



American Rescue Plan Act Funds (ARPA) – Childcare Taskforce

Problem Statement: Lack of Childcare Options in Sheboygan County

Lack of affordable childcare options create barriers in the area's workforce development efforts. Many of our local employers continue to struggle to find entry-level labor and one of the barriers brought forth has been lack of or the cost of childcare. Families that are considering an entry-level type of opportunities may have to choose between two parents working or one parent staying home with the children because they cannot find childcare options or cannot afford those that exist.

Charge: Recommend Strategies to Provide More Childcare Options in Sheboygan County

Use of ARPA funds should be a well thought out and a deliberate process, and making investments to enhance childcare is an eligible use. The Childcare Taskforce will meet at least monthly to research and identify the existing capacity, need, and prepare recommendations with a written report to the Sheboygan County Economic Development Corporation (SCEDC) Board of Directors, City of Sheboygan Common Council, Heads of Local Government, and Sheboygan County Board no later than January 2022. Sheboygan County will be a leader in the State in providing high quality, convenient, and affordable childcare options to area residents and those moving here for job opportunities.

Taskforce Membership:

- **Co-Chair - Colleen Steinbruecker, Executive Director, Family Connections**
- **Co-Chair - Gina Covelli, Director of Community Impact, United Way**
- Manufacturing employer - Tammy Graf, Community Relations, Masters Gallery Foods
- Daycare provider - Debi Lisowe, Owner/Administrator, Here We Grow
- Daycare provider - Angel Berry, Executive Director, A Million Dreamz
- Daycare provider - Sara Dickelman, Owner/Administrator, Chatterbox Child Learning Center
- Healthcare provider - Johannah Wenig, Foundation Director, St Nicholas Hospital
- Healthcare provider - Kayla Clinton, Administrator, Rocky Knoll Health Care Center
- Educational institution - Michelle Zautner, Dean of Health & Human Services, Lakeshore Technical College
- Sheboygan Falls YMCA - Mike Gustafson, Executive Director
- Boys & Girls Club - Christina Singh, Executive Director
- Above & Beyond Children's Museum – Jackie Erdman, Executive Director
- Sheboygan County Economic Development Corporation (SCEDC) – Ray York, Entrepreneurship Specialist

Taskforce Membership (continued):

- Kohler - Eric Thoele, Manager of Benefits – Planning & Analysis
- UW-Milwaukee School of Continuing Education - Pam Boulton, EdD, Instructor for the Center for Early Childhood Professional Development and Leadership
- Retired Daycare Provider & Community Member At Large – Joann Wieland
- Community Member At Large – Carrie Haskins, MA
- Local elected officials- County Board Supervisor Rebecca Clarke
 - City of Sheboygan Common Council Alderperson Leslie Laster



February 14, 2022

County Administrator Adam Payne and Members of the Sheboygan County Board,

Please find enclosed the Childcare Report. We are grateful for the opportunity to propose the following recommendations that will enhance and expand childcare options in Sheboygan County.

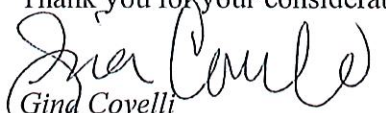
The Childcare Taskforce was charged with researching and identifying the existing capacity and need for childcare in Sheboygan County. The taskforce included childcare experts and professionals, and representatives from Sheboygan County large and small businesses, hospital systems, government, and nonprofit sector. We learned that there is limited access to care, especially infant and toddler care, and this is directly linked to a teacher shortage. Early childhood education is a stressful and demanding field for teachers, who are earning incredibly low wages without benefits. Changes need to be made in the childcare industry to recruit new teachers and therefore expand the childcare options in the county.

Our recommendations address the teacher shortage through recruitment efforts, access to free training and education for teachers, and professional support to teachers. We also learned that the cost for care is a barrier to care for many families, especially low-income and ALICE (asset limited, income constrained, employed) families. We address this by providing financial support to those families, as well as provide support to youth serving agencies that provide supplemental care to low-income and ALICE families.

Lastly, we know that the number of available slots for childcare are not sufficient to meet the need of families in Sheboygan County. We propose providing grants to new and existing providers to offset some of the costs of opening a new childcare center and maintaining/expanding current centers.

