



# Family Child Care Incubator Guide

Lessons from the Child Care Startup Grant and similar programs

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## Letter from OEE

Access to affordable, quality child care is a critical labor issue. Lack of child care may push individuals about of the workforce, which presents a particular issue for woman as seen through the [“She-cession” in 2020](#). In addition to contributing to issues of gender inequity, child care access is also an issue for racial inequity.

The presence of [child care deserts](#) (areas with inadequate child care supply) reveals strong disparities across the state of Massachusetts, with most deserts located in low-income, high-minority areas. Such disparities create the need for action in creating more affordable, accessible and equitable child care systems. Thus, through collaboration with Citizens, OEE launched the Child Care Start-Up Grant in order to support and fund the development of Family Child-Care (FCC) programs.

FCC Incubator programs are important as they provide an opportunity to improve child care access, while also supporting and encouraging female business leaders. The vast majority of [FCC providers are women](#), and they represent a racial and ethnically diverse group. They are also [struggling more financially](#) as compared to their center-based peers, suggesting a need for intervention. Educating future FCC providers provides an opportunity to empower women and minorities as future business leaders, while providing greater child care access to the families in Massachusetts. Such services are particularly needed in low-income and rural areas that are in most need of adequate child care.

Our Incubator Guide services as a template, providing future FCC providers and funders with the resources they need to be successful in their child-care start-up journey. The document gives an overview of the OEE and Citizens’ Child Care Startup Grant program, providing educational resources and guidance to help people along their own FCC journey. We hope that this guide encourages the creation of more equitable child care throughout Massachusetts, bringing greater economic, gender and racial equity to our communities.

## Letter from Citizens' Lisa Murray

At Citizens, we're committed to developing the workforce of the future, and that starts with ensuring people have access to the resources and opportunities they need to reach their potential. Unfortunately, the lack of affordable, quality childcare options in Massachusetts has made it harder for women and especially minority women in low-income communities to stay in the workforce. It is an issue that not only impacts women but our communities and our state's economy.

We believe there is an urgent need to invest in Massachusetts' childcare infrastructure to make our state a great place to live and work for all people. Because the need and demand is there, the opportunity exists to train and upskill early education providers to fill this void. By working with the public sector, we can help address our childcare problems by creating new accessible career tracks for teachers and entrepreneurs to start their own Family Child Care centers that will uplift female business owners while providing greater childcare options for working families.

In partnership with The Office of Economic Empowerment, Citizens is working alongside statewide efforts to expand access to quality affordable childcare while creating an avenue for female entrepreneurs to thrive. The Family Child Care incubator guide serves as a model on how to upskill and support female entrepreneurs to become childcare providers. Equipped with the necessary funding and resources, these small business owners and early childhood education providers will be at the forefront of ending the childcare crisis in Massachusetts.

Working alongside Treasurer Goldberg and her team, we have already made strides towards training and funding childcare workers in Massachusetts. We would like to thank them for working with us to develop these Family Child Care programs and supporting women's economic empowerment in Massachusetts. We hope this guide will inspire more businesses and organizations to invest in the early education system we need for our community to thrive.

Sincerely,

Lisa Murray  
President, Citizens

## Acknowledgements

The Office of Economic Empowerment (OEE) would first and foremost like to thank Citizens for their financial support of the Child Care Start Up Grant. We were able to develop this tool because of their willingness to explore solutions to a crucial economic problem that impacts countless families in Massachusetts.

OEE would also like to give special recognition to our former staff member Latisha “Tish” Rosabelle for her technical support of the grant program and her efforts to develop this Guide. We would also like to acknowledge the work of OEE fellows Catherine O’Donnell and Tessa Lyman.

We are incredibly grateful to the dozens of partners and child care providers we collaborated with to develop this Guide. Special recognition goes to the team at the Executive Office of Early Education and Care, the United Way of Massachusetts Bay and Merrimack Valley, Civitas Strategies, and the many other organizations who took the time to engage with the creation of this tool.

## About the Office of Economic Empowerment

The [Office of Economic Empowerment \(OEE\)](#) is a department within the Office of the Treasurer and Receiver General of Massachusetts tasked with offering free and accessible financial education, promoting wage equity, and creating a bright future for children across the state. OEE delivers programs to all residents of Massachusetts and at every stage of their lives, regardless of their economic background. The office also offers initiatives tailored to meet the unique financial experiences of veterans, women, high school students, and older adults.

Much of OEE's work is supported by the Economic Empowerment Trust Fund (EETF), a 501(c)(3) non-profit organization whose goal is to educate and provide resources for people of all ages to make informed financial decisions throughout their lives. Created in pursuant to Section 31 of Chapter 45 of the Acts of 2015, it expands missions of the Financial Literacy Trust Fund and the Commonwealth Covenant Fund. Moneys for EETF come from grants and charitable contributions.

