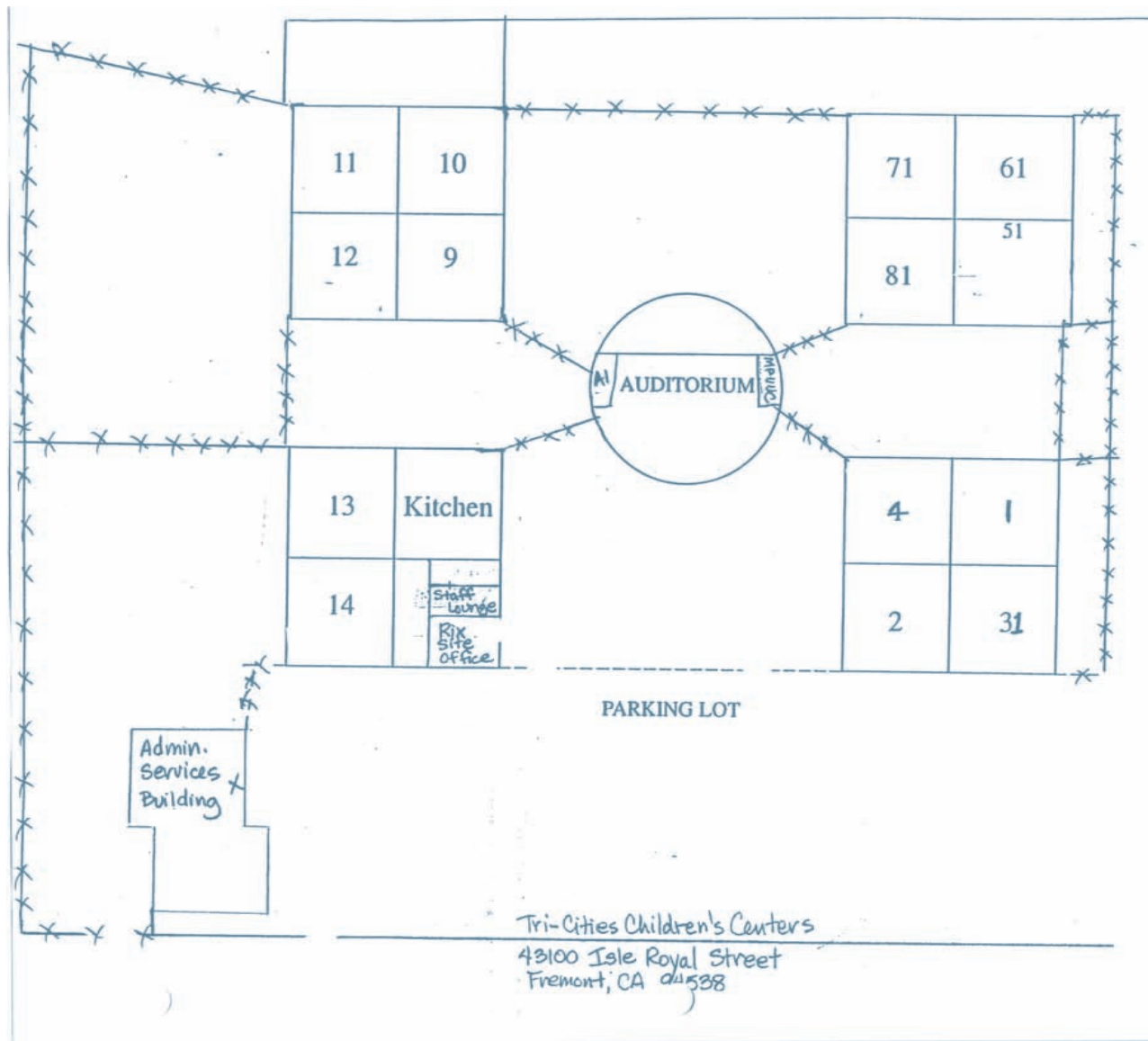
- Due to the center's location in a residential area, there is limited parking which adversely affects the neighborhood.
- There were no coordination issues since Kidango performed the rehabilitation themselves. Kidango learned a lot from the Rix center as it was one of their first experiences rehabilitating buildings intended for a different use into child care facilities.

## ATTACHMENTS

- Rough sketch of site plan







# Treasure Island Child Development Center



## PRIMARY CASE STUDY FEATURES

1. Large, rehabilitated child care center, co-located with an affordable housing development on a rehabilitated naval base.
2. Unique financing administered by the Low Income Investment Fund (LIIF) in partnership with the City and County of San Francisco Department of Human Services, child Care Facilities Fund, Section 108 Savings, and the San Francisco Mayor's Office on Community Development. Kidango provided all equipment funds.
3. Unique design characteristics included a challenging rehabilitation of a Naval child care center, office in direct line of sight from front entrance, open layout, and all non-infant classrooms with their own bathrooms for children.
4. Mixed finance operating subsidies that enable 66% to 75% of the child care spaces to be subsidized below the actual cost of care.

See Description of Primary Case Study Features below for more information.

## SUMMARY PROFILE

### NUMBER LICENSED TO SERVE:

108 children

Infants: 12

Toddlers: 32

Preschoolers: 64

### CENTER SIZE:

Total interior area: 8,784 SF

Total outdoor area: 16,508 SF

### LOCATION:

Treasure Island, San Francisco, California

### CHILD CARE OPERATOR:

Kidango

### CONSTRUCTION MANAGER:

The John Stewart Company

### REHABILITATION ARCHITECT:

Asian Neighborhood Design

### PROJECT COMPLETION DATE:

December 2003

## PROJECT/PROGRAM DESCRIPTION

Like most of Treasure Island, the child care center is a rehabilitated Naval facility. The rehabilitation was challenging due to the building's deferred maintenance, structural and waterproofing complications and environmental contaminants due to the prior use of the property as a Naval Base. Many of the structural elements were retained in order to minimize costs.