If funds are awarded to the childcare initiatives, our taskforce is committed to continue meeting to oversee the development and success of the programs. If additional information is needed, please do not hesitate to contact Childcare Taskforce Co-chairs Colleen Steinbruecker (colleens@familyconnectionscc.org) or Gina Covelli (gina@uwofsc.org).

Thank you for your consideration.


Gina Covelli
Childcare Taskforce Co-chair


Colleen Steinbruecker
Childcare Taskforce Co-Chair

Cc: City of Sheboygan Common Council
Heads of Local Government
SCEDC Board of Directors

AMERICAN RESCUE PLAN ACT (ARPA) TASKFORCE REPORT

Taskforce Information	
Taskforce Name: Childcare	Chair(s): Gina Covelli
Report Date: February 14, 2022	Colleen Steinbruecker

Charge
<p>Recommend Strategies to Provide More Childcare Options in Sheboygan County</p> <p>Childcare professionals are the workforce behind the workforce, but the number of teachers available does not provide enough care for the families in need. In the state of Wisconsin, 57 childcare slots are available per 100 children with parents who work. This workforce shortage in the childcare industry existed well before COVID-19, but it was made worse by the pandemic. From February-April 2020, a third of all childcare jobs were lost nationally.</p> <p>Locally, we have a total of 21 licensed group childcare providers and 20 homebased/family childcare providers, providing a total of 1,546 spots for children. As of Jan. 20, 2022, there are more than 357 known children on a waiting list in Sheboygan County, roughly 200 of those under the age of 2. It is important to note that the number of available slots is not equal to the number of families in need of care. Not all families are on waiting lists. Through the Welcome Baby program, we know that there are about 100 babies born in Sheboygan County each month.</p> <p>The current waiting list is primarily a result of the teacher shortage. Childcare providers have had to close classrooms and not operate at full capacity because they lack the staff. There would need to be an increase of 40 new teachers for our current providers to operate at capacity. If we recruit 40 new teachers to the field, we will create at least 110 additional slots in the existing centers, serving infants to school-aged children.</p> <p>We did investigate building and opening a new center; however, without recruiting new teachers to the field, a new center could cause more harm than good. The fear would be that the new center would hire existing teachers away from current providers, reducing the number of classrooms and slots at existing centers. It would not be a true addition of new childcare slots in the county without recruiting new teachers to the field. Research shows that teachers often leave the field due to low wages, challenging behaviors, and high stress. According to a study by Child Care Services, 24 percent of teachers reported leaving the field due to lack of support around classroom management. Unfortunately, we are unable to address the wage disparity through our ARPA recommendations, but the supports we are putting forth will assist greatly to resolve other issues within the industry.</p> <p>The cost of childcare for low-income and ALICE (asset limited, income constrained, employed) families was also exacerbated due to the pandemic.</p> <p>The APRA Childcare Taskforce is putting forth five recommendations that would provide support to existing childcare providers and educators, recruit new teachers into the field, and provide support to low-income and ALICE Families.</p>

Summary of Recommendations (In priority order)

- 1. Teacher Recruitment, Training and Financial Support.** Hire a recruitment specialist at Family Connections to recruit new teachers and providers to the field. Continue to develop Pathways Programs for teachers to continue their education. Provide continuing education scholarships and stipends for teachers to participate in trainings, college courses leading to a degree and practicum experience, including sign on bonuses for new teachers. These supports will also alleviate some financial burden placed on childcare professionals, who are oftentimes low-income or ALICE families themselves.
- 2. Early Childhood Educator Support through Inclusion Specialists.** Hire support staff at Family Connections to reduce burnout and recruit additional teachers. By providing these supports, we will maintain current teachers in Sheboygan County and reduce the burnout teachers experience.
- 3. Financial Support to Low-Income and ALICE** (asset limited, income constrained, employed) families through expansion of the Connections Program, which provides financial support for childcare, as well as launching Family, Friend, Neighbor Care Financial Support Program, which will provide financial assistance, trainings and other resources to those individuals who may be providing unregulated care to low-income or ALICE families.
- 4. Support Youth-Serving Agencies** that provide programming that serves as supplemental childcare to low-income and ALICE families, especially before and after school care. Many low-income families utilize services offered at nonprofit organizations, offered for free or at reduced costs, to ensure their school-aged children are in safe, educational, and fun learning environments before and after school. Providing support to the Boys and Girls Club of Sheboygan County will allow them to increase the number of children they serve by 200. Support to Above and Beyond Children’s Museum will impact up to an additional 4,000 children each year.
- 5. Provide Start-Up and Expansion Grants** to new and existing childcare centers to assist in expanding and maintaining current childcare centers. Childcare centers operate on very slim margins and expanding or making updates to buildings and classrooms can be very costly. For those individuals who are opening a new center, the costs to open can be prohibitive. Providing Start-Up and Expansion Grants will alleviate a financial burden on small businesses that do not have a lot of discretionary income.

