



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

ORLENE HAWKS
DIRECTOR

November 9, 2021

Tanya Zoro
Childtime Childcare, Inc.
Suite 100
21333 Haggerty Road
Novi, MI 48375

RE: License #: DC820294566
Investigation #: 2021D0932013
Childtime Learning Center #0631

Dear Ms. Zoro:

I conducted a special investigation because the child care licensing division received a complaint against your facility that related to licensing rules or law. The allegations were related to the following:

- R 400.8182(3)(a) Ratio and group size requirements.
- R 400.8182(3)(b) Ratio and group size requirements.
- R 400.8182(3)(d) Ratio and group size requirements.

The details of the allegations are in the attached report. To investigate the allegations:

- I interviewed program director and child care staff members.
- I completed on-site inspections on the following dates: September 22, 2021.

As a result of this investigation, I found the following violation(s):

- R 400.8182(3)(a) **Ratio and group size requirements.**
- R 400.8182(3)(b) **Ratio and group size requirements.**
- R 400.8182(3)(d) **Ratio and group size requirements.**

I recommend no change to the current license status.

Due to the violations, you must send us a corrective action plan by November 29, 2021. You can use our [corrective action plan](#) form or create your own.

If you need help writing the corrective action plan, please contact me. If you do not send a corrective action plan, you may face disciplinary action. The corrective action plan must include the following:

- How compliance with each rule will be achieved.
- Who is directly responsible for implementing the corrective action for each violation.
- Specific time frames for each violation as to when the correction will be completed or implemented.
- How continuing compliance will be maintained once compliance is achieved.
- The signature of the responsible party and a date.

During this special investigation:	Yes	No
A rule or law violation was found and a serious injury or death occurred.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
A rule or law violation was found and abuse and/or neglect of a child occurred.	<input type="checkbox"/>	<input checked="" type="checkbox"/>

This report and any related corrective action plans must be filed in your licensing notebook. This report and any related corrective action plans will be online for parents to review under the [Statewide Search for Licensed Child Care Centers and Homes](#).

Per MCL 722.113g, this report and any related corrective action plans must be filed in your licensing notebook.

Sincerely,



Janeiro Byrd, Licensing Consultant
 Child Care Licensing Bureau
 Cadillac Pl. Ste 9-100
 3026 W. Grand Blvd
 Detroit, MI 48202
 (313) 938-5385

enclosure

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
BUREAU OF COMMUNITY AND HEALTH SYSTEMS
SPECIAL INVESTIGATION REPORT**

I. IDENTIFYING INFORMATION

License #:	DC820294566
Investigation #:	2021D0932013
Complaint Receipt Date:	09/21/2021
Investigation Initiation Date:	09/22/2021
Report Due Date:	11/20/2021
Licensee Name:	Childtime Childcare, Inc.
Licensee Address:	Suite 100 21333 Haggerty Road Novi, MI 48375
Licensee Telephone #:	Unknown
Administrator:	Tanya Zoro, Designee
Licensee Designee:	Tanya Zoro, Designee
Name of Facility:	Childtime Learning Center #0631
Facility Address:	49810 Cherry Hill Road Canton, MI 48188
Facility Telephone #:	(734) 495-1500
Original Issuance Date:	09/23/2008
License Status:	REGULAR
Effective Date:	06/07/2021
Expiration Date:	06/06/2023
Capacity:	174
Program Type:	CHILD CARE CENTER

II. ALLEGATION(S)

	Violation Established?
Caregiver to child ratio is not maintained.	Yes

III. METHODOLOGY

09/21/2021	Special Investigation Intake 2021D0932013
09/22/2021	Special Investigation Initiated - On Site, 11:17 am -12:24 am I interviewed acting program director, Jessica Sawyer.
10/12/2021	Contact - Telephone call received I interviewed Child care staff member one.
10/12/2021	Contact - Document received I interviewed Child care staff member two.
10/12/2021	Contact - Telephone call received I interviewed Child care staff member three.
10/12/2021	Contact - Telephone call received I interviewed Child care staff member four.
10/18/2021	Contact – Telephone call received I interviewed child care staff member five.
10/21/2021	Exit conference with Jessica Sawyer

ALLEGATION: Caregiver to child ratio is not maintained.