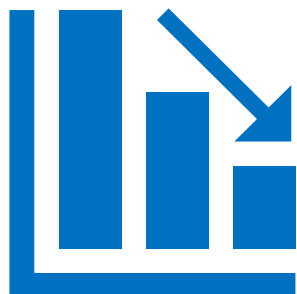
## About Citizens Financial Group, Inc.

Citizens Financial Group, Inc. is one of the nation's oldest and largest financial institutions, with \$222.0 billion in assets as of December 31, 2023. Headquartered in Providence, Rhode Island, Citizens offers a broad range of retail and commercial banking products and services to individuals, small businesses, middle-market companies, large corporations and institutions. Citizens helps its customers reach their potential by listening to them and by understanding their needs in order to offer tailored advice, ideas and solutions. In Consumer Banking, Citizens provides an integrated experience that includes mobile and online banking, a full-service customer contact center and the convenience of approximately 3,300 ATMs and approximately 1,100 branches in 14 states and the District of Columbia. Consumer Banking products and services include a full range of banking, lending, savings, wealth management and small business offerings. In Commercial Banking, Citizens offers a broad complement of financial products and solutions, including lending and leasing, deposit and treasury management services, foreign exchange, interest rate and commodity risk management solutions, as well as loan syndication, corporate finance, merger and acquisition, and debt and equity capital markets capabilities. More information is available at [www.citizensbank.com](http://www.citizensbank.com) or visit us on [Twitter](#), [LinkedIn](#) or [Facebook](#).



## Background

Funding for child care businesses is largely limited to licensed providers. Consider the American Rescue Plan Act funds that gave way to the Commonwealth Cares for Children (C3) Grants in Massachusetts. Known as stabilization grants, such moneys allowed home- and center-based child care (also known as Group and School Age or GSA) programs to stay open during the worst of the COVID-19 pandemic; C3 grants continue to support programs as of this document's publishing.



Despite what aid was provided, according to a senior analyst at the Massachusetts Budget and Policy Center: “Over two years into the pandemic, the state [was] still missing about 8,000 seats that it had pre-pandemic.”<sup>1</sup> This loss of care contributed to the *she-cession*, a phenomenon wherein numerous women left the workforce and had difficulty returning.<sup>2</sup> OEE had begun hearing of its impacts directly from participants of an [EqualPayMA roundtable series in 2021](#).

An opportunity to act came in late spring 2022. Having offered the Citizens-supported [Worth & Wealth seminars](#) remotely left OEE with extra funds. The office decided it would use said money to address the child care crisis. Inspiration for the Childcare Startup Grant came from the City of Boston’s Office of Early Childhood, who recommended that OEE support still-*unlicensed*, aspiring educators. In addition to empowering Massachusetts residents from socio-economically diverse backgrounds, OEE and Citizens would expand their reach to another group with the bank’s additional donation of \$40,000: potential Family Child Care (FCC) providers.

FCCs serve much fewer children than GSA programs due to their small capacity. A 2022 report by the Massachusetts Taxpayer Foundation states, “[they] represent 63% of all programs in [the state] but only 17% of all seats, compared to center-based providers.”<sup>3</sup> Why, then, did Citizens agree to support these smaller operations? By preparing aspiring FCC educators for success, they hoped to leave a mark on young minds, families seeking care, and diverse female entrepreneurs alike:



- FCC providers better represent the racial and ethnic makeup of the children they work with compared to their center-based peers.<sup>4</sup> It is reasonable to assume that these home-based settings are more likely to promote culturally responsive caregiving.
- Many of these microbusinesses need help to provide quality learning experiences while remaining financially healthy. According to a 2022 survey by the Massachusetts Department of Early and Care (EEC), 45% of FCC educators awarded C3 grants spend 47-60 hours a week on their program and “16% report either operating at a loss or using all earnings to cover expenses.”<sup>5</sup>
- Citizens and OEE have a history of partnering on women’s economic empowerment initiatives and 92% of the early educators are female.<sup>4</sup>

