



Department of Planning & Community & Economic Development

## Community Development Division

Madison Municipal Building, Suite 225  
215 Martin Luther King, Jr. Boulevard  
P.O. Box 2627  
Madison, Wisconsin 53701-2627  
Phone: (608) 266-6520  
Fax: (608) 261-9626  
[www.cityofmadison.com](http://www.cityofmadison.com)

Child Care  
Community Resources  
Community Development Block Grant  
Madison Senior Center

January 29, 2015

Christine Stone  
KinderCare District Manager  
69 White Oaks Lane  
Madison, WI 53711

Dear Ms. Stone:

I have received your letter withdrawing KinderCare Learning Center, 6726 Raymond Road from the Madison Accreditation Program. I accept your decision. February 27, 2015 will be the center's last date as a Madison accredited program.

As you mentioned in your withdrawal letter, this decision followed a discussion about the licensing violations at the Raymond Road site concerning inappropriate child guidance and the lack of supervision provided to children. Those non-compliances occurred at the center between September and December 2014 and resulted in a forfeiture levied by the State of Wisconsin Department of Children and Families. This situation was discussed along with our review of the accreditation history of KinderCare Raymond Road in which the center was found to not meet Madison Standards in two prior accreditation reviews. In each case, probation was requested, granted and successfully completed with the most recent probation ending August 2014. I am attaching a summary history of the center with this letter.

I want to recognize changes that will occur with the center no longer being accredited by the city of Madison. The change in status means that the center is no longer qualified through the Madison Accreditation Program to partner with MMSD in providing a community 4 year old kindergarten classroom. I will inform Scott Zimmerman, Director of Early and Extended Learning [slzimmerman@madison.k12.wi.us](mailto:slzimmerman@madison.k12.wi.us) of the decision. I recommend that you contact Scott yourself to discuss plans for your families that are currently enrolled in 4K.

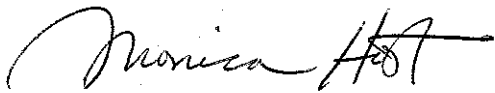
In addition, the center will no longer be rated as 5 stars with Wisconsin YoungStar program. This means that the center will no longer be eligible for the additional 25% differential payment. Please review the center's Wisconsin Shares payments for families receiving WI Shares child care assistance to see that the rate changes. Any overpayment

by the state that is accepted by the center will be required to be repaid. Any questions regarding the change in the center's YoungStar rating can be addressed to Bridget Benson at 224-5388 or [Bridget.Benson@wisconsin.gov](mailto:Bridget.Benson@wisconsin.gov) . Please contact Amy Alt, Community Coordinated Child Care (4C), [amy.alt@4-c.org](mailto:amy.alt@4-c.org) for information regarding participation in YoungStar.

Finally, the two families who have been receiving Madison child care assistance have been notified that the center is no longer accredited. We will be working with the families regarding next steps. If you have any questions about the Madison Child Care Assistance Program please contact Varinia del Moral at 267-4996, [vdelmoral@cityofmadison.com](mailto:vdelmoral@cityofmadison.com) .

If you have any questions regarding the above information, please contact me. We wish you and KinderCare Learning Centers future success in building the capacity to support quality child care programming.

Sincerely,

A handwritten signature in black ink that reads "Monica Host". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Monica Host  
Child Care Coordinator

cc: Nikki LaFurge, KinderCare Raymond Road  
Deb Diaz, Child Care Specialist  
Varinia del Moral, Child Care Assistance Coordinator  
Jim O'Keefe, Director Community Development Division  
Scott Zimmerman, Early and Extended Learning MMSD



# Accreditation History KinderCare Raymond Road

## 2007 – Fall (Sept)

**Admin Required Change # 1 – Interactions Among Teachers and Children** A-8:  
Teachers are expected to support children's emotional development, assisting children to be comfortable, relaxed, happy, and involved in play and other activities.

**Admin Required Change # 2 – Interactions Among Teachers and Children** A-9 .  
Teachers are expected to recognize and support pro-social behaviors among children, such as cooperation, helping, turn-taking, and talking to problem solve.

