



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

ORLENE HAWKS
DIRECTOR

July 26, 2023

Whitney Mooney
SW Mooney LLC
2911 Knapp St NE
Grand Rapids, MI 49525

RE: License #: DC410398235
Investigation #: 2022D1083021
The Goddard School (Knapp's Corner)

Dear Whitney Mooney:

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:

R400.8182(3) Ratio and group size requirements.

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

- I interviewed: the person who made the complaint, the program director, the licensee, and child care staff members.
- I completed on-site inspections on the following dates: 8/5/2022 and 10/20/2022.

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

R400.8182(3)(a) Ratio and group size requirements.

R400.8182(3)(b) 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 8/16/2023. 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](#).

Please review the enclosed documentation for accuracy and contact me with any questions. In the event that I am not available and you need to speak to someone immediately, please contact the local office at (517) 284-9730.

Sincerely,



Stacia L. Thrower, Licensing Consultant
 Child Care Licensing Bureau
 611 W. Ottawa St.
 P.O. Box 30664
 Lansing, MI 48909
 (616) 916-5504

enclosure

**MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
CHILD CARE LICENSING BUREAU
SPECIAL INVESTIGATION REPORT**

I. IDENTIFYING INFORMATION

License #:	DC410398235
Investigation #:	2022D1083021
Complaint Receipt Date:	07/28/2022
Investigation Initiation Date:	08/05/2022
Report Due Date:	09/26/2022
Licensee Name:	SW Mooney LLC
Licensee Address:	2911 Knapp St NE Grand Rapids, MI 49525
Licensee Telephone #:	(616) 208-9292
Administrator:	Whitney Mooney, Designee
Licensee Designee:	Whitney Mooney, Designee
Name of Facility:	The Goddard School (Knapp's Corner)
Facility Address:	2911 Knapp Street NE Grand Rapids, MI 49525
Facility Telephone #:	(616) 208-9292
Original Issuance Date:	08/16/2019
License Status:	REGULAR
Effective Date:	02/16/2022
Expiration Date:	02/15/2024
Capacity:	148
Program Type:	CHILD CARE CENTER

II. ALLEGATION(S)

	Violation Established?
The center does not maintain appropriate child to staff ratios in multiple classrooms on a regular basis.	Yes

III. METHODOLOGY

07/28/2022	Special Investigation Intake 2022D1083021
08/05/2022	Special Investigation Initiated - On Site Approximately 3:55PM – 4:15PM. Interviewed Heather Phelps, Program Director and Whitney Mooney, Licensee.
10/20/2022	Inspection Completed On-site Approximately 1:10PM - 2:2000PM. Interviewed Heather Phelps, Program Director and Child Care Staff Members.
06/08/2023	Exit Conference w/Whitney Mooney via telephone.

ALLEGATION: The center does not maintain appropriate child to staff ratios in multiple classrooms on a regular basis.

INVESTIGATION:

I conducted an unannounced onsite inspection on 8/5/2022. I interviewed Heather Phelps regarding the allegation. She acknowledged that the center has struggled to maintain appropriate child to staff ratios and the most recent occurrence was on 8/4/2022. Ms. Phelps explained that there were nine child care staff members absent on 8/4/2022 which made it difficult to adhere to ratio requirements. She stated that two to three rooms did not maintain appropriate child to staff ratios for approximately 15 minutes.

I also interviewed Whitney Mooney regarding the allegation on 8/5/2022. She also explained that there were multiple child care staff members absent on 8/4/2022. As a result of these absences the Pleasant Pheasant room (children aged 30 – 36 months) was not able to maintain appropriate child to staff ratios for approximately 10 minutes. Whitney Mooney verified this information with the Child Care Staff Member 4, who also stated the Pleasant Pheasant room did not maintain appropriate child to staff ratios for approximately 10 minutes. Ms. Mooney was not aware of any other rooms failing to meet child to staff ratios.

I conducted an unannounced onsite inspection on 10/20/2022. I interviewed Heather Phelps again regarding the allegation. Heather Phelps acknowledged that center has been unable to maintain appropriate child to staff ratios during the morning hours of operation. I asked Heather Phelps if the center has experienced the inability to maintain appropriate child to staff ratios since my last inspection and she replied, "yes." She explained that center has made improvements such as hiring and training additional child care staff members to help ensure that appropriate child to staff ratios are met. However, parents can drop off children at any time during the hours of 7:00AM – 9:00AM which can lead to ratio overages for a few minutes. I provided technical assistance and consultation to Heather Phelps regarding the administrative rules regarding R400.8182 and the requirement that appropriate ratios be maintained at all times. Heather Phelps stated that she understood this requirement. She explained that the struggles have primarily been in the infant and toddler rooms and the preschool room has had some difficulty complying with child to staff ratios as well.