## Program Information and Timeline

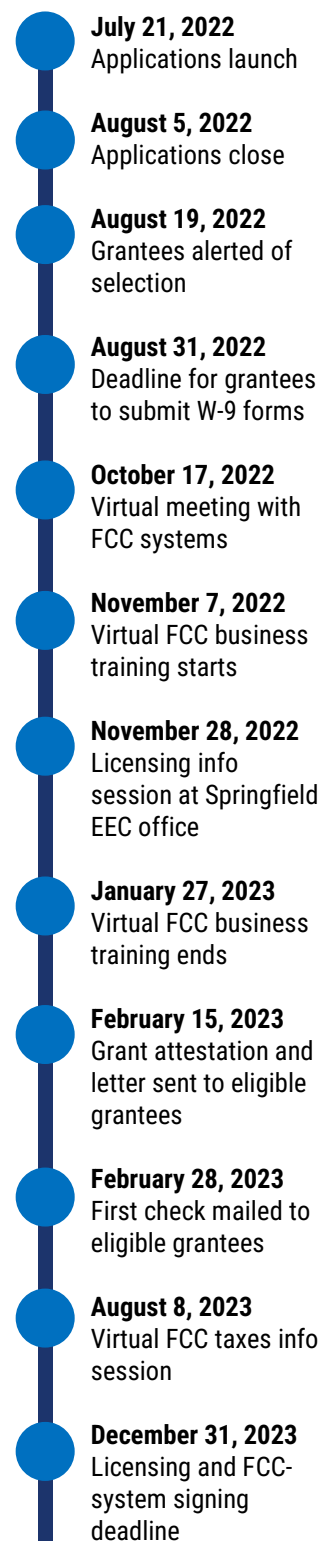
The Childcare Startup Grant (CSG) aimed to give up to 14 potential family child care (FCC) providers in Springfield and Lynn training and \$4,500 to launch their business. These cities were chosen for their child care desert status and demographic makeup.

**Funds would be disbursed in two installments:** the first half after grantees complete business and licensing training, and the second half after they are licensed and sign with an FCC system. The latter must be achieved by December 31, 2023.

Applications launched on July 21, 2022 and educational programming on October 17. Forty-two applications were received, with 37 being from targeted cities. Eleven grantees were accepted but 1 soon withdrew, leaving 10 in the final cohort.

**Virtual FCC business training was provided by United Way of Massachusetts Bay and Merrimack Valley's Shared Services MA initiative.** This consisted of 6 workshop sessions and 1 one-on-one coaching session in English. Grantees also attended a virtual bilingual English-Spanish meet-and-greet with a few local FCC systems and were connected with their regional Massachusetts Department of Early Education and Care (EEC) licensors (in-person in Springfield and remotely in Lynn).

**One grantee expressed a preference for Spanish programming and thus followed a slightly different timeline.** OEE was able to accommodate her request by reaching out to the City of Boston's Office of Early Childhood, which was launching their own [Childcare Entrepreneur Fund](#). Said grantee took part in the City of Boston's Spanish-speaking cohort. Their training was facilitated by Shared Services MA as well, thereby aligning perfectly with OEE's.





## Considerations When Planning

### Funding Amount

There are two questions to ask before deciding on an amount:

1. What percentage of startup expenses will the grant be able to cover?
2. Are there possible adverse impacts to increases in my grantees' income level?

Below is a table detailing what aspiring FCC educators can expect to invest. It adds insurance<sup>6</sup> to an otherwise fantastic estimate from NeighborSchools, a Boston-based early childhood company.<sup>7</sup>

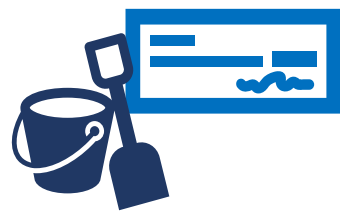
| CATEGORY                      | EXAMPLES                                     | ESTIMATED COST     |
|-------------------------------|--|--------------------|
| Licensing and Certification   | Child care license, CPR + First Aid training | \$300              |
| Supplies, Furniture, and Toys | Kids tables, first aid kit, sippy cups, PPE  | \$2,600            |
| Home Repairs and Renovations  | Fresh coat of paint, railing on stairs       | \$100 – \$5,000+   |
| Marketing                     | Print flyers, post business ads online       | \$100              |
| Insurance                     | Commercial general liability                 | \$495+ (if annual) |
| TOTAL                         |  | \$3,595 - \$8,595+ |

Grant funds that are not spent by participants on qualified business expenses and filed accordingly will count towards personal taxable income. This may in turn impact the eligibility of grantees for certain government benefits. You must ensure that they are aware of the financial responsibilities of accepting your grant—particularly if the amount is relatively large. **OEE required that grantees complete an attestation before funds were issued.**

See Appendix A for a sample of the attestation in English.

### Allowable Expenses

What can the money awarded be utilized for? Would your organization or funder prefer limiting it to equipment and pre-licensure training, or is supplementing wages for the new educator an option?



For instance, the Oklahoma Human Services Department provided Child Care Desert Grants with the requirement of expenses being recorded and related to purchase of land or property, major construction and renovations, and consumable supplies.<sup>8</sup> Brighter Futures Indiana's New Program Creation grants, on the other hand, disallowed the purchase or building of a new site while giving the option to hire short-term contracted experts and recruiting or training staff.<sup>9</sup>

**OEE did not ask grantees to submit receipts because the office permitted a wide range of FCC-related expenditures. The honor system was also adopted with the understanding that grantees would be informed of potential tax implications prior to receiving funds.**

## Timeline

No research has been done on the average amount of time it takes to launch a new FCC program in Massachusetts. That said, it can be a lengthy process. Some potential educators may even learn along the way that their businesses cannot open due to housing- and background check-related restrictions. **OEE's program gave grantees 11 months to obtain their license after FCC business trainings ended. Half of the grantees reached that milestone within the first 5 months.**

