



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF
LIFELONG EDUCATION, ADVANCEMENT, AND POTENTIAL
LANSING

MICHELLE RICHARDS
ACTING DIRECTOR

01/31/2024

Tutor Time Learning Centers, LLC
21333 Haggerty Road,
Novi, MI, 48375

License Number: DC410250291
Special Investigation Number: SI-00079209

Dear Kristen Ruff,

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:

Rule/Law Number	Rule Description
R 400.8182(3)(a)	Infants and toddlers, birth until 30 months of age, child care staff member to child ratio of 1 to 4, maximum group size of 12.
R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.

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

- I interviewed: Parents, interim program director, child care staff members, licensee designee..
- I completed on-site inspections on the following dates: 11/14/2023

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

Rule/Law Number	Rule Description
R400.8183(3)(a)	Infants and toddlers, birth until 30 months of age, child care staff member to child ratio of 1 to 4, maximum group size of 12.

R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.
R 400.8179(7)	When awake, use of confining equipment for infants must be minimized, not to exceed 30 minutes at a time.

Upon receipt of an acceptable corrective action plan, I recommend the issuance of a 1st provisional license. If you accept the provisional license, you must sign and return the enclosed waiver form. If you do not accept the provisional license, you must notify this office in writing and an administrative hearing will be scheduled.

Due to the violations, you must send us a [corrective action plan](#) by 02/15/2024. You can use our corrective action plan form or create your own. Even if you don't accept the provisional license, you must still send us an acceptable corrective action plan.

If you need help writing the corrective action plan, please contact licensing consultant, Dawnit Diaz, Grand Rapids Region at (616) 402-9376. 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](#).

Please review this report for accuracy and contact your consultant, Dawnita Diaz, Grand Rapids Region at (616) 402-9376. In the event that Grand Rapids Region is not available and you need to speak to someone immediately, please contact the Child Care Licensing Bureau at 517-284-9730.

Sincerely,

A handwritten signature in black ink that reads "Dawnita Diaz". The signature is written in a cursive, flowing style.

Grand Rapids Region, Licensing Consultant

Enclosure

**MICHIGAN DEPARTMENT OF
LIFELONG EDUCATION, ADVANCEMENT, AND POTENTIAL
CHILD CARE LICENSING**

Report Type: Special investigation

Date of Report: 01/30/2024

Special Investigation Number	Complaint/Incident Receipt Date
SI-00079209	11/3/2023
Investigation Initiation Date	Report Due Date
11/7/2023	//
License Number	Licensee Name(s)
DC410250291	Tutor Time Learning Centers, LLC
Facility Name	Licensee Designee(s)
Tutor Time ChildCare Learning Center	Kristen Ruff
Program Type	Central Administrator(s)
Center	
Capacity	Program Director(s) Name
121	
Facility Address	Mailing Address
6690 Old 28th Street, SE, Grand Rapids, MI, 49546-6946	21333 Haggerty Road, Novi, MI, 48375
Facility Phone Number	Facility Email Address
6169422124	6300@tutortime.com
Original License Issuance Date	License Status:
10/23/2002	Regular
License Effective Date:	License Expiration Date:
7/5/2022	7/4/2024

ALLEGATION(S)

	Violation Established?	
On 11/03/203 the required child care staff member to child ratio was not maintained in the infant and toddler rooms.	Yes	
Children are left to sit in a buggy and are left unattended.	Yes	
Additional findings	Yes	

METHODOLOGY

Date	Activity
11/07/2023	Special Investigation Case Created SI-00079209
11/07/2023	Contact – Phone Call Made Spoke with Child C's Mother re: allegations.
11/07/2023	Contact – Phone Call Made Left message for Child D's Mother.
11/07/2023	Contact – Phone Call Made

	Left message for Child B's Mother
11/07/2023	Contact – Phone Call Made Left message for reporting person.
11/07/2023	Special Investigation Initiated via Phone Call Spoke with Child A's Mother re: allegations
11/07/2023	Contact – Document Sent Email sent to licensee designee, Kirsten Ruff, requesting contact re: investigation
11/14/2023	Contact – Document Sent Email sent to District Manager Kristin Ruff requesting contact re: SI's
11/14/2023	Inspection Completed On-Site 7:38am-8:50am Unannounced on-site re: allegations
11/20/2023	Contact – Phone Call Made Spoke with Kristin Ruff, designee, re: investigation and provisional recommendation.

Allegation: On 11/03/203 the required child care staff member to child ratio was not maintained in the infant and toddler rooms.

INVESTIGATION: On 11/14/2023 I conducted an unannounced on-site inspection to the facility. I met face to face with child care staff member 1 (CCSM 1) regarding the reported allegations. CCSM 1 said, "ratio has not been perfect". She has been operating out of ratio in the morning, "a week or so ago she had eight to nine children in the infant room by herself. There has been no staff available to work in the room nor is the program director or other staff available to help at times. She said if there are too many infants and toddlers, the program director will place them in a buggy to keep in her office in an attempt to maintain required staff to child ratio.