I interviewed Child Care Staff Member 1 regarding the allegation. She stated that the mornings are "very bad" at the center between the hours of 7:00AM – 9:00AM. She reported caring for 12 children alone at times (children ages 2 - 2 ½, Darling Deer). The most recent occurrence being the date of this interview. On 10/20/2022, she reported caring for seven children ages 2- 2 ½ alone. She explained that the first child arrives at 7:40AM and all other children arrive between 8:00 – 9:00AM. By 8:15AM, there were more than four children present. Child Care Staff Member 1 stated that she cared seven children alone until 8:30AM when additional staffing assistance was provided. Child Care Staff Member 1 understood that appropriate child to staff ratios for children of this age is 1:4, but the center has difficulty maintaining appropriate ratios each morning. She explained that more child care staff members have been hired, but the center still faces staffing difficulties. Child Care Staff Member 1 reported that there are other rooms at the center that fail to maintain appropriate child to staff ratios on a regular basis. Heather Phelps assists in the rooms when there is no one else available, but staff members continue to leave employment which causes staffing challenges.

I interviewed Child Care Staff Member 2 regarding the allegation. She also reported working with children aged 2 – 2 ½ at the center in the Darling Deer room. Child Care Staff Member 2 stated that she typically arrives at the center at 9:00AM though she has worked various schedules. She explained that Child Care Staff Member 1 arrives at 7:00AM. Child Care Staff Member 2 stated that when she arrives at 9:00AM, the room is typically over ratio as Child Care Staff Member 1 is usually caring for five – six children alone. Child care staff member 2 stated that she did not recall the Darling Deer room failing to maintain appropriate child to staff ratio this week however, the room did not maintain appropriate ratios on at least one day last week. She explained that approximately two weeks ago, Child Care Staff member 1 was not present at the center due to vacation. During this week, the classroom did not maintain appropriate child to staff ratio every day. Child Care Staff Member 2 reported caring for up to eight children alone during this time, and when overages

occurred, they ranged from 10 – 45 minutes until another child care staff member arrived to help. Child Care Staff Member 2 reported that when Child Care Staff Member 1 was gone, Heather Phelps moved five children from the Darling Deer room to the Pleasant Pheasant room creating ratio non compliance issues in the Pheasant room. Heather Phelps will sometimes ask child care staff members if they are ok operating with “one child over.” Child Care Staff Member 2 stated that ratio overages can occur at any time during the day, but primarily occur from 7:00AM – 9:00AM.

I interviewed Child Care Staff Member 3 regarding the allegation. She reported working in the Pleasant Pheasant room (children aged 2 ½ - 3 years). When she arrived this morning at 9:00AM, she found one child care staff member caring for 11 children in this room alone. At times there may be five children moved to this room from the lower aged rooms, and children from the Pheasant room are then moved to a room with older children in an attempt to maintain appropriate child to staff ratios. Child Care Staff Member 3 stated that it can be difficult caring for children of varying ages when there are different ratio requirements for mixed groups of children. I asked child care staff member 3 if there were any other recent instances of the Pheasant room failing to maintain appropriate ratios aside from today. She reported that the Pheasant room has not maintained appropriate child to staff ratios every day this week during the morning hours for approximately 30 – 40 minutes.

During the exit conference with Mrs. Mooney, she reported that the center has implemented a number of changes to ensure compliance with ratio requirements for children of all ages at the center. These changes involve training for child care staff members and administrators along with the hiring and training of additional staff members to ensure adequate staffing at all times.

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:
	(a) For infants and toddlers, birth until 30 months of age, there must be 1 child care staff member for 4 children and a maximum group size of 12.

ANALYSIS:	All parties interviewed acknowledged that the center has not maintained appropriate child to staff ratios at all times. Heather Phelps acknowledged that the center has struggled to maintain appropriate ratios in the infant and toddler classrooms. Child Care Staff Member 1 reported caring for 12 children (2 – 2 ½) alone. On 10/20/2022, Child Care Staff Member 1 reported caring for 7 children for approximately 15 minutes. Child Care Staff Member 2 reported caring for up to eight children alone for 10 – 45 minutes.
CONCLUSION:	REPEATED VIOLATION ESTABLISHED; SIR 2022D1083015 dated 2/2/2023 CAP approved 2/3/2023.

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: (b) For Preschoolers, 30 months of age until 3 years of age, there must be 1 child care staff member for 8 children with a maximum group size of 16.
ANALYSIS:	Heather Phelps and Whitney Mooney acknowledged that on 8/4/2022, appropriate child to staff ratios were not maintained in the Pleasant Pheasant room. Child Care Staff Member 3 reported that on 10/20/2022, one child care staff member cared for 11 children alone. Child Care Staff Member 3 reported that the Pleasant Pheasant room has not maintained appropriate child to staff ratios every morning from 10/17/2022 – 10/20/2022 with the duration of non-compliance ranging from 30 – 40 minutes.
CONCLUSION:	REPEATED VIOLATION ESTABLISHED; SIR 2022D1083015 dated 2/2/2023 CAP approved 2/3/2023.

IV. RECOMMENDATION

Upon receipt of an acceptable corrective action plan, I recommend no change to the status of this child care license.

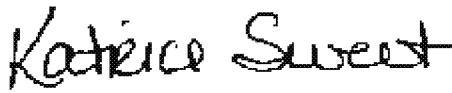


7/18/2023

Stacia L. Thrower
Licensing Consultant

Date

Approved By:



07/26/2023

Katrice Sweet
Area Manager

Date