## Language Accessibility

Below are three aspects of language accessibility to consider and examples of how they were relevant to the Childcare Startup Grant.

| ADMINISTRATIVE COMMUNICATIONS   | PRESENTATIONS BY AND INTERACTIONS WITH PARTNERS   | TEXT BASED MATERIALS AND RESOURCES  |
|---|---|---|
| <ul style="list-style-type: none"><li>• Phone</li><li>• Text</li><li>• Email</li><li>• Mail</li><li>• Digital forms</li></ul> | <ul style="list-style-type: none"><li>• Language of instruction in workshops</li><li>• Language fluency of partner organization representatives</li></ul> | <ul style="list-style-type: none"><li>• Workshop slide decks</li><li>• Accompanying printed or digital materials</li><li>• Regulatory documents</li></ul> |

Having program administrators who fluently speak the languages spoken by your grantees is highly preferred. Should that not be available, make sure to have translation and interpretation services on hand. The latter was the case for the Childcare Startup Grant. You can read more about this partnership on page 10.

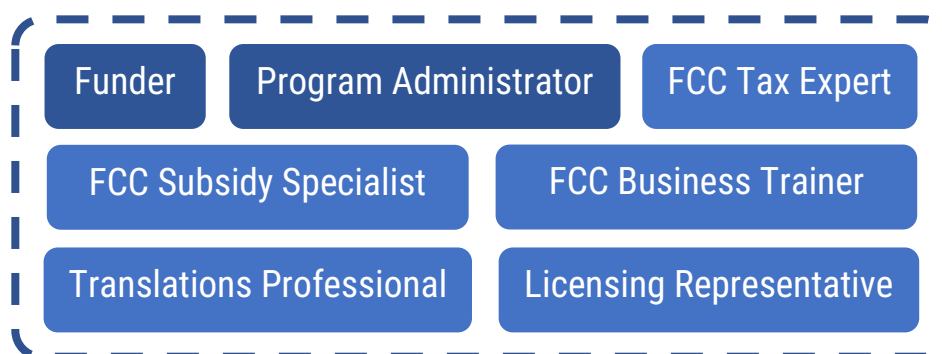
Printed multilingual resources are hard to acquire in short notice, so research their availability in advance. If you cannot find materials in multiple languages, consider leading the charge. Though content is likely proprietary, try contacting owners to see whether you can translate their materials.

For common language or industry-specific terms to be retained, translators should either be: (1) familiar with the child care sector in your state or (2) have their work reviewed by someone who does.

The programming languages you offer should reflect your target population. Researchers at the Migration Policy Institute learned in 2015 that half of immigrants working in early education and care in the United States do so as Family Child Care providers.<sup>4</sup> If you will be offering grants to residents of a city with a high percentage of Haitian immigrants, for instance, anticipate needing materials in Haitian Creole. If language barriers cannot be overcome despite advanced preparation and funding, you may have to narrow your applicant pool.

## Key Partners

Outside of a funder and program administrator, our FCC incubator had 5 core partners:



### 1. Licensing Representative

**Requirements for an FCC provider are complex and easily overlooked.** To ensure applicants are not wasting their time, you should inform them of major licensing disqualifiers. Do they have household members who are unlikely to pass background record checks? Will they be able to outfit their space according to regulations?

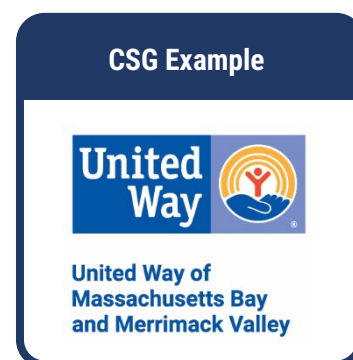
Ironically, licensing agencies cannot help you answer all these questions without potential providers going *through* the licensing process. You cannot demand too many assurances because, at a certain point, it goes against the premise of pre-licensed support. **Instead, ask for guidance on how to present high-level licensing requirements in your application.**

Your local licensing agency could provide help with pre-screening applicants as well. For one: are applicants already licensed when in fact funds are meant for potential providers? If there is no public database for you to refer to, the agency is sure to have an internal one.



### 2. Family Child Care Business Trainer

**Family child care is a unique business for which standard trainings, small-business or otherwise, cannot prepare.** Regular trainings are unlikely to address concepts such as time-space percentage, iron triangle metrics and credentialing. To set grantees up for success, seek out FCC training programs or consultants in your area. First places to look include your local licensing agency, FCC systems, and non-profits engaged in early education and care.



### 3. Family Child Care Subsidy Specialist

The Childcare Startup Grant envisioned working with Family Child Care Systems from the very beginning because these organizations have two principal roles in Massachusetts. First, they act as centralized administrators and support hubs to a network of FCC providers. Second, they distribute federal and state financial assistance for childcare to income-eligible families.<sup>10</sup> Although we partnered with only three FCC systems operating in Lynn and Springfield, grantees had the option to join any system they wished.