The total cost for all proposals for one year is \$1,334,938.

The total cost for all proposals for three years is \$4,695,493.

The breakdown for three-year investment is:

- Support to providers (recommendations 1, 2, 5) total \$1,572,826
- Support to families (recommendation 3) total \$2,043,667
- Youth-serving agencies (recommendation 4) total \$1,079,000

Recommendation 1: Teacher Recruitment, Training and Support

Implementation Strategy: Hire one Recruitment Specialist at Family Connections, Inc., the Child Care Resource, and Referral agency (CCR&R) in Sheboygan County that has provided support to providers and families in need of childcare for more than 30 years. The individual will be hired on by June 2022, pending funding availability, and carry a caseload of 30-35 individuals annually. The Recruitment Specialist will engage in career fairs, training programs, and work closely with high schools, Lakeshore Technical College (LTC), and other agencies to recruit new early childhood teachers and administrators into the field, and then mentor those individuals for the first year in the field. The specialist will assist with challenges that arise, provide support around early childhood education best practices, and support new teachers as they navigate the stress associated with the positions. After year one, the specialist will do a warm handoff to the YoungStar Quality Coach who will continue to provide support. YoungStar is Wisconsin's childcare quality rating and improvement system. The goal is twofold: recruit high school students into the early education field and recruit individuals who would be interested in opening home-based, family care providers, especially in rural parts of the county. To recruit new family care providers, this individual will work closely with another program we are proposing as part of Recommendation 3: Friend, Family, Neighbor Care.

LTC offers an Associate Degree in Early Childhood Education which prepares students to work as teacher-caregivers in early childhood settings. All students who successfully complete the Early Childhood Education program at LTC and meet the admission requirements of UW-Green Bay can transfer at least 48 credits towards the Bachelor of Science Degree, Education major. Due to the urgent demand for daycare teachers and family care providers, LTC and UW-Green Bay are considering four pathway programs: ECE Badge/Credential, Flexible Modality Classes, Bachelor of Science Degree, Business Administration major, and Substitute Teacher. **See Attachment 1 for the descriptions of each pathway program.**

To assist in the pursuit of the available degrees and credentials, as well as assist existing teachers with continuing education, we propose the following scholarship and stipend structure:

- \$1,000 scholarships for the academic year for coursework at LTC
- \$1,000 stipend for each practicum (total of four required per teacher)
- \$1,000 sign on bonus for new teachers entering the field, paid out quarterly during the first year of employment

The field of early care and education is continually evolving. Early childhood teachers are required to earn continuing education hours annually to maintain their positions. Often, teachers are encouraged or required to participate in professional development that will assist them in the work they do and provide them with the tools needed to provide high quality care and education. Most of the time, teachers are required to pay for these classes out of their own pockets. Teachers pursuing their associate degree must participate in 72 hours of practicum work at childcare centers they are not employed at, for a total of four practicums. Teachers are not paid for the practicum, and if they must take time off from their place of employment to complete the practicum, they are not paid for that time off. Funds will assist in alleviating the financial burden to teachers.

Outcomes we will track and measure for the supports proposed include:

- Teachers maintain certifications and attain continuing education credits
- New teachers have access to education and career opportunities
- Less financial burden is placed on teachers while pursuing their own education
- Increase awareness of childcare as a career
- Increase ongoing accessibility of childcare
- Increase number of early childhood professionals and family childcare providers
- Childcare centers are operating at full capacity

Family Connections, Inc., will facilitate all aspects of these supports and incur the ongoing costs to maintain the programs after APRA funds are spent.

