



# **RURAL CHILD CARE INNOVATION PROGRAM**

## **COMMUNITY SOLUTION ACTION PLAN FOR CHILD CARE**

**SIBLEY COUNTY, MINNESOTA**

**MARCH, 2018**

**The Rural Child Care Innovation Program is possible due to generous funding from the Minnesota Department of Human Services.**



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**This Community Solution Action plan is designed to be a deep dive into the Rural Child Care Innovation Program. You will step through every stage of the community engagement process from solution development to implementation. Please visit [www.ruralchildcare.org](http://www.ruralchildcare.org) for continued updates on community progress.**

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**“If employees can’t find quality care for their children, they won’t work for you. They won’t move to your community, or they’ll be forced to move away, or they might have to consider quitting their job to stay home with their children because they have no other option.”**

**Kris Bevell**

Editor  
Prairie Business Magazine

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# EXECUTIVE SUMMARY

The Rural Child Care Innovation Program (RCCIP), is a community engagement process designed to develop right-sized solutions to increase the supply of high quality and affordable child care in Minnesota's rural communities. The goal of RCCIP is to help communities identify the scope and size of their child care challenges, and to empower and support communities to develop solutions that increase the supply of high quality and affordable child care slots.

The Community Solution Action Plan for Sibley County intends to outline the child care challenges identified, and the proposed recommendations to improve the state of child care in the area. A core team from Sibley County with the support of First Children's Finance, conducted a thorough analysis to uncover the factors causing the child care shortage in the area. Focus groups, individual interviews, and surveys with numerous stakeholders in the community were conducted.

The analysis revealed that there is a shortage of approximately 379 child care slots in Sibley County. The survey respondents indicated that they were traveling great distances to find appropriate child care. Nearly 19% of respondents were traveling more than 11 miles for child care with nearly 37% indicating a distance of travel up to 10 miles for child care.

The child care shortage in Sibley County is having a negative impact on the work environment for employers and employees. Based on the survey data, the biggest impact includes absence from work (when a provider is closed for the day), inability to work a flexible schedule or work different shifts, and tardiness to work. In the survey, nearly 25% have declined employment or withdrawn from the workforce due to child care issues.

Through the RCCIP, we uncovered several factors contributing to the child care shortage in Sibley County. These factors include:

- Difficulty to be a family child care provider due to: rules and regulations – ratios, low pay/no benefits, long hours/no flexibility, high operating cost, damage to home/space, and it is a stressful career
- Lack of choices and quality in the community including special needs care, drop-in care, sick care, and programs with supplemental activities
- Highly regulated infant and toddler care
- Cost of child care for parents is high and the costs of delivering child care is very high.

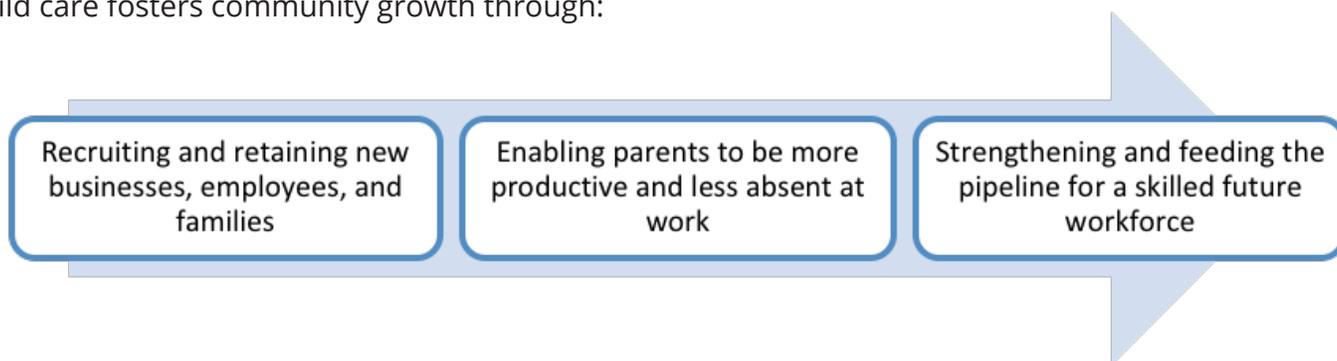
**To respond to these challenges, Sibley County in partnership with First Children's Finance has identified five goals to address the child care challenge. These goals include:**

- **Develop a new child care partnership**
- **Identify non-owner occupied space for family child care**
- **Promote available child care resources for families**
- **Launch a family child care community support fund**
- **Promote local learning opportunities for new and existing providers**

In implementing these goals, Sibley County will improve the state of child care, empower local child care providers through continued community support, provide parents with more care options, and better resources for providers to run and operate their child care businesses.

# THE IMPORTANCE OF HIGH QUALITY CHILD CARE IN COMMUNITIES

In rural communities, child care struggles exist within a regional market context. Ebbs and flows of the local economy greatly influence the sustainability of a community's child care supply, and vice versa. That is why the Rural Child Care Innovation Program addresses child care and early education challenges through a framework of regional economic development. A robust supply of high quality child care fosters community growth through:



The connection is clear: when our children thrive, so do our communities. Investing in early care and education is not only the right thing to do for our youngest citizens, but the best thing to do for our economic growth and prosperity.

## PROGRAM FOCUS

Rural children are more likely to be poor than children in urban areas, and are more likely to be living in deep poverty for longer periods of time. Many rural areas struggle to attract and retain a young, educated workforce, while others lack the resources to keep up with their own growth and success. Although rural communities face many challenges, they are also resilient. They have the innovation it takes to develop nimble, creative solutions that will be effective in rural areas. The Rural Child Care Innovation Program leverages small communities' independent can-do attitudes to address early care and education in Greater Minnesota.