#### **Centralized administration**

As business owners, FCC providers have a long list of responsibilities outside of educating and caring for children. Being part of a system can help alleviate some of the stressors that come with entrepreneurship. In addition to providing access to curriculums and professional development, FCC systems can facilitate billing, purchasing insurance, transporting children, and more.

#### **Child care financial assistance**

At the closing of 2021, approximately 7% of infants, toddlers, and preschool-aged children in Massachusetts were receiving subsidized care.<sup>11</sup> Though that figure may seem small, this amounts to 26,592 children. An additional 10,595 of children in that age group were on the subsidy waitlist as of February 2022.<sup>3</sup>

**In low-income areas of the state, children of families with child care financial assistance often fill the bulk of seats, helping providers avoid under-enrollment.** Thus, it is important that FCC educators are aware of the subsidy system should they wish to participate in it.

**See Appendix B to search for FCC systems and their areas of operation.**

Child Care Resource and Referral Agencies, or R&Rs, as they are commonly known, are also a potential partner that could fulfill the subsidy specialist role. They assist families in locating child care and accessing child care financial assistance.

**See Appendix C to search for R&Rs by geography.**

#### 4. Family Child Care Tax Expert

**Operating a family child care business involves not only providing quality care but also understanding the specific tax opportunities and challenges that come with it.** While some tax rules apply to all small businesses, there are unique regulations and benefits tailored to family child care providers. The distinct tax considerations for family child care businesses include rules regarding the business use of the home, utilizing Child and Adult Care Food Program (CACFP) reimbursement rates, business use of vehicles, routine deductions, effective record keeping, the impacts of improper tax preparation, and the importance of seeking professional assistance.



- **Business Use of The Home:** One significant tax opportunity for family child care businesses is the ability to deduct a portion of household expenses related to the business use of their home. This includes expenses like mortgage interest, property taxes, utilities, and repairs. Understanding the criteria and documentation requirements for claiming this deduction is crucial to maximizing the tax benefits.
- **Utilizing CACFP Reimbursement Rates:** The Child and Adult Care Food Program (CACFP) provides reimbursement for nutritious meals served to eligible children in family child care settings. By participating in CACFP and using the prescribed reimbursement rates, providers can save time and ensure proper nutrition while also benefiting from potential tax advantages. Familiarize yourself with the program requirements and consult a tax professional to leverage these opportunities effectively.
- **Business Use of Vehicles:** If a family child care provider uses a car or van for business purposes, they can deduct the expenses related to its use. However, distinguishing between personal and business use can be complex. It is important to maintain detailed records, including mileage logs and expense receipts, to substantiate the business use and claim the appropriate deductions.
- **Routine Business Deductions:** Family child care businesses can claim deductions for routine business expenses such as toys, books, educational materials, cleaning supplies, and insurance premiums. However, accurately identifying and documenting these expenses can be challenging. Seeking guidance from a tax professional familiar with the child care industry ensures family child care providers claim all eligible deductions while complying with tax regulations.



- **Effective Record Keeping:** Maintaining organized and comprehensive records is essential for proper tax reporting. This includes records of income, expenses, receipts, invoices, and other relevant documents. Utilize digital tools or specialized software to streamline record-keeping process and make tax preparation more efficient.



- **Criticality of Accurate Tax Preparation:** Improper tax preparation can have significant consequences for family child care businesses. Firstly, inadequate tax preparation can result in paying unnecessary and unfair taxes, leading to a loss of money and fewer savings for the provider's family. Research conducted by Civitas Strategies has shown that family child care businesses can potentially save an average of over \$2,000 through proper tax planning. Secondly, businesses that do not adhere to tax regulations are at risk of costly and time-consuming IRS audits. Inadvertent mistakes or misunderstandings of tax laws can raise red flags and trigger audits. It is, therefore, crucial for family child care businesses to understand taxes, be informed consumers, gather key information about revenue, expenses, and business use of their home, and either self-prepare their taxes or seek the assistance of professionals experienced in working with family child care providers.

By gaining a clear understanding of these aspects and following the right guidance, family child care providers can optimize their tax strategies, navigate potential complexities, and establish a strong financial foundation for their business.

## 5. Translations Professional

Spanish was the only non-English language spoken by applicants and grantees. Though OEE has Spanish-speaking staff members, none were dedicated to the Childcare Startup Grant. We procured translation and interpretation services on larger tasks as a result.

Below are examples of documents we asked Fox Translation Services, a statewide contract vendor, to translate. Apart from the evaluation interview transcript, all were administrative and thus did not require review by a subject matter expert:

### English to Spanish

- Acceptance letters
- Rejection letter
- Grant disbursement letters
- Email announcements
- Attestation form

### Spanish to English

- Evaluation interview transcript\*



\*The evaluation interview was interpreted by a bilingual staff member at one of our partner FCC systems. Due to the conversational nature of this interview, however, OEE requested that a written transcript of the interview be made and translated by Fox as well.