**Admin Required Change # 3 -- Curriculum** B-3a: Teachers are expected to have clearly defined goals for individual children that guide curriculum planning. uently about the program, children, and families.

**Admin Required Change # 4 – Personnel Policies** E-3: The personnel policies should ensure parent participation in the hiring, supervision and termination of the administrator of the child care center.

**Admin Required Change # 5 – Staff Communication and Support** E-10a, E-10b, E-10d: Staff and administrators are expected to plan and consult together frequently about the program, children, and families. Teachers are to be provided with weekly planning time away from responsibility for children.

**Admin Required Change # 6 – Physical Environment** G-8: Sound absorbing materials are to be used to cut down on excessive noise.

2009 – Winter (Feb) Director left – accreditation not completed.

## 2010 – Summer (August)

**Admin Required Change # 1 – Interactions Among Teachers and Children** A-10  
Teachers are expected to use a variety of teaching strategies to enhance children's learning and development throughout the day.

**Admin Required Change # 2 – Curriculum** B-5 Developmentally appropriate materials and equipment are to be available for infants, toddlers, preschoolers, kindergarteners, and school age children.

**Admin Required Change # 3 – Curriculum** B-3a: Teachers are expected to have clearly defined goals for individual children that guide curriculum planning.

**Admin Required Change # 4 -- Administration** E-3: For each staff position there must be an accurate and specific job description and a statement that describes duties, supervisor and evaluation procedures.

**Admin Required Change # 5 – Administration** E-6a The personnel policies should ensure parent participation in the hiring, supervision and termination of the administrator of the child care center.

## 2011 – Fall (November)

**Admin Required Change # 1 – Curriculum** Continuation from 2010. B-3a: Teachers are expected to have clearly defined goals for individual children that guide curriculum planning.

**Admin Required Change # 2 – Staff Qualifications and Professional Development** D-1c. Early Childhood teachers have at least a CDA Credential...

**Admin Required Change # 3 – Administration/ Staff Communication and Support** E-10d. Teachers are provided weekly paid planning time away from the responsibility for children.

**Admin Required Change # 4 – Administration/Staffing** F-1, F-2. The number of children in a group is limited in accordance with Madison accreditation standards and Wisconsin state licensing requirements to facilitate adult-child interaction and constructive activities among children. Sufficient staff members with primary responsibility for children are available to provide frequent personal contact, meaningful learning activities, supervision and to offer immediate care as needed.

**Admin Required Change # 5 – Evaluation and Supervision** J1 c-f. A plan for staff training is generated from the evaluation process. The evaluation process should include classroom observations, advanced evaluation criteria, and self-evaluation.

## 2012 – Fall (November)

**October 18, 2012** Deb was notified via email from Chris Stone regarding an incident involving the center director and the assistant center director. Email stated non-compliances were received in a self-report to licensing and a complaint. The incident initially occurred on September 21<sup>st</sup> and was licensing received a complaint on October 1<sup>st</sup>. The incident concerned mishandling an infant by staff and the failure of any staff to report.

**November 6, 2012.** KinderCare Raymond Road was found not to meet Madison standards. KinderCare Raymond Road requested and was placed on probation. The primary standard not met was lack of administrative supervision: **Madison Accreditation Standard Administration/Governance E-6b: Systems shall be in place**

**to ensure specified oversight of the child care program as stated in E-6a. These systems must include proper orientation of governing bodies, mechanisms for timely exchange of information and mechanisms to ensure required levels of parental input.**

**December 17, 2012** Licensing fined the center \$300 for Abuse, Neglect, Inappropriate Discipline and Prohibited Actions – Cruel, Aversive, Frightening, Humiliating Actions.