## PROGRAM ACTIVITIES AND GENERAL TIMELINE

APPLICATION PHASE		
ACTIVITIES	TIMING	DETAILS
Webinar	April 24, 2017	Information session on the engagement process and program expectations.
Application Deadline	May 5, 2017	
Selection of Communities	May 15, 2017	Communities notified via email
Program Setup	May 2017	FCF sets up first Core Team meeting

PLANNING PHASE		
ACTIVITIES	TIMING	DETAILS
Core Team Onboarding Retreat	June 22, 2017	Face-to-face meeting with FCF and the Core Team to discuss project details and expectations
Core Team Planning Meeting	July 26, 2017	Face-to-face meeting to map out community engagement activities and fully develop the timeline
Community Engagement Activities	July 2017- September 2017	Implementation of engagement activities within the community
Child Care Provider Trainings	Winter 2017	Series of business trainings and one-on-one consultation conducted by FCF
Town Hall Event	November 16, 2017	Community wide event to identify and develop community project activities

IMPLEMENTATION PHASE		
ACTIVITIES	TIMING	DETAILS
Implementation Planning Retreat	December 14, 2018	Face-to-face meeting to map out smart goals and implementation activities with project teams.
Community Solution Action Plan	March 2018	Report detailing community data, types of solutions, and community identified projects.
Regular Project Team Meetings	January 2018 -September 2018	Implement community solutions.
Regular Core Team Meetings	January 2018-September 2018	Connect with FCF to discuss Project Team outcomes.
Technical Assistance Support	December 2017-September 2018	FCF is available for business support when needed.
Final Report	September 28, 2018	Core Team submits final report to FCF

## EXPECTED OUTCOMES AND IMPACT

The Rural Child Care Innovation Program is designed to support fundamental change in the overall conditions for child care in the areas that it is delivered. This is accomplished through various methods that include:

- A thorough analysis of the current child care gap and evaluation of community factors impacting the local child care supply
- Events that educate community members about the link between quality child care, rural economic development and viable communities.
- A Community Solution Action Plan that includes innovative solutions generated through a facilitated Town Hall process
- Support and business improvement services to existing family child care providers and child care centers
- Access to First Children's Finance's expertise, resources and tools, including research and financial modeling
- Links to other communities working on similar issues

Measurements of success are determined through a tactical project management grid that provides guidance to the Core Team about the involved participants and their projected steps and progress towards project completion.

## THE LOCAL CHILD CARE CHALLENGE IN SIBLEY, MN

Sibley County was established by an act of the Legislature, March 5, 1853.

The neighboring counties include Renville to the west, McLeod and Carver Counties to the North, Nicollet County to the south, and Carver, Scott, and LeSueur Counties on the east.

The Population estimate for July 1, 2016 14,827. That is down from the April 1, 2010 population estimates of 15,226. The population per square mile in 2010 was 25.9 versus 87.4 for the United States.

Sibley County also has a large Hispanic population that is in dire need of culturally appropriate child care. Many members of the Hispanic community work shift-work and have not been able to find child care when they work in the evenings.



## LOCAL CORE TEAM REPRESENTATION

The Core Team was identified locally and asked to commit to investigating the child care challenges in Sibley County. The Core Team has supported development of community solutions to sustain a high quality and sustainable child care infrastructure in the local area.

- **Amy Newsom** - Sibley County Community Development
- **Roxy Traxler** - Sibley County Administrator
- **Jenny Hazelton** - Winthrop City Administrator
- **Jim Amsden** - Sibley East Schools Superintendent
- **Sam Kral** - Sibley County Assessor's Office/ expectant mom
- **Maria Munoz** - Hispanic Community
- **Tami Martin** - Gibbon-Fairfax-Winthrop Schools Superintendent
- **Elisabeth Aiken** - Case Manager Sibley County Public Health
- **Tara Sabako** - Sibley County Licensor
- **John Gliszinski** - Director Sibley County Health and Human Services
- **Tonia Schiro** - Gibbon-Fairfax-Winthrop Schools
- **Chris Marben** - Child Development Services Director MVAC
- **Jennifer Wendinger** - Community Relations UFC
- **Lisa Templin** - Child Care Provider
- **Yuriana Soto** - Community Health Worker
- **Brandy Barrett** - Green Isle Community School
- **Apryl Deno** - Sibley East Childhood Coordinator
- **Dana Lietzau** - Gibbon City Administrator
- **Annie Willmsen** - City of Arlington
- **Angela Taylor** - Personnel Coordinator, SSLC / ILS

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## CHILD CARE DATA AND EARLY EDUCATION TRENDS

As part of the Rural Child Care Innovation Program, the local community was provided with various forms of support to understand the contributing factors for their child care challenges. First Children's Finance leveraged different data sources to pull together an illustrative picture of the impact of child care in the local area. These data sources include US Census Information, MN Child Care Licensing Records, Minnesota Department of Education, MN DEED, and other internal research tools including First Children's Finance data.

## POTENTIAL NEED OVERVIEW

First Children's Finance conducted a gap analysis which provided a view of potential child care needs. This analysis was conducted in Mid-2017 and shows a shortage of 379 slots in Sibley County.