In addition to translation, we requested an interpreter from Fox for a one-on-one administrative meeting between OEE and our Spanish-speaking grantee. This was distinct from language considerations made in workshops, wherein we always included a partner who agreed to present in Spanish or interpret consecutively as needed.

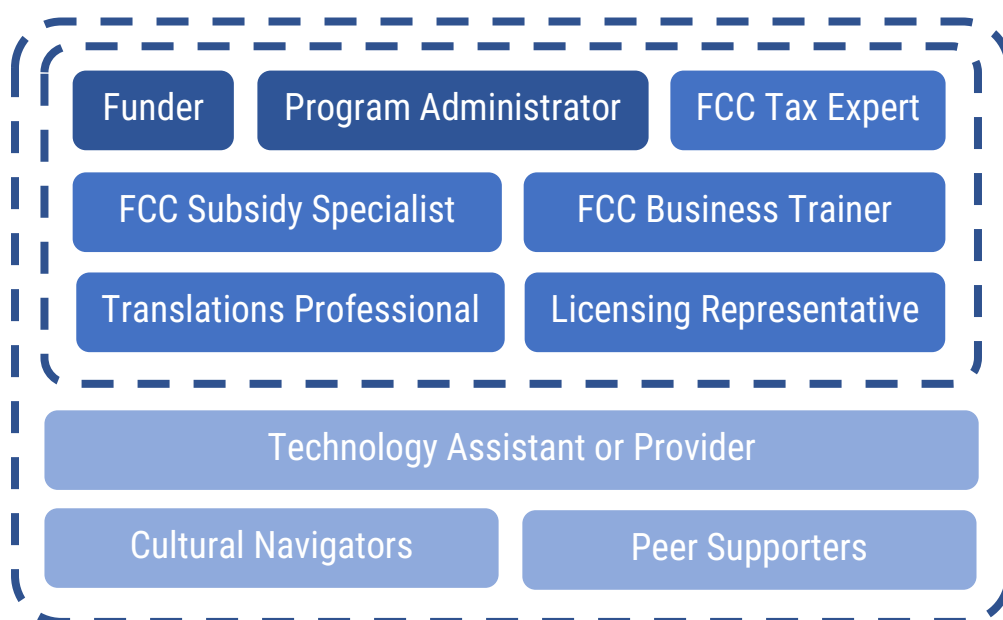
**We observed peers at other organizations and saw that having a team whose language diversity and fluency levels match that of grantees may not necessarily mean one's program is completely accessible.** A significant number of written resources for FCC start-ups are only available in English. Yet, few multilingual practitioners have the time and/or ability to write complete translations. Interpretation can likewise be taxing if not done by an experienced professional.

In short, we recommend having subject matter experts who speak your grantees' primary language working on your program. And if they have translation and interpretation capacity or are collaborating with someone who does, all the better.

## Suggested Partners

To learn as much as possible about early childhood workforce development while implementing the Childcare Startup Grant, OEE staff tuned into myriad webinars, listened to feedback from grantees, and scheduled meetings with organizations doing similar work. The ways in which our program design could have been better became evident over time. We were able to make changes such as extending the licensing deadline and contracting with an FCC tax expert. Other improvements were simply not possible, however, due to limits in funding, time, and staffing.

**Below is an example of a provider we suggest your FCC incubator engage with.** Programs which inspired this recommendation are spotlighted. Offering such programs can go a long way to maximize the success and satisfaction of your educators.



## Technology Assistant or Provider

Ownership and knowledge of technology is critical to becoming a family child care provider today. A significant portion of the FCC license application as well as relevant training requirements must be completed online. Furthermore, outside of typical uses of smart devices (online banking, spreadsheets, etc.), having a website and using child care accounting software can lend massive advantages once a business is running.

Here is a program which incorporated a technology provider:

### [Shared Services MA Licensing Support Pilot \(January – June 2022\)](#)<sup>12</sup>

- Educators and instructors were given free personal computers by [Tech Goes Home](#), a non-profit focused on digital equity.<sup>13</sup>
- Educators underwent 15 hours of technology instruction, which included: 1) LEAD portal\* access, 2) document download and upload, and 3) Shared Services MA web resources navigation.
- Educators were given additional guidance on social media marketing, website building, and business card printing.
- Educators were provided with a printer upon licensure.