INVESTIGATION: On 9/22/2021, I conducted an unannounced inspection at the facility. I interviewed acting program director, Jessica Sawyer. Ms. Sawyer stated she is aware of the staffing issue and is currently interviewing. Six staff members resigned within the last two weeks without explanation. Ms. Sawyer is looking to replace the staff who resigned. She was conducting an interview on the day of my inspection.

On 10/21/2021, I interviewed Ms. Sawyer a second time by phone. She stated that she has hired two child care staff members and waiting on fingerprint clearances for a third person. Management has placed themselves in a classroom to assist with ratio. On 10/18/2021, there were five call offs. Ms. Sawyer emailed parents to inform

them of the call offs asking if they could keep their child at home. She offered to refund tuition for the day of those children who did not attend. Ms. Sawyer stated that ratio in the classrooms has improved since my visit. She has staggered staff times in the morning and scheduled herself to assist with morning drop offs. Ms. Sawyer has temporarily canceled bus runs for school age children, closed a classroom and adjusted the hours of the center.

On 9/22/2021, during my inspection, the caregiver to child ratio was 12:1 and was not maintained in the young preschool room. There should have been a second child care staff member.

On 10/12/2021, I conducted telephone interviews with child care staff member 1 (CCSM 1), CCSM 2, CCSM 3, CCSM 4 and CCSM 5.

CCSM 1 stated classrooms are out of ratio daily. Management does not assist staff in the classroom. Child care staff member Ellie Ellison steps in a room sometimes, but she usually does bus runs. Ms. Ellison also works the front desk assisting Ms. Sawyer. Ms. Sawyer and Ms. Ellison both are aware of the ratios in the classrooms through parents signing in. Child care staff members are assigned to classrooms knowing they do not have enough staff to maintain ratio. Staff call off all the time due to illness or being over worked. Mornings and evenings are usually the worst because there is not enough staff in the morning to separate children. There is not enough staff in the afternoon due to morning staff leaving for the day. Classrooms are combined and caregiver to child ratio is not maintained.

CCSM 2 stated the children in the older classrooms are suffering more than the children in the younger classrooms. Classrooms are at capacity, and they are unable to move children to maintain ratio.

CCSM 3 stated caregiver to child ratio is maintained in her classroom now. In the past, before licensing conducted a surprise inspection, the classroom was not maintaining ratio. There have been several call offs by staff. Ratio in the classrooms is causing everyone to not want to be there anymore. The caregiver to child ratio in the infants and toddlers' room is more of a problem than any other class. The toddler room has more children than any of the other classes.

CCSM 4 stated the number of children in her classroom varies day to day. Her classroom is never in ratio. Parents are aware of the staffing issue and have expressed their concern about the safety of their child.

During the onsite inspection, I obtained a copy of the center's attendance records, which shows the following:

On 9/20/2021, the caregiver to child ratio in infants was 10:2. On 9/21/2021, the caregiver to child ratio in infants was 16:3. The classroom was over in group size.

On 9/22/2021, the caregiver to child ratio in infants was 10:2. There should have been a third staff member present.

On 9/20/2021, the caregiver to child ratio in toddler one was 6:1. On 9/21/2021, the caregiver to child ratio in toddler one was 8:1.

On 9/20/2021, the caregiver to child ratio in toddler two was 28:2 by 8:00 a.m. There should have been seven staff members present. On 9/21/2021, the caregiver to child ratio in toddler two was 23:1 by 8:44 a.m. On 9/22/2021, the caregiver to child ratio was 35:1 by 8:30 a.m.

On 9/20/2021, the caregiver to child ratio was 11:1. On 9/21/2021, the caregiver to child ratio was 10:1. On 9/22/2021, the caregiver to child ratio was 12:1. There should have been a second child care staff member present all three days.

On 9/20/2021, the caregiver to child ratio was 15:1 consisting of mixed ages 3-5 years. There should have been a second caregiver. On 9/21/2021, the caregiver to child ratio was 22:1. On 9/22/2021, the caregiver to child ratio was 15:1. On 10/11/2021, the caregiver to child ratio was 24:1. On 10/18/2021, the caregiver to child ratio was 17:1.