ZIP CODE	CITY	# OF CHILD CARE CENTERS (CCC)	# OF FAMILY CARE CENTERS (FCC)	PLUS/ MINUS/ TOTAL
55307	Arlington	0	12	-134
55334	Gaylord	0	12	2
55335	Gibbon	0	4	-62
55366	New Auburn	0	0	-17
55338	Green Isle	0	5	6
55339	Hamburg	0	4	-8
55396	Winthrop	0	7	-24
56044	Henderson	0	5	-54
56054	Lafayette	0	1	-55
56058	Le Sueur	0	16	-35

## FAMILY CHILD CARE – BY THE NUMBERS

First Children's Finance evaluated the current supply of family child care to look for any trends that needed further examination.

- The average length of service is lower than the state average which indicates a population of providers with shorter lengths of service
- Providers with less than 5 years of service and those with more than 20 years of service are most at risk for turnover in an industry that already sees tremendous employment turn-over rates.
- The area is ahead of the state average for family providers being located outside of their primary residences and in non-residential dwellings.

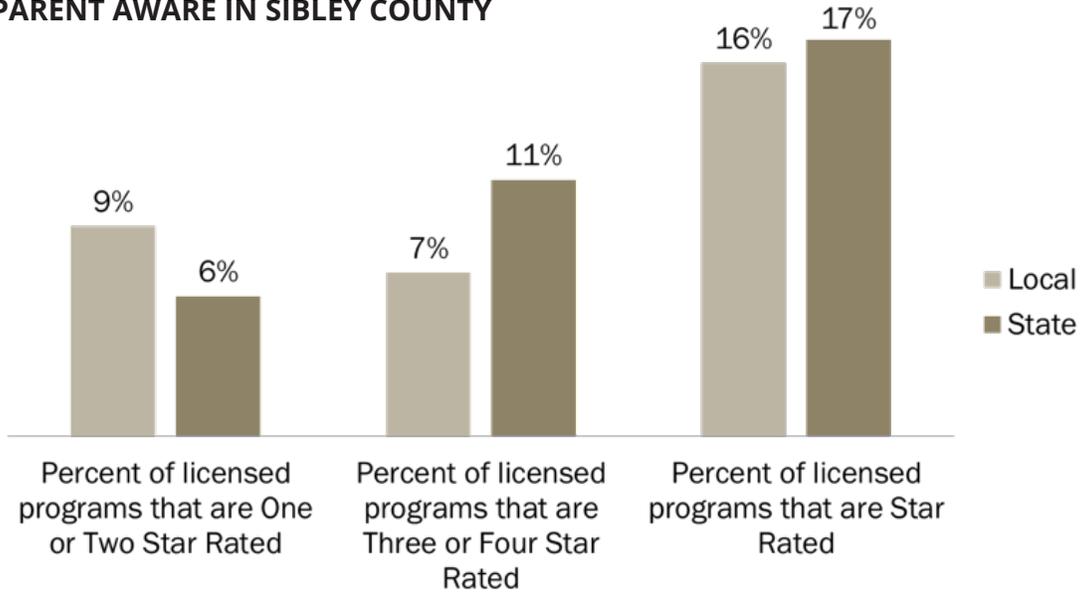
	LOCAL	STATE
Total Family Child Care Providers	66	8,693
Average Length of Service	9.2 years	12.3 years
Less than 5 years / Service	26 / 39.3%	2577 / 29.6%
More than 20 years / Service	7 / 10.6%	2150 / 24.7%
Non-Owner Occupied	13 / 9.7%	214 / 2.5%
Non-Residential Dwelling	8 / 12.1%	87 / 1.0%

# QUALITY CHILD CARE OVERVIEW

First Children’s Finance examined state-wide information about the number of child care programs that are participating in the Parent Aware program.

Parent Aware is Minnesota’s Quality Rating and Improvement System that identifies programs that go above and beyond the general licensing requirements to obtain higher quality in their child care programs. First Children’s Finance is an ambassador for the Parent Aware program. It is an invaluable tool to provide accountability and support for the providers.

## PARENT AWARE IN SIBLEY COUNTY



# AVERAGE COST OF CHILD CARE

The cost of child care is a large investment for families with children. A market rate survey of child care providers was conducted to determine provider rates around the State of Minnesota.

The following chart shows the average cost of child care on a weekly basis at the 75th percentile for each age group in both a center and family child care setting. It means that 25% of child care programs charge more than the market average and 75% of child care programs charge less.

AGE GROUP- CHILD CARE CENTER	WEEKLY RATE	ANNUAL RATE
75TH PERCENTILE - INFANT WEEKLY	NOT APPLICABLE	NOT APPLICABLE
75TH PERCENTILE - TODDLER WEEKLY	NOT APPLICABLE	NOT APPLICABLE
75TH PERCENTILE - PRESCHOOL WEEKLY	NOT APPLICABLE	NOT APPLICABLE
75TH PERCENTILE - SCHOOL AGE WEEKLY	NOT APPLICABLE	NOT APPLICABLE

AGE GROUP- FAMILY CHILD CARE	WEEKLY RATE	ANNUAL RATE
75TH PERCENTILE - INFANT WEEKLY	\$165.00	\$ 8,580
75TH PERCENTILE - TODDLER WEEKLY	\$155.00	\$ 8,060
75TH PERCENTILE - PRESCHOOL WEEKLY	\$150.00	\$ 7,800
75TH PERCENTILE - SCHOOL AGE WEEKLY	\$140.00	\$ 7,280

*Results of the 2016 Child Care Market Rate Survey: Minnesota Child Care Provider Business Update*

While rates of investment for child care are high for families, many child care operations run on very slim margins due to the overall cost of delivering quality care. Staffing is a significant expense for many child care center programs at 60-80% of overall expenses.

Family Child Care providers invest significant portions of tuition revenue back into their operations. This leaves many providers making less than minimum wage for compensation according to research by First Children's Finance in 2016.