### [IRC In-Home Childcare Licensing Program](#)

### [Children's Council of San Francisco FCC Business Incubator](#)

## Other Programs Throughout the Country

Across the country, FCC Incubator Programs provide an opportunity for individuals to obtain the necessary training and licensing required to run family child care business. OEE conducted a survey of several Incubator programs, in order to highlight their unique features, as well as the successes, challenges and goals of their program. Programs were contacted and responses were collected between June and July of 2023. In total, six programs completed the Incubator survey. The respondents and their respective organizations are listed below:

**Child Care Business Lab**, Coastal Enterprises, Inc. (CEI)

**Childcare Entrepreneur Training Program**, Seven Hills

**Employer Childcare Startup Grant**, Children's Service Society of Utah

**Family Child Care Business Incubator**, Children's Council of San Francisco

**Family Day Care Workshop**, Community Action, Inc.

**Shared Services MA**, United Way Mass Bay



\* The LEAD Portal is the Massachusetts Department of Early Education and Care's provider licensing portal.

The surveyed programs varied in program duration, participation and progress as shown in **Table 1**. Some programs, such as the Family Child Care Business Incubator in San Francisco, have been established for several years and have enrolled hundreds of participants. Other programs, such as Employer Childcare Startup Grant in Utah, began recently and have yet to enroll their first cohort of participants. Funding through grants is provided in some programs, although the amount and acceptable usage of the grant varies. Certain programs were provided in multiple languages, such as the Child Care Business Lab in Maine, which was offered in English, French, Somali, Portuguese. Programs had similar goals in terms of providing educational and administrative resources to future FCC business owners. Many programs focused specifically on working with women, with supporting and empowering women as their primary goal. Other programs, such as the Empower Childcare Start-up Grant, focused on connecting employers with FCC child care providers. Many programs provided access to different service providers as shown in **Table 2**. These included cultural navigators, FCC finance/tax experts, peer supporters, translation services and technology support. Not all programs offered all services, although many noted that services not provided were still applicable to their program. Some challenges in providing these services were limited interest in technology support, institutional barriers (such as complicated documents required to qualify for services), finding real-estate providers and general funding issues.

**Table 1**

| Program   | Organization                        | Location | Program Dates        | Total Participants to Date | %/# of FCC Licenses at Program End | Grants Provided | Grant Details  |
|---|-------------------------------------|----------|----------------------|----------------------------|------------------------------------|-----------------|----------------|
| <a href="#">Child Care Business Lab</a>               | Coastal Enterprises, Inc. (CEI)     | ME       | July 2023 - Present  | NA                         | 11 participants                    | No              | N/A            |
| Childcare Entrepreneur Training Program               | Seven Hills                         | MA       | March 2022 - Present | 80                         | 9 participants                     | Yes             | Up to \$3,500  |
| <a href="#">Employer Childcare Startup Grant</a>      | Children's Service Society of Utah  | UT       | July 2023 - Present  | N/A                        | N/A                                | Yes             | N/A            |
| <a href="#">Family Child Care Business Inc ubator</a> | Children's Council of San Francisco | CA       | July 2018 - Present  | 970+                       | 15-100%                            | Yes             | Up to \$10,000 |
| <a href="#">Family Day Care Workshop</a>              | Community Action, Inc.              | MA       | July 2023 - Present  | 16                         | N/A                                | No              | N/A            |
| <a href="#">Shared Services MA</a>                    | United Way Mass Bay                 | MA       | 2019-Present         | 25                         | 70%                                | Yes             | Up to \$2,000  |

**Table 2**

| <b>Service Providers</b>                   | <b>Provided by Organization</b> | <b>External Provider</b> | <b>Not Provided</b> |
|--|---------------------------------|--------------------------|---------------------|
| Cultural navigator                         | <b>4</b> (66.7%)                | <b>1</b> (16.7%)         | <b>1</b> (16.7%)    |
| FCC business trainer                       | <b>4</b> (66.7%)                | <b>1</b> (16.7%)         | <b>1</b> (16.7%)    |
| FCC subsidy specialist                     | <b>2</b> (33.3%)                | <b>3</b> (50%)           | <b>1</b> (16.7%)    |
| FCC tax or finance expert                  | <b>0</b>                        | <b>4</b> (66.7%)         | <b>2</b> (33.3%)    |
| Early childhood mentors                    | <b>5</b> (83.3%)                | <b>1</b> (16.7%)         | <b>0</b>            |
| Peer supporters                            | <b>6</b> (100%)                 | <b>0</b>                 | <b>0</b>            |
| Real estate provider                       | <b>0</b>                        | <b>4</b> (66.7%)         | <b>2</b> (33.3%)    |
| Translation or interpretation professional | <b>5</b> (83.3%)                | <b>1</b> (16.7%)         | <b>0</b>            |
| Technology assistant or provider           | <b>5</b> (83.3%)                | <b>1</b> (16.7%)         | <b>0</b>            |

## Appendix

### Appendix A: Childcare Startup Grant Attestation

The following form was hyperlinked in the grant disbursement letter for grantees, which was attached to an email announcing they are now eligible to receive the first half of the grant. A link was also included in the body of the email to ensure grantees did not miss the attestation.

### Childcare Startup Grant Attestation

Name \*

Email \*

Phone  
Number \*

☐ I have read in full the Grant Disbursement Letter in which this Attestation is linked.