APPLICABLE RULE		
R 400.8182	Ratio and group size requirements.	
	(3) In each room or well-defined space, the maximum group size and ratio of child care staff members to children, including children related to a staff member or the licensee, must be as shown in Table 4:	
	Age	Child Care Staff member to Child Ratio
		Maximum Group Size
	a) Infants and toddlers, birth until 30 months of age	1 to 4
		12

ANALYSIS:	<p>On 9/20/2021, the caregiver to child ratio in infants was 10:2. On 9/21/2021, the caregiver to child ratio in infants was 16:3. The classroom was over in group size. On 9/22/2021, the caregiver to child ratio in infants was 10:2. There should have been a third staff member present.</p> <p>On 9/20/2021, the caregiver to child ratio in toddler one was 6:1. On 9/21/2021, the caregiver to child ratio in toddler one was 8:1. On 9/20/2021, the caregiver to child ratio in toddler two was 28:2 by 8:00 a.m. There should have been seven staff members present. On 9/21/2021, the caregiver to child ratio in toddler two was 23:1 by 8:44 a.m. On 9/22/2021, the caregiver to child ratio was 35:1 by 8:30 a.m.</p>
CONCLUSION:	<p>REPEAT VIOLATION ESTABLISHED SIR 2018D0914023 Dated 6/11/2018 Corrective Action Plan Dated 7/30/2018</p>

APPLICABLE RULE								
R 400.8182	Ratio and group size requirements.							
	<p>(3) In each room or well-defined space, the maximum group size and ratio of child care staff members to children, including children related to a staff member or the licensee, must be as shown in Table 4:</p> <table border="1"> <thead> <tr> <th>Age</th> <th>Child Care Staff member to Child Ratio</th> <th>Maximum Group Size</th> </tr> </thead> <tbody> <tr> <td>b) Preschoolers, 1 to 8 30 months of age until 3 years of age</td> <td></td> <td>16</td> </tr> </tbody> </table>		Age	Child Care Staff member to Child Ratio	Maximum Group Size	b) Preschoolers, 1 to 8 30 months of age until 3 years of age		16
Age	Child Care Staff member to Child Ratio	Maximum Group Size						
b) Preschoolers, 1 to 8 30 months of age until 3 years of age		16						
ANALYSIS:	<p>On 9/20/2021, the caregiver to child ratio was 11:1. On 9/21/2021, the caregiver to child ratio was 10:1. On 9/22/2021, the caregiver to child ratio was 12:1. There should have been a second child care staff member present all three days.</p>							
CONCLUSION:	<p>REPEAT VIOLATION ESTABLISHED SIR 2017D0918008 Dated 6/1/2017 Corrective Action Plan Dated 4/11/2017</p>							

APPLICABLE RULE	
R 400.8182	Ratio and group size requirements.
	<p>(3) In each room or well-defined space, the maximum group size and ratio of child care staff members to children,</p>

	including children related to a staff member or the licensee, must be as shown in Table 4:						
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Age	Child Care Staff member to Child Ratio	Maximum Group Size					
c) Preschoolers, 1 to 10 3 years of age until 4 years of age		Not applicable					
ANALYSIS:	On 9/20/2021, the caregiver to child ratio was 25:2. On 9/21/2021, the caregiver to child ratio was 14:1.						
CONCLUSION:	VIOLATION ESTABLISHED						

APPLICABLE RULE	
R 400.8182	Ratio and group size requirements.
	(7) If there are children of mixed ages in the same room or well-defined space, then the ratio and group size is determined by the age of the youngest child, unless each group of children is clearly separated and the appropriate child care staff member-to-child ratios and group sizes, if applicable, for each age group are maintained.
ANALYSIS:	On 9/20/2021, the caregiver to child ratio was 15:1 consisting of mixed ages 3-5 years. There should have been a second caregiver. On 9/21/2021, the caregiver to child ratio was 22:1. On 9/22/2021, the caregiver to child ratio was 15:1. On 10/11/2021, the caregiver to child ratio was 24:1. On 10/18/2021, the caregiver to child ratio was 17:1.
CONCLUSION:	VIOLATION ESTABLISHED

IV. RECOMMENDATION

Upon receipt of an acceptable corrective action plan, I recommend increased supervision and monitoring.



November 9, 2021

Janeiro Byrd
Licensing Consultant

Date

Approved By:



11/09/2021

LaTanya Ellington
Area Manager

Date