## OTHER LOCAL SUPPORTING DATA

As part of the overall data collection and review process, First Children's Finance also highlighted other data outcomes that can impact or be impacted by child care.

There are multiple studies that highlight the link between early education and school readiness. Lower achievement levels can be an early indicator of future challenges with high school graduation rates, engagement in higher education, and teen pregnancy rates.

### THIRD GRADE READING LEVELS

DISTRICT	2016 PROFICIENCY RATE
GFW Schools #2365	64.30%
Sibley East #2310	52.20%
Le Sueur-Henderson #2397	65.30%
<b>Statewide</b>	<b>57.50%</b>

### LOCAL GRADUATION RATES

DISTRICT	2016 GRADUATION RATE
GFW Schools #2365	81.70%
Sibley East #2310	90.10%
Le Sueur-Henderson #2397	86.70%
<b>Statewide</b>	<b>82.20%</b>

## ABILITY TO PAY FOR CHILD CARE

Many families working on the lower end of the wage spectrum find it difficult to afford child care. The following charts provide an overview of local economic factors that impact child care:

### *Local Poverty Information - Sibley County*

Total Population Living Below Poverty Threshold in Last 12 Months	1,748
Related Children Under Age 18 Living with Income Below Poverty Threshold	683
Families With Related Child Under Age 5 Living Below Poverty Threshold	71

### *Household Income - Sibley County*

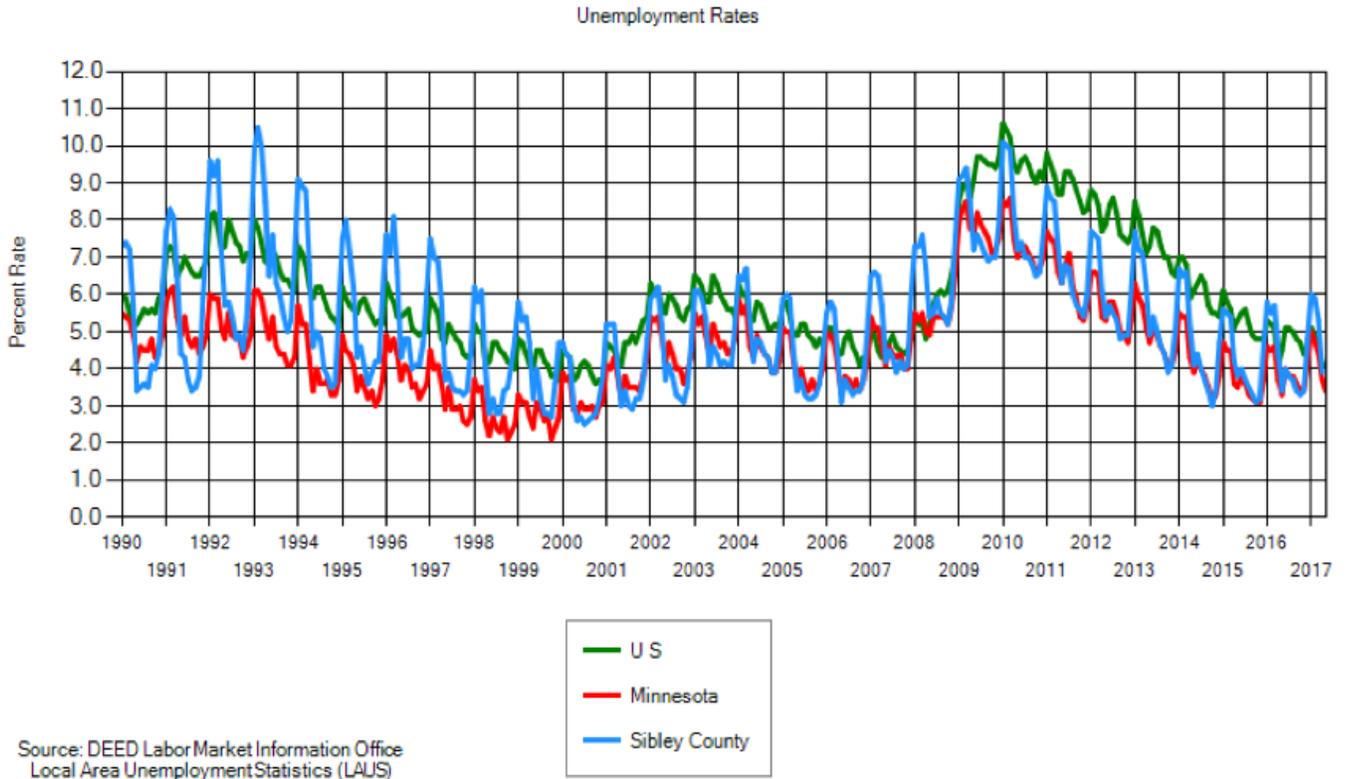
TOTAL HOUSEHOLDS ACS 2009-13 ESTIMATE	6,090	% OF TOTAL POPULATION
HOUSEHOLDS: INCOME LESS THAN \$10,000	316	5.2%
HOUSEHOLDS: INCOME \$10,000 TO \$14,999	318	5.2%
HOUSEHOLDS: INCOME \$15,000 TO \$24,999	597	9.8%
HOUSEHOLDS: INCOME \$25,000 TO \$34,999	671	11.0%
HOUSEHOLDS: INCOME \$35,000 TO \$49,999	899	14.4%
HOUSEHOLDS: INCOME \$50,000 TO \$74,999	1384	22.7%
HOUSEHOLDS: INCOME \$75,000 TO \$99,999	958	15.7%
HOUSEHOLDS: INCOME \$100,000 TO \$149,999	669	11.0%
HOUSEHOLDS: INCOME \$150,000 TO \$199,999	162	2.7%
HOUSEHOLDS: INCOME \$200,000 OR MORE	116	1.9%
MEDIAN HOUSEHOLD INCOME	\$54,017	

## Local Employment Conditions

Employment data is important to consider as it can be an indicator that additional child care is needed to support the employment needs of the community.