Total Annual Operational Cost: Total for year one= \$153,614; Total three-year cost = \$466,965

Funding Breakdown (ARPA request, grant dollars, and any other leveraged resources):

Year 1	Year 2	Year 3
Revenue	Revenue	Revenue
\$153,614	\$155,575	\$157,776
Expenses	Expense	Expense
Recruitment specialist: \$65,340	Recruitment specialist: \$66,692	Recruitment Specialist: \$68,266
30 Scholarships: \$30,000	30 Scholarships: \$30,000	30 Scholarships: \$30,000
20 Stipends: \$20,000	20 Stipends: \$20,000	20 Stipends: \$20,000
10 Sign-On Bonuses: \$10,000	10 Sign-On Bonuses: \$10,000	10 Sign-On Bonuses: \$10,000
Administrative Costs: \$23,274	Administrative Costs: \$23,883	Administrative Costs: \$24,510
Marketing Costs: \$5,000	Marketing Costs: \$5,000	Marketing: \$5,000

The cost for the Recruitment Specialist includes the full salary and benefits packages offered at Family Connections. In year two and three of the position, we are including cost of living increases to the amounts. There will be additional costs incurred for LTC and UW-Green Bay for the Pathways Programs, but the representatives felt it was more important to apply ARPA funding to encourage participation and stipends, which is why those additional costs are not reflected in our budget. The administrative costs are for a part-time support staff member at Family Connections who will help administer the program and track outcomes, as well as support current staff time to supervise and train the new team members. We also included cost of living increases for years two and three. Ongoing support for these positions will be built into the Family Connections budget and funded through a variety of sources, including but not limited to Family Connections fundraising efforts, including major corporate donations; support from local family and community foundations; state and federal grant opportunities; and United Way of Sheboygan County funding opportunities. Detailed budget can be made available upon request.

ARPA Eligibility: Responding to Public Health and Economic Impacts of COVID-19, specifically for childcare professionals who were greatly impacted by the pandemic.

Community Impact: The target audience for these supports is new and current childcare providers and high school students. The Recruitment Specialist will be able to recruit additional teachers to the field, allowing current centers to operate at full teaching capacity and new centers to open with trained staff. This will increase the number of available childcare slots in the county, thereby allowing more parents – especially women – to return to the workforce. The scholarship and stipend program will impact between 50-60 teachers annually. The proposed pathways provide more options for young teachers entering the field and to gain valuable experience earlier in the process. Family Connections will be able to track the success of the outcomes for this program and provide the necessary reports to the County Board and community.

Recommendation 2: Early Childhood Educator Support through Inclusion Specialists

Implementation Strategy: Hire on two Inclusion Specialists at Family Connections, Inc., the childcare resource and referral agency in Sheboygan County that has provided support to providers and families in need of childcare for more than 30 years. Pending funding availability, we will fill the positions by June 2022.

Research shows many childcare professionals leave the field because of challenging behaviors among children and the burnout those behaviors can create. Early childhood teachers and administrators are in high-stress jobs, paid wages ranging from \$7.25-\$16 per hour, with little to no benefits or support. Inclusion Specialists will work one-on-one with children, families, and teachers to navigate and alleviate challenging behaviors. They will partner with local mental health professionals and refer children and families to these agencies when appropriate. Agencies include UW-Extension, Mental Health America, Children and Family Resource Unit, among others. Each Inclusion Specialist will have a caseload of 20-25 cases at one time, and we anticipate referrals for support will be high. Current program directors report that their staff need this additional support. The teachers and administrators are not trained or equipped to handle the trauma the children in their care deal with. Teachers do not know how to deal with the behaviors that are being exhibited in their classrooms, resulting in high expulsion rates for children and high burnout and turnover for staff. Directors expressed support for this initiative as they do not have the capacity to support their teachers, the children and the families in the capacity needed due to lack of staff and other resources.

With two Inclusion Specialists, we'll be able to support roughly 50 cases at one time. Knowing that each case is unique, the length of time for each case will vary. We anticipate teachers will feel less burnout and be better equipped to handle challenging behaviors with children, be empowered in their role as experts in child development and feel supported knowing they have a reliable and consistent resource they can turn to.

Outcomes we would track and measure for the supports proposed include:

- Retain current and expand early childhood workforce
- Reduce stress and burnout among early childhood professionals
- Reduction of challenging behaviors among children
- Reduction in expulsion rates from childcare centers
- Long-term outcome, success in school and in life with interventions

Family Connections, Inc., will facilitate all aspects of these supports and incur the ongoing costs to maintain the programs after APRA funds are spent.