| Type of Regulation | Date       | Type                     | Appeal Decision | Violations**   |
|--------------------|------------|--------------------------|-----------------|--|
| Licensing          | 12/17/2012 | Direct Forfeiture: \$300 | No              | <p><a href="#">251.04(3)(j)</a><br/>           (Report - Abuse, Neglect, Inappropriate Discipline) on 10/01/2012: The administration did not report to the department when a teacher came back from break and was angry when another teacher told her she was late. She harshly grabbed an infant out of the other teacher's arms by one arm and took the child. \$150</p> <p><a href="#">251.07(2)(e)5.</a><br/>           (Prohibited Actions - Cruel, Aversive, Frightening, Humiliating Actions) on 10/01/2012: According to staff members, an infant teacher grabbed a baby harshly out of the arms of another teacher by one \$150</p> |

| Type of Regulation | Date                           | Type   | Appeal | Decision | Violations**   |
|--------------------|--------------------------------|--|--------|----------|--|
|                    |                                |  |        |          | arm. She was loud and angry when she told the teacher to "just go" because the teacher said she was late and needed to be in another classroom.  |
| 10/01/2012         | <a href="#">251.04(3)(i)</a>   | Report - Abuse, Neglect, Inappropriate Discipline                      |        |          | The administration did not report to the department when a teacher came back from break and was angry when another teacher told her she was late. She harshly grabbed an infant out of the other teacher's arms by one arm and took the child.                 |
| 10/01/2012         | <a href="#">251.07(2)(e)5.</a> | Prohibited Actions - Cruel, Aversive, Frightening, Humiliating Actions |        |          | According to staff members, an infant teacher grabbed a baby harshly out of the arms of another teacher by one arm. She was loud and angry when she told the teacher to "just go" because the teacher said she was late and needed to be in another classroom. |
| 09/21/2012         | <a href="#">251.04(3)(i)</a>   | Report - Abuse, Neglect, Inappropriate Discipline                      |        |          | A report was not made to the department within 24 hours by the center administration when an adult stated she witnessed inappropriate discipline of a child in a classroom on 9-14-12.   |

**April 18, 2013** Kindercare Raymond Road successfully completed probation and was re-accredited.

**September 2013** – Accreditation Process starts.

## 2014 – Winter (March)

**Admin Required Change # 1 – Curriculum** Standard B3-a -- has been previously cited in 2007, 2010, 2011. Standard B-3a, B-7, B-9: Teachers are expected to have clearly defined goals for individual children that guide curriculum planning. Teachers are expected provide a variety of developmentally appropriate activities and experiences and materials that are selected to engage children in active, meaningful learning. Transitions should be planned as a vehicle for learning.

**Admin Required Change # 2 – Staff Qualifications and Professional Development** D-1c. Early Childhood teachers have at least a CDA Credential... Standard D-1c has previously been cited in 2011.

**Admin Required Change # 3 – Administration/ Annual Evaluation and Goal-Setting** E-1. The annual program evaluation should examine the adequacy of staff compensation and benefits, the rates of and reasons for staff turnover and the effect of staff turnover on the quality of the program.

**Admin Required Change # 4 – Administration/Governance** E-6b: Systems shall be in place to ensure specified oversight of the child care program as stated in E-6a. These systems must include proper orientation of governing bodies, mechanisms for timely exchange of information and mechanisms to ensure required levels of parental input.

**Admin Required Change # 5 – Administration/ Staff Communication and Support** Standard E-10a,b,d all were previously cited in 2007 and E-10d was also cited in 2011. Standard E-10a,b,d. Staff and administrators are expected to plan and consult together frequently. Teachers should be provided weekly paid planning time away from the responsibility for children.

**Admin Required Change # 6 – Administration/Staffing** Standards F-1 and F-2 were previously cited in 2011. Standard F-1, F-2, F-4. The number of children in a group must be limited in accordance with Madison accreditation standards and Wisconsin state licensing requirements to facilitate adult-child interaction and constructive activities among children. Sufficient staff members with primary responsibility for children must be available to provide frequent personal contact, meaningful learning activities, supervision and to offer immediate care as needed. The number of transitions a child/children experience must be minimized to maintain relationships among groups of children as much as possible.



March 18, 2014 After Accreditation process it was determined that KinderCare Raymond Road did not meet standards.

May 14, 2014 KinderCare Raymond Road granted probation.

August 14, 2014 Kindercare Raymond Road successfully completed probation and was re-accredited.