### Unemployment Rates – Sibley County

- **3.9% Unemployment Rate**



### Top Local Industries – Sibley County

Employers in Sibley County are impacted by the child care shortage. The chart below shows the major industries represented in the county.

<b>INDUSTRY: MANUFACTURING</b>	<b>1774</b>	<b>22.9%</b>
<b>INDUSTRY: EDUCATIONAL SERVICES, AND HEALTH CARE AND SOCIAL ASSISTANCE</b>	<b>1578</b>	<b>20.4%</b>
<b>INDUSTRY: AGRICULTURE, FORESTRY, FISHING AND HUNTING, AND MINING</b>	<b>851</b>	<b>11.0%</b>

# COMMUNITY INSIGHTS

Extensive outreach was conducted by the Core Team to engage the community about child care. This work included one-on-one stakeholder meetings with various community leaders, parent and provider electronic surveys, focus groups and presentations about child care. Through these various inputs, the Core Team was able to better understand the underlying causes of the local child care challenges.

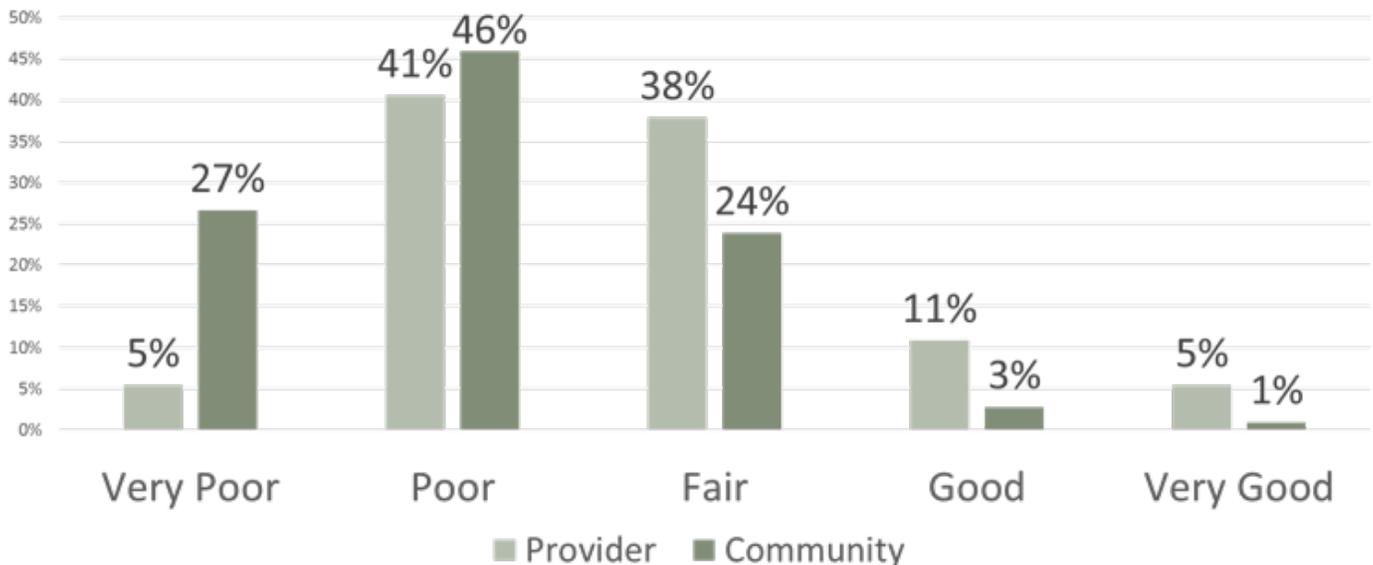


## COMMUNITY SURVEYS – SELECTED PERSPECTIVES

The general community was invited to participate in a comprehensive survey about child care in the local Sibley County community. Nearly 200 individuals participated in the community survey with over 30 providers completing a separate survey for child care providers.

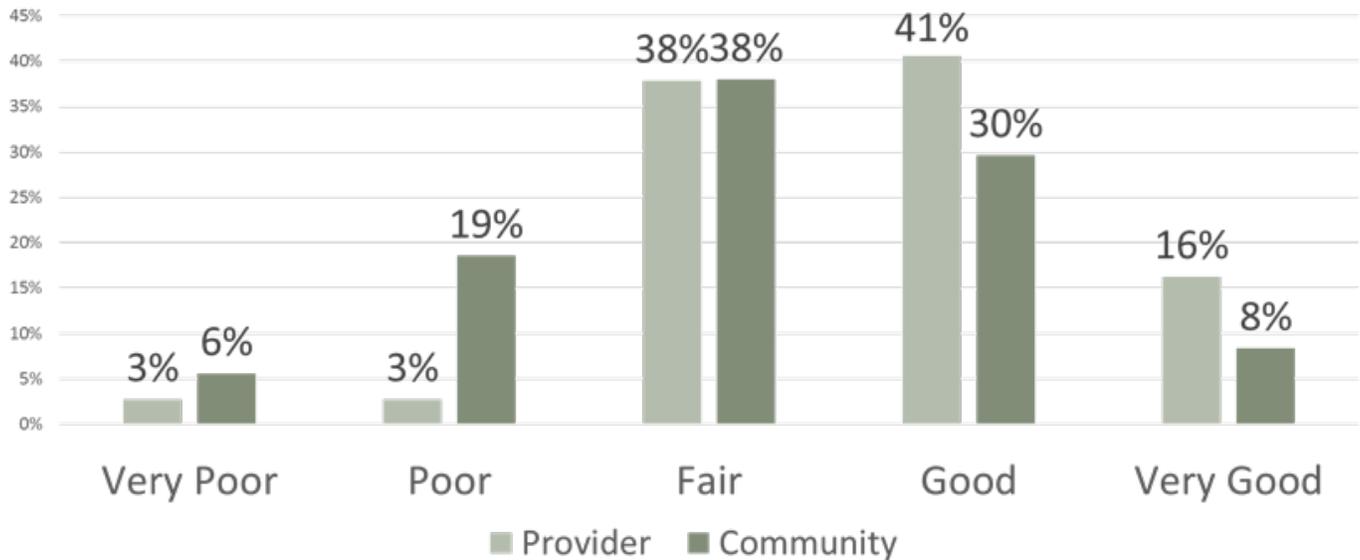
The following charts represent some highlighted perspectives that are present in the community:

### PERCEPTIONS: AVAILABILITY OF CHILD CARE IN THE LOCAL AREA



Survey respondents indicated that they were traveling great distances to find appropriate child care. Nearly 19% stated that they were traveling more than 11 miles for child care with nearly 37% indicating a distance of travel between 2 – 10 miles for child care.

## PERCEPTIONS: QUALITY OF AVAILABLE CHILD CARE IN THE LOCAL AREA

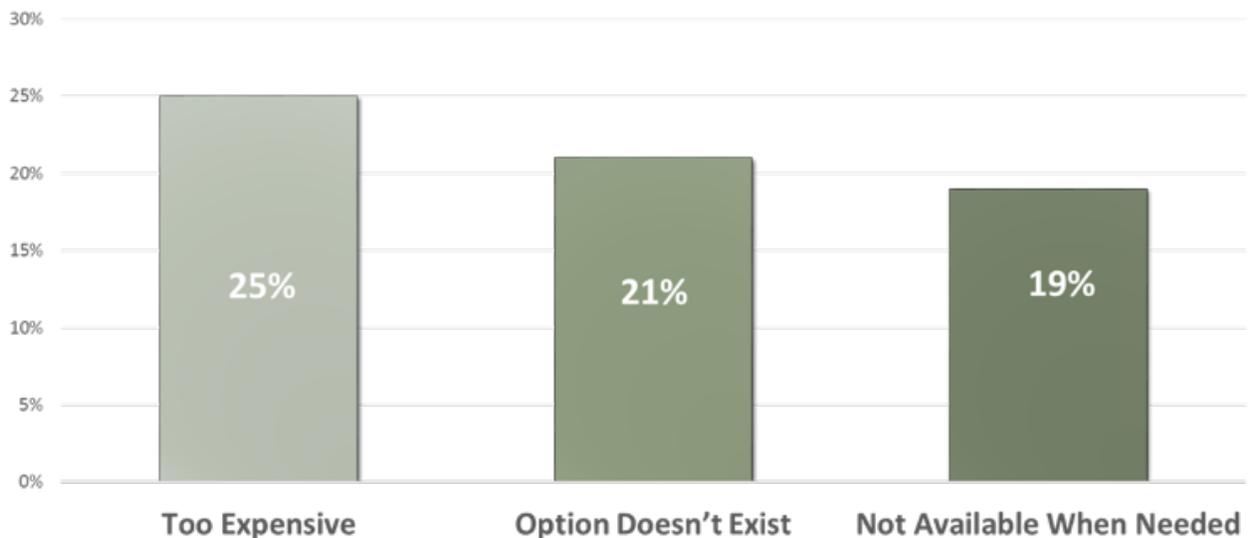


While specific questions around what quality means were not part of this survey, survey participants were asked about what is important to them in a child care program. The following are the ranked responses (1 being the most important):

1. Safe and healthy environment
2. Licensed by Minnesota Department of Human Services
3. Educational curriculum
4. Conveniently located
5. Provider is someone I know
6. Provider is Parent Aware
7. Provider has high level of education



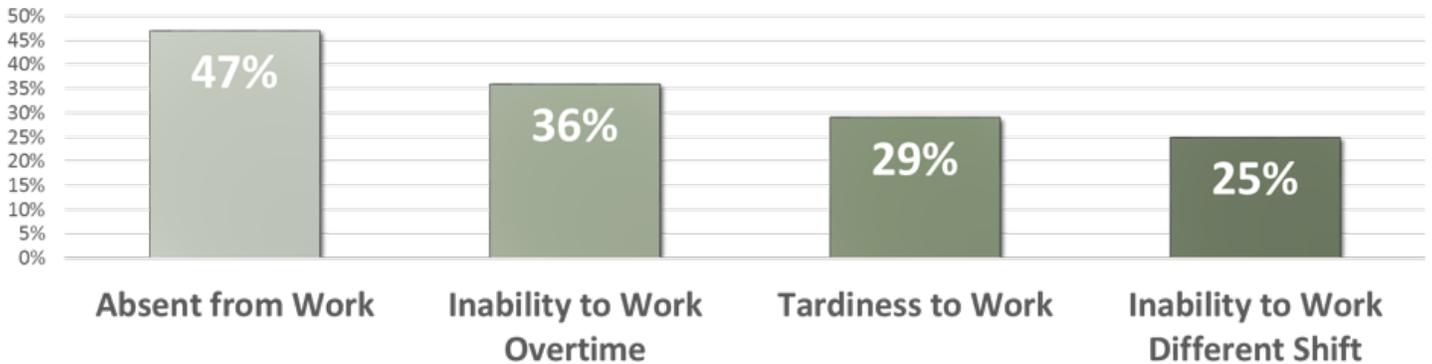
## REASONS FOR NOT ENROLLING IN PREFERRED CARE