Total Three-Year Operational Cost: Total for one year = \$137,680; Total three-year cost: \$436,866

Funding Breakdown (ARPA request, grant dollars, and any other leveraged resources):

Year 1	Year 2	Year 3
Revenue	Revenue	Revenue
\$137,680	\$148,086	\$151,100
Expense	Expense	Expense
2 Inclusion Specialists: \$137,680	2 Inclusion Specialists: \$148,086	2 Inclusion Specialists: \$151,100

The amount listed for hiring the two positions includes all costs associated with hiring a new staff member, including training, supervision, supplies, salary, benefits, administrative/operating costs incurred, etc. We also include cost of living increases for years two and three. A detailed budget can be made available upon request. Ongoing support for these positions will be built into the Family Connections budget and funded through a variety of sources, including but not limited to Family Connections fundraising efforts, including major corporate donations; support from local family and community foundations; state and federal grant opportunities; and United Way of Sheboygan County funding opportunities.

ARPA Eligibility: Responding to Public Health and Economic Impacts of COVID-19, specifically for childcare professionals who were greatly impacted by the pandemic.

Community Impact: The target audience for these supports is early childhood professionals. During the pandemic, very little to no support has been provided to these essential workers, and we propose using ARPA funding to give them the support and recognition they need. By providing direct support to early childhood teachers and administrators through Inclusion Specialists, we will maintain the number of current teachers providing education and care to children. The quality of care will increase as teachers and administrators are better equipped to handle challenging behaviors, and families and children will have access to the professional mental health resources they need. The support of the Inclusion Specialists will assist in addressing the different cultural needs of families as well. The individualized support given on a case-by-case basis will ensure sensitivity to the cultural needs and traditions of families. Maintaining the current early childhood education teaching staff in Sheboygan County also maintains the number of childcare slots available, roughly 1,600 slots. While that is not enough slots for all the families in need of care, maintenance should be seen as progress in this area, as several teachers have already left the field during the pandemic. When combined with the efforts in the next recommendation related to recruitment, training, and expansion, we anticipate seeing the number of teachers and providers increase in the county. The addition of Inclusion Specialists to the Family Connections staff will provide invaluable support to a necessary and essential workforce, ensuring they continue to thrive and provide high-quality education to the youngest and most vulnerable members of our community.

Family Connections will be able to track the success of the outcomes for this program. The organization has the capacity and ability to track outcomes and provide necessary reports to the County Board and community on the success and impact of the programs.

Recommendation 3: Support Low-Income and ALICE Families

Implementation Strategy: Low-income and ALICE (asset limited, income constrained, employed) families were greatly impacted by the pandemic. We propose two programs to provide direct financial assistance for childcare to these families to make childcare more affordable. These programs will be launched by July of 2022.

The first is to provide direct financial assistance to ALICE families through an expansion of the Connections Program at Family Connections. One-third of all Sheboygan County residents fall at or below the ALICE threshold and are one paycheck away from disaster. The ALICE threshold is defined as \$68,000 annual income for a family of four. Each family is unique, and we often see children being cared for by grandparents, uncles, aunts, and other family members who are at or below the ALICE threshold. These family members are responsible for the care of children and incur the associated costs, but they do not receive assistance or have the financial means to do so. Family Connections receives several requests for this type of assistance. Currently, the program provides financial assistance to families receiving Wisconsin Shares, a state subsidy program to cover the costs of childcare. Families can remain in the program for up to two years, receiving assistance as well as different education opportunities for budgeting and other life skills to assist the family in reaching financial stability. ARPA funds will be used to allow Family Connections to increase the number of families they can assist through the program by including ALICE families.

We also propose launching a new program, modeled after a successful program in Dane County, called Family, Friend, Neighbor Care Program. This program will provide financial assistance, trainings, and other resources to those who may be providing unregulated care. Oftentimes, we see low-income families rely on friends, family members or neighbors to provide childcare because the cost of care at a regulated center is often more than the family can afford.

The Family, Friend, Neighbor Care program would require background checks of participants to receive funds, ensuring children are in safe environments to minimize risk to the child, decrease adverse childhood experiences (ACEs) and promote healthy development. ARPA funds will be used to cover the cost of the background checks and provide free trainings, such as CPR and abusive head trauma, to program participants. Those who participate to receive funds would receive an “approved” rating from Family Connections, be required to sign a contract to agree to work within legal regulations and submit attendance records every month to receive funds.