☐ I confirm my ability to receive a check at the address written in the disbursement letter.

☐ I understand that this award is meant for startup expenses of my current or soon-to-be-established Family Child Care program.

☐ I acknowledge that, if not spent towards eligible business expenses, this funding may be considered taxable personal income.

☐ I recognize that information shared by the Office of Economic Empowerment, a department within the Office of the Treasurer and Receiver General of Massachusetts, is not meant to constitute legal, tax, or financial advice.

SUBMIT FORM



## Appendix B: Family Child Care Systems in Massachusetts

You can look for FCC systems by location via [EEC's online tool](#).<sup>14</sup> Searches generate a list of systems as well as their address, phone number, and email address.

## Appendix C: Child Care Resource and Referral Agency Search

As with FCC Systems, EEC has a [search tool for R&Rs](#).<sup>15</sup> Each agency is responsible for a mutually exclusive list of towns. Thus, unlike in the FCC systems search, only one result will appear for every town or city users choose.

## Endnotes

<sup>1</sup> Carrie Jung and Max Larkin, "Child Care Is in Crisis. Here's What's Being Done about It," WBUR News, June 17, 2022, <https://www.wbur.org/news/2022/06/17/legislature-congress-child-care-massachusetts-policy-solutions>.

<sup>2</sup> Dorey Scheimer, Meghna Chakrabarti, and Tim Skoog, "The Economic Impact of the Pandemic on Women," On Point, November 17, 2022, <https://www.wbur.org/onpoint/2022/11/17/the-she-cession-and-its-impact-on-the-economy>.

<sup>3</sup> Massachusetts Taxpayer Foundation, publication, *Preparing for Child Care Reform* (Massachusetts Taxpayer Foundation, January 11, 2023), <https://www.masstaxpayers.org/preparing-child-care-reform>, 7.

<sup>4</sup> Maki Park et al., rep., *Immigrant and Refugee Workers in the Early Childhood Field: Taking a Closer Look* (Migration Policy Institute, April 28, 2015), <https://www.migrationpolicy.org/research/immigrant-and-refugee-workers-early-childhood-field-taking-closer-look>, 2.

<sup>5</sup> "Meeting of the Board" (Boston: Commonwealth of Massachusetts Department of Early Education and Care, December 28, 2022). <https://www.mass.gov/doc/board-meeting-materials-slide-deck-0/download>

<sup>6</sup> Nathan Weller, "Daycare Insurance: Costs, Coverage & Top Providers," Fit Small Business, February 18, 2023, <https://fitsmallbusiness.com/daycare-insurance-cost-coverage/>.

<sup>7</sup> "How Much Does It Cost to Open a Home Daycare?," NeighborSchools, May 13, 2022, <https://www.neighborschools.com/providers/start/how-much-does-it-cost-to-open-a-home-daycare/>.

<sup>8</sup> "Frequently Asked Questions on Child Care Desert Grants?," Oklahoma Human Services, March 7, 2023, <https://oklahoma.gov/okdhs/services/child-care-services/okchildcaregrants/desertfaq.html#:~:text=Child%20care%20providers%C2%A0must%20agree%20to%20NOT%C2%A0use%20the%20funds%20for%20any%20of%20the%20following%20purposes%3A>.

<sup>9</sup> SPARK Learning Lab, "Allowable Expense Guide for Child Care Expansion Grants" (Indianapolis: Office of Early Childhood and Early Learning, n.d.). <https://d190qg16zubs76.cloudfront.net/resources/Expense-Categories-Guide.pdf>

<sup>10</sup> "Family Child Care Systems," Executive Office of Education, accessed June 30, 2023, <https://eecweb.eec.state.ma.us/ChildCareSearch/searchChildCareSystem.aspx>.

<sup>11</sup> rep., *Annual Report 2021* (Department of Early Education and Care), accessed June 30, 2023, <https://www.mass.gov/doc/department-of-early-education-and-care-2021-annual-report/download>, 12.

<sup>12</sup> Melinda Weber, rep., *Licensing Support Pilot Program Report* (United Way of Massachusetts Bay and Merrimack Valley, August 21, 2022), <https://www.sharedservicesma.org/media/delo3neg/licensing-support-pilot-report-pdf.pdf>.

<sup>13</sup> "Our Mission," Tech Goes Home, accessed June 30, 2023, <https://www.techgoeshome.org/our-mission>.

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<sup>14</sup> “Child Care Systems Search,” EEC Web, accessed June 30, 2023,  
<https://eecweb.eec.state.ma.us/ChildCareSearch/ChildCareSystem.aspx>.

<sup>15</sup> “Child Care Resource & Referral Search,” EEC Lead, accessed June 30, 2023,  
[https://eeclead.my.site.com/EEC\\_CCRRSearch](https://eeclead.my.site.com/EEC_CCRRSearch).