I then observed the infant 1 room and there were two staff with seven infants. CCSM 2 stated that in the morning she may operate at a 1:6 ratio. She will call down to the front desk and someone may come to help. She said children are also placed in a buggy and kept up front if there are too many children.

I spoke with CCSM 3 in the infant 2 classroom. She stated she worked on 11/03/2023 in the morning, arriving around 9am. The center was operating out of ratio. She came in to assist with different classrooms.

I then observed the toddler classroom. There were 3 CCSM's and 12 children. I spoke with CCSM 4 who confirmed on 11/03/2023 the center was out of ratio in the infant classrooms and toddler classrooms. This has been an ongoing issue at the center due to staffing shortages. I then spoke with CCSM 5 who said she was present on 11/03/2023 and she was in the toddler classroom with a 2:11 ratio. The children are

under 2 1/2 years of age so a 1:4 ratio is required. At one point that day she was left alone in her classroom at a 1:9 ratio. She said all the infant rooms, toddler room, and preschool rooms were out of ratio on this day. The program director, Darlene McCorkle had placed four children in a buggy and kept them for hours in it to assist with coverage.

I then observed the 2's classroom and spoke with the lead caregiver in the classroom. He said he does not recall a time his room has been operating out of ratio. He stated that if there are too many children they will be placed in a buggy and kept in the front office.

I then met face to face with Darlene McCorkle, interim program director, as she had arrived for her workday. She admitted that on 11/03/2023 the center was not able to maintain the required ratios in the infant 1, infant 2, and toddler classrooms. She said she had a buggy of children with her most of the day in an attempt to manage the number of children in the classrooms. She had sent out a message to parents via the communication app the center uses asking for volunteers to not bring their children in for care. She also contacted her district manager, Kirsten Ruff, about the center being out of ratio.

On 11/20/2023 I spoke with Kirsten Ruff, designee, by telephone. She was aware of the center operating out of ratio. We discussed the options for the center and consultant was provided to her about steps the center can take to ensure they are operating in ratio at all times.

RULE/STATUTORY VIOLATIONS:

APPLICABLE RULES	
R 400.8182(3)(a)	(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, shall be the following: (a) For infants and toddlers, there shall be 1 child care staff member for 4 children and a maximum group size of 12.
ANALYSIS:	According to interviews with center staff, the child care staff member to child ratio has not been maintained in the infant and toddler classrooms.
CONCLUSION:	VIOLATION ESTABLISHED

ALLEGATION: Children are left to sit in a buggy and are left unattended.

INVESTIGATION: On 11/14/2023 I conducted an unannounced on-site inspection to the facility. I interviewed six child care staff members (CCSM 1, CCSM 2, CCSM 3, CCSM 4, CCSM 5, CCSM 6) who all stated the center places children from infant 2,

toddler, and 2's classroom in a buggy in order to manage child care staff member to child ratio's in the classroom. The children are placed in the buggy and sit in the hallway or in the program director's office. Children are not provided any programming and are confined to the buggy for hours at a time.

I met face to face with Darlene McCorkle, interim program director, who said this practice of using the buggy has been in place since she has been an employee for Tutor Time. She said this has been an accepted practice used to maintain required staff to child ratios in classrooms or at the end of the day to close classrooms. I explained to her how this was an inappropriate practice and needed to be discontinued immediately.

While on-site I observed this practice being used to keep classrooms within ratio. There were four children from various classrooms (infant 2, early preschool, and toddler) in a buggy. I spoke with the staff person supervising the children and explained how this process was not appropriate care for the children.

On 11/20/2023 I spoke with Kirsten Ruff, designee, about this investigation and findings. She was aware of the use of the buggy and that it is used on a regular basis at the center. I discussed with her how this was not appropriate and that the practice needs to be discontinued.

RULE/STATUTORY VIOLATIONS:

APPLICABLE RULES	
R 400.8125(1)	All staff and volunteers shall provide appropriate care and supervision of children at all times.
ANALYSIS:	Appropriate care and supervision is not provided to children in care by Kristin Ruff, district manager, Darlene McCorkle, interim program director, as they instruct staff to use buggy's to hold children and confine children in them in order to maintain compliance with ratio in the classrooms.
CONCLUSION:	REPEAT VIOLATION ESTABLISHED 3/29/2022: Violation Established; 8/13/2023: Violation Established; 3/21/2021: Violation Established

ADDITIONAL FINDING:

APPLICABLE RULES	
R 400.8179(7)	When awake, use of confining equipment for infants must be minimized , not to exceed 30 minutes at a time.
ANALYSIS:	Kristin Ruff, district manager, and Darlene McCorkle, program director, instruct staff to confine children to buggy's/stroller (equipment used to take multiple young children on walks outside) in order to maintain compliance with ratio. These

	children are confined to the buggy for more than 30 minutes at a time.
CONCLUSION:	VIOLATION ESTABLISHED

BUREAU RECOMMENDATION

Bureau Recommendation
Upon receipt of an acceptable corrective action plan, I recommend the issuance of a 1st provisional license.

Approved By:			
			
Dawnita Diaz Consultant	1/30/2024 Date	Katrice Sweet Area Manager	01/31/2024 Date