Modeling the successful Dane County program, we will pay approved family, friends, neighbors in the following way:

- \$40 per day, per child for a full day of care
- \$20 per day, per child for a half day of care

Outcomes measured include:

- Financial assistance is provided to families in need
- Families learn budgeting skills
- Families have access to affordable childcare
- Build relationships with unlicensed/unregulated providers

- Unregulated providers transition to become regulated providers, increasing the number of family care providers in the county

Total Annual Operational Cost: Total for one year = \$455,274; Total three-year cost = \$2,043,667

Funding Breakdown (ARPA request, grant dollars, and any other leveraged resources):

Year 1	Year 2	Year 3
Revenue	Revenue	Revenue
\$455,274	\$663,883	\$924,510
Expense	Expense	Expense
50 ALICE participants, Connections program: \$120,000	50 ALICE participants, Connections program: \$120,000	50 ALICE participants, Connections program: \$120,000
Part-time support staff: \$23,274	Part-time support staff: \$23,883	Part-time support staff: \$24,510
30 participants, Friend Family Neighbor Care: \$312,000	50 participants, Friend Family Neighbor Care: \$520,000	75 participants, Friend Family Neighbor Care: \$780,000

The part-time staff position will facilitate the program and track outcomes. We included cost of living increases for years two and three, as well as supervision and training costs. Detailed budget available upon request. Ongoing support for these positions will be built into the Family Connections budget and funded through a variety of sources, including but not limited to: Family Connections fundraising efforts, including major corporate donations; support from local family and community foundations; state and federal grant opportunities; and United Way of Sheboygan County funding opportunities

ARPA Eligibility: Responding to Public Health and Economic Impacts of COVID-19, specifically for low-income and ALICE families who were greatly impacted by the pandemic.

Community Impact: The target audiences for these programs are low-income and ALICE families. The goal is to make childcare more affordable to those families who were hit hardest by the pandemic. With better, more affordable access to care, as well as access to budgeting support, parents will be able to return to the workforce without financial strain and maintain the ability to pay for childcare after they exit the program. The friends, family or neighbors that are relied on for care are often low-income or ALICE individuals themselves, and do not receive financial support for the care they provide. The financial support we can provide through the new Friends, Family, Neighbor Care program will ensure that these people who are providing vital care to children are not financially overburdened themselves. We also know that many minority families rely on care provided by family or friends. This unique program addresses and is sensitive to the needs of these families.

Family Connections has the capacity and ability to measure the outcomes and provide the necessary reports.

Recommendation 4: Youth Serving Agency Support

Implementation Strategy: Many low-income and ALICE (asset limited, income constrained, employed) families rely on youth-serving agencies to provide care for their school-aged children, especially before and after school. With additional funding, The Boys and Girls Club of Sheboygan County will be able to serve as many as 800 children. The Clubs served 600 children at their seven locations in 2021. With additional funding, the Clubs will be able to grow the number of sites, serving more families in the county, as well as grow the capacity at their current sites. The program at the Clubs is outcome-focused in the areas of academics, health and wellness and character building. The staff serve as teachers and mentors to the children they serve.

The Clubs serve children ages 6-18 at their elementary and teen locations before and after school and offer full-day programs during the summer for 10 weeks, ensuring children have a structured, educational, and safe place to be while their parents and caregivers are at work. The fee structure for the program is based on income and offered for free to many low-income and ALICE families. For families that do pay for the program, the cost is \$75/semester and \$200 for the summer program.

The team at Boys and Girls Club will look to hire additional staff and increase wages to attract and retain staff to expand capacity in the following ways:

- 700 kids in school-based program in 2022 = \$169,000
- 800 kids in school-based program in 2023 = \$193,000
- 800 kids in school-based program in 2024 = \$96,000 to maintain expansion
- 200 kids in summer program = \$40,000 per year

Above and Beyond Children's Museum serves over 40,000 families annually and reached 6,000 families through its educational programs in 2021. The Museum continues to expand its programming to meet the needs of families in the community.

The Museum is looking to launch a drop-in after-school program to serve 5–10-year-old children at no cost to families. They can serve 15-30 children per session depending on the child to adult ratio. The program will be offered four days a week. Each session will consist of play-based learning alongside a STEAM (Science, Technology, Engineering, Art, Math) and/or arts-focused experience. The Museum will partner with the Sheboygan Area School District and the Boys and Girls Club to expand their already-established KidStop program by becoming an additional location for low-income and ALICE families to utilize childcare.