The interior space consists of seven (7) classrooms, serving infants, toddlers, and preschoolers organized in an open, spacious layout which is intended to be inviting for parents and children. Each classroom is arranged differently to emphasize its unique character and to better serve the age group. The number of classrooms and age ranges served means that a continuum of care may be provided to children as they grow. The outdoor space is separated into infant, toddler, and preschool spaces, with the four preschool classes sharing one outdoor space in shifts.

The Treasure Island Center offers flexible plans, including 0.75, 0.5, and 0.25 time at the Treasure Island Center. Two thirds to three quarters of the spaces are subsidized, depending on age group. Subsidies include

state contracts, CalWORKS, and Alternative Payment vouchers administered by the Children's Council of San Francisco.

## DESCRIPTION OF PRIMARY CASE STUDY FEATURES

### 1. LARGE, REHABILITATED CHILD CARE CENTER, CO-LOCATED WITH AN AFFORDABLE HOUSING DEVELOPMENT ON A REHABILITATED NAVAL BASE.

The center can serve 108 children in seven classrooms. However, due to the delay in transferring the Naval Base to the City and County of San Francisco, build out of the island has been delayed thus reducing the child population on the Island. Refer to lessons learned below for information about the rehabilitation and co-location with housing. Most children served are living in housing provided by the Treasure Island Homeless Initiative, children of women in the Job Corps Program, and children of women in drug rehabilitation programs.

### 2. UNIQUE FINANCING ADMINISTERED BY THE LOW INCOME INVESTMENT FUND (LIIF) IN PARTNERSHIP WITH THE CITY AND COUNTY OF SAN FRANCISCO DEPARTMENT OF HUMAN SERVICES, CHILD CARE FACILITIES FUND, SECTION 108 SAVINGS, AND THE SAN FRANCISCO MAYOR'S OFFICE ON COMMUNITY DEVELOPMENT AMOUNTING TO \$1 MILLION. KIDANGO PROVIDED ALL EQUIPMENT FUNDS THROUGH FUNDING FROM THE CHILD DEVELOPMENT DIVISION, CALIFORNIA DEPARTMENT OF EDUCATION IN THE AMOUNT OF \$100,000. THE NAVY COMPLETED TOXIC REMEDIATION AT AN UNKNOWN COST.

### 3. UNIQUE DESIGN CHARACTERISTICS INCLUDED LOCATION OF THE OFFICE IN DIRECT LINE OF SIGHT FROM FRONT ENTRANCE, AN OPEN LAYOUT, WINDOWS THAT ALLOW CHILDREN TO SEE OUT INTO THE HALLS OR ONTO THE PLAYGROUND, ALL NON-INFANT CLASSROOMS WITH THEIR OWN BATHROOMS FOR CHILDREN, AND SECURE OUTDOOR FENCING.

The open, spacious layout is inviting for parents and children. The office is centrally located with full windows so that the center director can see people coming and going from each classroom as well as the front entrance. Laundry and the check-in area are also centrally located. All classrooms have interior and exterior windows that are sized and located so that the children can see out of them. All non-infant classrooms have adjoining bathrooms for children so that staff and children do not have to leave the classroom for potty trips. This is important for ensuring adequate staffing at all times. The center includes a large staff lounge allowing staff quiet time for lunches and breaks. A tall wooden fence surround the outdoor yards which provides privacy and security for children while they are playing while also providing undetectable and inaccessible exits from the outside. There are four large outdoor storage sheds that store toys, supplies and other materials as needed.

### 4. MIXED FINANCE OPERATING SUBSIDIES THAT ENABLE 66% TO 75% OF THE CHILD CARE SPACES TO BE SUBSIDIZED BELOW THE ACTUAL COST OF CARE.

Subsidies, including a state Department of Education contract (CDE), CalWORKS, and Alternative Payment vouchers administered by the Children's Council of San Francisco, enable the center to serve a range of low income families.



## LESSONS LEARNED

OVERALL, THE OPERATOR IS VERY PLEASED WITH THE DESIGN OF THE CENTER AND THE WAY IT FUNCTIONS. BELOW ARE LESSONS LEARNED THAT THE OPERATOR SHARED.

- The construction manager and the operator had “great” communication. However, this communication did not translate into great communication between the construction subcontractors and the operator.
- The Treasure Island Center was part of a Treasure Island redevelopment plan and as such was intended to serve both affordable and market rate housing to be developed on Treasure Island. However, due to delay in the completion of the vast majority of the housing (due to the delay in transferring the base to the County of San Francisco), the Treasure Island Center experienced difficulty with enrollment. Commuter families between the East Bay and San Francisco have helped fill the enrollment to some degree. The egress onto the Bay Bridge is a challenge that limits many families who commute from using the Center.
- The Treasure Island Center is located far from the majority of Kidango’s operations which are located in the southeast bay and San Jose. Kidango’s headquarters are in Fremont. For example, hot meals are transported from the Kidango Rix Center’s kitchen to the Treasure Island Center which results in increased child care costs. Transporting food was significantly less expensive than contracting with the school district or private caterer.
- Since the rehabilitated center is located on a former naval base, construction costs were more unpredictable than new construction and even than other rehabilitation projects. The construction costs significantly exceeded the estimates. In retrospect, given the final cost of the rehabilitation of the child care center, the operator feels it may have been better to have done new construction. Additionally, the proposed buildout of the Island has changed. The latest plan eliminates the center from its current location and moves it to another location which shortens the time to amortize the rehabilitation financing and thus makes the operations more costly.

## ATTACHMENTS

- Plans



# Treasure Island Child Development Center