# COMMUNITY AND BUSINESS IMPACTS OF THE CHILD CARE ISSUE

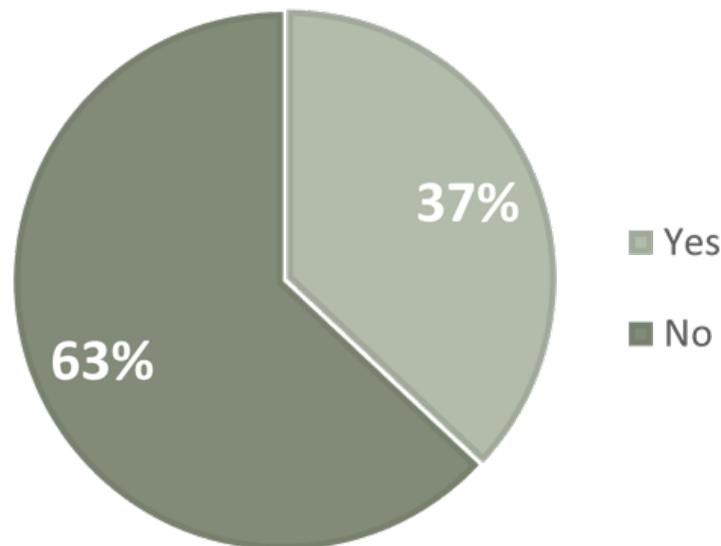
Beyond families and children, the greater community and local businesses are severely impacted by local child care challenges and issues. Child care is often framed as an economic development issue by communities facing declining populations or challenges with the work force. These issues can compound and further extend into the business community by causing loss of workers due to unavailable child care or by businesses relocating to environments with better availability of care.

## WORK ISSUES OCCURRED DUE TO CHILD CARE ARRANGEMENTS IN THE LAST 12 MONTHS



Normal work environments can be adversely impacted when child care is a challenge for employees and workers. The biggest impact includes absence from work (When a provider is closed for the day), inability to work a flexible schedule or work different shifts, and tardiness to work. A study in 2004 showed the national impact of child care issues in the workplace at over \$3 billion dollars annually.

## IMPACT ON FAMILY PLANNING – SIBLEY COUNTY



## UNDERSTANDING THE UNDERLYING CHALLENGES

The Core Team in Sibley County spent several months working to investigate the underlying reasons for the local child care challenges. This work involved engaging with many members of the local area to determine the underlying causes for the identified shortage of care.

The Core Team identified the following factors impacting the child care system in Sibley County:

### • IT IS DIFFICULT TO BE A FAMILY CHILD CARE PROVIDER

*“Providers in Sibley County definitely need to pull together and show more support for one another. We also deserve higher pay for the care we provide and amount of time we put into our businesses”*

*-Local Provider*

- ◇ Rules and regulations - ratios
- ◇ Low pay/no benefits
- ◇ Long hours/no flexibility
- ◇ High operating cost
- ◇ Damage to home/space
- ◇ Stressful career
- ◇ Increasing turn-over

The challenges of being a family child care provider are well-documented and come in a variety of ways. Licensing and regulations have changed over the years along with increasing expectations around outcomes for children entering the primary school system – school ready. Many family child care providers operate their businesses with minimal business supports which can sometimes lead to issues with overall sustainability.

Communities can provide additional training and funding dollars to help family child care providers maintain the high quality standards the community expects while also providing for themselves and their families.

### • PARENTS ARE SEEKING CHOICES AND QUALITY IN THE COMMUNITY

*“I’d like to see a child care facility that is welcoming...and incorporates a structured learning curriculum along with time for children to just be children” -Local Parent*

- ◇ Family Child Care
- ◇ Child Care Centers
- ◇ Curriculum and Assessments
- ◇ Special Needs Care
- ◇ Drop-in Care / Sick Care / Back-up
- ◇ Supplemental Activities
- ◇ Increasing recognition in the community about the importance of high quality child care options

Through interactions within the community and through the survey results, local families indicated a desire for additional offerings and expanded extras to support the growth of their children. While some of these desires were in the form of new child care center offerings, many also included enhanced offerings within existing care.

Leveraging interaction and engagement with existing families can provide additional insights as to the offerings that are most important. With additional value offered – the community should expect increased family investments for care.

- **DELIVERY OF INFANT AND TODDLER CARE IS HIGHLY REGULATED AND EXPENSIVE**

*“There is no room for infants, young families are forced out of town for daycare, which in turn, they send their kids to schools out of town. Small towns, schools, and businesses suffer as a result.”*

*-Local Parent*

- ◊ **There aren’t enough infant and toddler slots in the community**

It is clear that a big part of the shortage of child care can be attributed to infant and toddler slots that are often difficult to find. Provider/staff ratios for infants and toddlers are much less than preschool and school age children. Additional focus on ensuring these slots are created as part of larger solutions is critical to address overall needs in the community.