With funding to launch the project, the Children's Museum will be able to serve an additional 4,000 children year-round. Their goal is to build a sustainable program over three years that will then become a long-term annual program. The estimated three-year cost is \$500,000. The team at the Children's Museum will look to cover the costs of all families in the program, transportation from schools to the Museum, and hiring additional educator staff to facilitate the program.

Outcomes include:

- Low-income and ALICE families have access to alternative, supplemental care for school-aged children

- School-aged children are cared for in a safe environment that provides structured educational programming
- Increase number of children served by Boys and Girls Club and Above and Beyond Children’s Museum, furthering the impact of each organization’s outcome-based programs.

Both agencies in this proposal have outcome-based programs, measuring academic success, good character development, and healthy lifestyle habits in children, and would be able to report on those outcomes as well. We have not included them here due to space limitations, but they can be made available upon request.

Total Annual Operational Cost and/or one-time Capital Request: Total one year = \$376,000; Total three-year cost = \$1,079,000

Funding Breakdown (ARPA request, grant dollars, and any other leveraged resources):

Year 1	Year 2	Year 3
Revenue	Revenue	Revenue
\$376,000	\$400,000	\$303,000
Expense	Expense	Expense
Boys and Girls Club: \$169,000	Boys and Girls Club: \$193,000	Boys and Girls Club: \$96,000
BGC Summer Program: \$40,000	BGC Summer Program: \$40,000	BGC Summer Program: \$40,000
ABC Museum Program: \$167,000	ABC Museum Program: \$167,000	ABC Museum Program: \$167,000

In year three, the Boys and Girls Club is asking for partial funding to maintain salary increases to staff. The rest of the costs will be covered by the Boys and Girls Club operating budget by that point. The Boys and Girls Club and Above and Beyond Children’s Museum will sustain the costs of these programs through fundraising efforts, donations, family and community foundation support, state and federal grants, among other funding sources. Detailed budgets can be made available upon request.

ARPA Eligibility: Responding to Public Health and Economic Impacts of COVID-19, specifically for low-income and ALICE families who were greatly impacted by the pandemic.

Community Impact: The target audience for these programs are low-income and ALICE families, as well as single-parent families. By expanding the capacity of the Boys and Girls Club we will ensure that up to 200 more children will be in a safe, positive place while their children work. By launching an after-school program at the Above & Beyond Children’s Museum, our community would see an additional 4,000 children have their needs met in an institution that strives to provide a safe space where play and education connect.

The Boys and Girls Club and Above and Beyond Children’s Museum have the capacity to measure the outcomes proposed and provide the necessary reports. Additionally, both organizations would be surveying both the children and their adults of each program both before they begin and after the program is completed at the end of the year to measure the impact of the programs and make changes as needed.

Recommendation 5: Start-Up and Expansion Grants

Implementation Strategy: Maintaining and growing the current childcare offerings in Sheboygan County is one of the top priorities, which is why we propose using funds to provide start-up and/or expansion grants to assist in the necessary capital expenses to open and operate a childcare center, whether a group or family center. The grants will be distributed by Family Connections, Inc., which is equipped to manage this process through its Child Care Resource Development program.

The grant cycle will be modeled after United Way of Sheboygan County’s Small Grant process, allowing providers to apply at any time during the year. They can apply multiple times per year, as long as the total amount of all applications does not exceed the maximum grant amount. Family Connections will create an application and criteria for the various grants and approve the requests.

The grants will be offered through an application process in the following amounts to new and existing childcare centers:

- Family care providers can apply for grants, up to \$10,000
- Group childcare centers can apply for grants, up to \$20,000

These grants can be used for capital expenses, such as remodeling, equipment, furniture, playground equipment, learning supplies and building maintenance and development. We also propose using funds to assist centers in paying for necessary annual background checks of their staff, fingerprinting of staff every five years, as well as initial licensing fees for new programs. Background checks are \$10 per check, \$42 for fingerprinting, and initial licensing fees run up to \$3,000. We anticipate serving 150 teachers annually for the background checks, 25 teachers per year for fingerprinting, and recruiting about 13 new teachers per year. A process for approving background check and licensing fee support will be created by Family Connections.

This program will be up and running by July 2022. The goal is to alleviate some of the financial burden for the center overall, thereby freeing up dollars to increase and sustain teacher wages without increasing rates to families.