September – December 2014 Licensing Violations.

|            |                                |   |  |
|------------|--------------------------------|---|--|
| 11/04/2014 | <a href="#">251.04(3)(j)</a>   | Report - Abuse, Neglect, Inappropriate Discipline | The center did not report to the department suspected inappropriate discipline of a child by an employee when on September 4th and September 8th, 2014, a teacher reported to the director inappropriate discipline to children by her co-teacher. |
| 11/04/2014 | <a href="#">251.04(5)(a)4.</a> | Staff File - Physical Examination Report          | Staff A did not have a physical health report or TB test results on file as required.  |
| 11/04/2014 | <a href="#">251.05(1)(b)</a>   | Shaken Baby Syndrome Prevention Training          | Staff A did not have SBS training prior to working with children under age 5.  |
| 11/04/2014 | <a href="#">251.05(1)(e)2.</a> | Center Director - Responsibilities                | The center director did not supervise the staff at the center when she received reports of inappropriate child guidance and allowed the actions to continue.   |
| 11/04/2014 | <a href="#">251.05(1)(f)4.</a> | Child Care Teacher - Entry-Level Training         | Prior to assuming the position, Staff A did not have the qualifications required for a Lead teacher. Staff A began employment on July 28, 2014, and has worked as the Lead teacher in the toddler classroom.                                       |
| 11/04/2014 | <a href="#">251.05(3)(c)</a>   | Close Supervision Of Children                     | According to a self-report the center did not maintain sight and sound supervision when a four   |

|            |                                |  |  |
|------------|--------------------------------|--|--|
|            |                                |  | year old boy stayed in the library area of the four year old classroom instead of transitioning to the three year old classroom for lunch. He was reported to have been there for two - three minutes.   |
| 11/04/2014 | <a href="#">251.07(2)(e)</a>   | Child Guidance - Prohibited Actions      | A teacher grabbed the ankles of toddlers and flipped them over if they are misbehaving on their cots at nap time; two teachers regularly used a harsh and aggressive tone of voice when working with the children. On September 3, 2014, a teacher was observed to have picked up a one year old child by the wrist and the ankle. On September 11, 2014, a teacher laid on the ground mimicking a two year old boy who was tantrumming and on September 5, 2104, a teacher knelt on a one year old boy to take a toy away from him at nap time. |
| 11/04/2014 | <a href="#">251.07(2)(e)1.</a> | Prohibited Actions - Corporal Punishment | On September 5, 2014, a teacher was seen engaging in inappropriate child guidance when she spanked a one year old for biting. On September 11, 2014, a teacher stepped on the stomach of a two year old child who was laying in the grass screaming and throwing a tantrum.  |

|                      |                           |    |  |       |
|----------------------|---------------------------|----|--|-------|
| Licensing 12/29/2014 | Direct Forfeiture: \$1000 | No | <a href="#">251.04(3)(j)</a> (Report - Abuse, Neglect, Inappropriate Discipline) on 11/04/2014: The center did not report to the department suspected inappropriate discipline of a child by an employee when on September 4th and September | \$200 |
|----------------------|---------------------------|----|--|-------|

8th, 2014, a teacher reported to the director inappropriate discipline to children by her co-teacher.

[251.05\(3\)\(c\)](#) (Close Supervision Of Children) on 11/04/2014: According to a self-report the center did not maintain sight and sound supervision when a four year old boy stayed in the library area of the four year old classroom instead of transitioning to the three year old classroom for lunch. He was reported to have been there for two - three minutes. \$0

[251.07\(2\)\(e\)](#) (Child Guidance - Prohibited Actions) on 11/04/2014: A teacher grabbed the ankles of toddlers and flipped them over if they are misbehaving on their cots at nap time; two teachers regularly used a harsh and aggressive tone of voice when working with the children. On September 3, 2014, a teacher was observed to have picked up a one year old child by the wrist and the ankle. On September 11, 2014, a teacher laid on the ground mimicking a two year old boy who was tantruming and on September 5, 2104, a teacher knelt on a one year old boy to take a toy away from him at nap time. \$500

[251.07\(2\)\(e\)1.](#) (Prohibited Actions - Corporal Punishment) on 11/04/2014: On September 5, 2014, a teacher was seen engaging in inappropriate child guidance when she spanked a one year old for biting. On

September 11, 2014, a teacher stepped on the stomach of a two year old child who was laying in the grass screaming and throwing a tantrum.