- **INCREASING NEED FOR NON-TRADITIONAL CHILD CARE HOURS**

*“The hours of child care don’t always work for the working parent (examples: needing care before 7:00AM or after 5:30PM)”* -Local Parent

- ◊ **2nd and 3rd shift workers have very difficult time finding available child care**

There are several local businesses that employ local residents beyond traditional day shift work. These workers in many cases find balance with split shifts with partners or family who pitch in to help. Even in this case, there are workers who don’t have access to these options and require non-traditional care. Encouraging niche service delivery with new and existing providers could be an option to address this challenge.

- **PRICES FOR PARENTS ARE HIGH AND COSTS OF DELIVERY FOR CHILD CARE PROVIDERS ARE HIGH**

*“The cost of child care is outrageous for the income families are bringing in. Families want to work to provide for their kids, but can’t afford it...”* -Local Parent

- ◊ **Many families struggle to afford quality licensed child care**

- ◊ **Child care centers and in-home family providers alike invest much of their program income into delivery of service**

There is no clear answer to the ongoing challenge of costs of care versus family investment to get quality child care. Additional support in helping families with low-to-moderate income become acquainted with existing support systems such as CCAP and Early Learning Scholarships that can help bridge the gap..

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# TOWN HALL MEETING & GATHERING

The town hall meeting was a community event designed to provide an opportunity for the Core Team and the community to interact and understand the findings of the extensive pre-work previously completed. Through this presentation of information and understanding, all participants were encouraged to develop thoughts and ideas about how to address the challenges in the local community.

## PROPOSED COMMUNITY SOLUTIONS

### NEW CARE OPTIONS

- Utilize existing space to create a place for existing providers to run their businesses outside of their homes
- Develop a formal area network to help parents find available care and providers to understand who might have openings
- Develop a new child care center
- Identify grants and subsidies to support new and existing child care providers
- Develop and operate a one-stop shop for child care providers to find information on start-up, incentives/grants, and other information
- Create a location that can provide care for parents that work non-traditional child care hours

### COMMUNITY EDUCATION

- Develop a campaign that supports both providers and parents by providing basic information about child care so there is better understanding
- Help the community find the list of providers with open slots

### PROVIDER SUPPORTS

- Provide incentives for existing providers to take on capacity for infants and toddlers
- Identify ways to increase benefits to providers and increase business longevity
- Explore ways to create and provide health insurance for child care providers
- County to provide substitutes for family child care providers so they don't have to close for appointments and other family events

### LICENSING & REGULATION

- Identify ways to reduce regulations for family child care providers

## IMPLEMENTATION PROJECTS

The Town Hall meeting was a great opportunity to leverage multiple view points and ideas related to addressing the local child care challenge. After the Town Hall meeting, the Core Team met to discuss all ideas and formulated an action plan to move forward. The following SMART goals have been developed through the efforts of those involved to increase the supply of high quality affordable child care.

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## SMART GOAL ONE – DEVELOP A NEW CHILD CARE PARTNERSHIP

### CORE TEAM LEAD – Annie Shotliak

In the next 12 months, identify a location and partner to develop a new child care center in the Arlington area that expands available care, especially for infants and toddlers.

### Expected Outcomes and Impact

A new child care center offering will open in the Arlington, MN area with additional access for at least 18 children.

## SMART GOAL TWO – IDENTIFY NON-OWNER OCCUPIED SPACE FOR FAMILY CHILD CARE

### CORE TEAM LEAD – TBD

In the next 12 months, work to identify and locate spaces available for family child care to operate outside of their primary homes.

### Expected Outcomes and Impact

The expected outcome from this effort is the development of available and ready space that can be used by existing and new family child care providers to increase available care in local areas around Sibley County. In addition to supporting existing family child care providers, this effort will also provide a net increase of 30 spaces within the county.

## SMART GOAL THREE – PROMOTE AVAILABLE CHILD CARE RESOURCES FOR FAMILIES

### CORE TEAM LEAD –Tara Sabako

Leverage partnership between the County and providers to identify content / layout for a new website page highlighting local child care on the county website. In addition, provide access for providers to develop their own individual websites to promote their businesses.

### Expected Outcomes and Impact

Residents in the county will have better access to provider information and child care resources that supports their individual child care needs. The expected impact and measurement will be achieved when the community website and individual provider pages are developed and launched.

## SMART GOAL FOUR – LAUNCH A FAMILY CHILD CARE COMMUNITY SUPPORT FUND

### CORE TEAM LEAD – TBD

In the next 12 months, develop and launch a community fund to support new and existing family child care providers.

### Expected Outcomes and Impact

Leveraging examples from other communities around the state, this fund might cover licensing fees for providers or provide startup funds for new family child care providers coming into the business. Success of this goal will be determined by the development and creation of the fund.

## SMART GOAL FIVE – PROMOTE LOCAL LEARNING OPPORTUNITIES FOR NEW AND EXISTING PROVIDERS

### CORE TEAM LEAD – TBD / First Children’s Finance

Increase available training and business supports to existing and prospective providers over the next 18 months. This can include business boot camp opportunities and ongoing strategy supports for providers.

### Expected Outcomes and Impact

Success in this area will be demonstrated by growth and/or stable existing family child care provider population against state averages of loss.



## ABOUT FIRST CHILDREN’S FINANCE

Founded in 1991, First Children’s Finance is a multi-state nonprofit organization. We work with communities, and early care and education businesses to increase the supply and sustainability of high quality early care and education in urban and rural areas. We do this through business management training, one-on-one consulting, and financing. For more information about First Children’s Finance, please visit: [www.firstchildrensfinance.org](http://www.firstchildrensfinance.org)

**If you are having difficulties viewing this document please contact First Children’s Finance, Jessica Beyer at [jessica@firstchildrensfinance.org](mailto:jessica@firstchildrensfinance.org)**