Outcomes include:

- Centers are maintained and updated with new equipment, supplies and capital projects
- Centers are safe environments for children to learn, grow and play
- Centers can make necessary capital improvements to increase their business, thereby increasing the number of available childcare spots

Total Annual Operational Cost and/or one-time Capital Request: Total for one year = \$222,370; Total three-year = \$668,995

Funding Breakdown (ARPA request, grant dollars, and any other leveraged resources):

Year 1	Year 2	Year 3
Revenue	Revenue	Revenue
\$222,370	\$222,979	\$223,606
Expense	Expense	Expense
150 Background Checks: \$1,500	150 Background Checks: \$1,500	150 Background Checks: \$1,500
38 Fingerprint Grants: \$1,596	38 Fingerprint Grants: \$1,596	38 Fingerprint Grants: \$1,596
5 Initial Licensing Grants: \$15,000	5 Initial Licensing Grants: \$15,000	5 Initial Licensing Grants: \$15,000
6 Group Center Start-up/Expansion Grants: \$120,000	6 Group Center Start-up/Expansion Grants: \$120,000	6 Group Center Start-up/Expansion Grants: \$120,000
6 Family Care Start-up/Expansion Grants: \$60,000	6 Family Care Start-up/Expansion Grants: \$60,000	6 Family Care Start-up/Expansion Grants: \$60,000
Marketing Costs: \$1,000	Marketing Costs: \$1,000	Marketing Costs: \$1,000
Part-time program support staff: \$23,274	Part-time program support staff: \$23,883	Part-time program support staff: \$24,510

Part-time support staff will be needed to facilitate the program and track outcomes. We built in cost of living increases for years two and three. Ongoing support for these positions will be built into the Family Connections budget and funded through a variety of sources, including but not limited to Family Connections fundraising efforts, including major corporate donations; support from local family and community foundations; state and federal grant opportunities; and United Way of Sheboygan County funding opportunities. Detailed budget can be made available upon request.

ARPA Eligibility: Responding to Public Health and Economic Impacts of COVID-19, specifically for childcare professionals who were greatly impacted by the pandemic.

Community Impact: To provide high quality education to Sheboygan County’s youngest learners, we need to have high-quality facilities that are safe, fun, and conducive to the specific educational needs of children, from birth to school age (up to 12 years old).

As the number of early childhood teachers increase, more classrooms will open. Grants will be available to provide financial assistance to update and remodel any classrooms and purchase new supplies needed for the increase in staff and children. The funds will also assist in new centers opening their doors successfully. By eliminating or reducing costs for childcare providers, they will be able to increase wages for their staff without increasing rates to families.

Family Connections has the ability and capacity to track the outcomes of this program and provide the necessary reports of the success and impact of the grants.

Attachment #1: Early Childhood Education Career Pathway

Early Childhood Education Career Pathway

Lakeshore Technical College (LTC) offers an Associate Degree in Early Childhood Education which prepares students to work as teacher-caregivers in early childhood settings. All students who successfully complete the Early Childhood Education program at LTC and meet the admission requirements of UW-Green Bay can transfer at least 48 credits towards the Bachelor of Science Degree, Education major.

Due to the urgent demand for daycare teachers and family care providers, LTC and UW-Green Bay are considering the following:

ECE Badge/Credential – Students who successfully complete a CPR class together with the ECE Health, Safety and Nutrition class at LTC will receive a badge/credential and may begin working in a daycare center or family care immediately. For those pursuing an Associate Degree in Early Childhood Education, the badge provides students with a paid opportunity to work in the ECE field while still going to school and/or completing their practicum.

Flexible Modality Classes – Early Childhood Education courses at LTC are currently offered on campus; however, virtual classes would be available and offered to high school students taking AP credits through their school. High school students would have the opportunity to complete their Associate Degree in Early Childhood Education by the time they graduate from high school; however, some students may still need to complete their practicum after graduation. This pathway is less expensive to students.

Bachelor of Science Degree, Business Administration major – UW-Green Bay is considering an articulation agreement with LTC to allow students who successfully complete an Associate Degree in Early Childhood Education to pursue a bachelor's degree in business administration. This pathway is beneficial to students interested in starting their own business as a family care provider or daycare center administrator.

Substitute Teacher – Students who successfully complete an Associate Degree in Early Childhood Education may obtain substitute teaching licensure within Wisconsin. There is an urgent need for substitute teachers. The wage of a substitute teacher has increased to \$200 per day within several Sheboygan County school districts and can provide supplemental income while working in a daycare center or pursuing a bachelor's degree.