



# Starting a Licensed Child Care Business

Center License | Caring for 19 Children or More





# Developing a Licensed Child Care Center

*Starting a Licensed Child Care Business | Center License* outlines the steps to open a licensed child care center in North Dakota. Prospective child care center owners and planners can use this guide to direct their efforts during each stage of development – from initial planning discussions to facility design.

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# Contact Us for Help Along the Way

The Department of Human Services contracts with Child Care Aware® of North Dakota to provide prospective child care owners with free start-up consultation and guidance to meet licensing requirements and inspections.

In general, center planners will connect with inspectors for building, fire, health and child care licensing at least two times during the start-up process. Child Aware® can point out obstacles that may prevent your center from meeting requirements and, as you prepare to purchase or lease, can alert you to potential design challenges.

Consider contacting Child Care Aware® before moving forward with any contractual arrangement related to building designs or purchase agreements.

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# Understand License Requirements

Child care centers can provide care for 9 or more children in a public/private building.

The actual licensed capacity of a child care center is determined by available space, staff to child ratios, and sometimes local ordinances.

Learn more about North Dakota child care licenses: <http://www.nd.gov/dhs/services/childcare/info/>

The following list identifies some of the basic state requirements to become a licensed child care center. Refer to the Child Care Center Compliance Checklist (SFN 1423- See page 21) for a complete list of requirements.

## Center Director Qualifications

A center director must meet these qualifications:

- ☐ Be an adult of good physical, cognitive, social and emotional health, and shall use mature judgment when making decisions impacting the quality of child care
- ☐ Possess knowledge or experience in management and interpersonal relationships
- ☐ Have at least **ONE** of the following degree/certification requirements:

### **OPTION ONE:**

A bachelor's degree in the field of early childhood education or child development

### **OPTION TWO:**

A bachelor's degree with at least six months experience in a child care center or similar setting and one of the following:

- Eight semester hours or twelve quarter hours in early childhood education or child development
- One hundred twenty hours of department-approved early childhood training
- A director's credential approved by the department

### **OPTION THREE:**

An associate's degree in the field of early childhood education or child development with at least 6 months of experience in a child care center or similar setting

### **OPTION FOUR:**

An associate's degree with at least one year experience in a child care center or similar setting and one of the following:

- Eight semester hours or twelve quarter hours in early childhood education or child development
- One hundred twenty hours of department-approved early childhood training
- A director's credential approved by the department

### **OPTION FIVE:**

A teaching certificate in elementary education with at least six months of experience in a child care center or similar setting

### **OPTION SIX:**

A current certification as a child development associate or successful completion of a department approved diploma program with emphasis in early childhood or child care, with at least one year of experience in a child care center or similar setting

### **OPTION SEVEN:**

Certification from a Montessori teacher training program with at least one year of experience in a Montessori school, child care center, or similar setting and at least one of the following:

- Eight semester hours or twelve quarter hours in early childhood education or child development
- One hundred twenty hours of department-approved early childhood training
- A director's credential approved by the department





*Understand Licensing Requirements - continued from page 3*

## Staff Requirements

- ☐ One staff person with current CPR and first aid training is on duty whenever children are present.
- ☐ Qualified director be present at least 60% of the time
- ☐ Center must be sufficiently staffed at all times to meet the child to staff ratios for children in attendance and that no more children than the licensed capacity are served at any one time
- ☐ New directors, new supervisors, new providers and new staff members who are 18 years of age and older and who have lived outside of North Dakota in the last 10 years must complete fingerprint background check
- ☐ All staff members must complete an [Authorized Background Check \(SFN 508 - See page 33\)](#)

## Facility Requirements

- ☐ Fire Inspection. Contact your local fire inspector for fire codes that may apply to your area.
- ☐ Minimum of 35 sq. ft. per child of usable play space indoors
- ☐ Minimum of 75 sq. ft. per child of usable play space outdoors OR 75 sq ft of usable indoor recreational space
- ☐ Child care environment provides an adequate supply of safe play equipment, toys, materials for indoor/outdoor activity ([See Appendix page 34](#))
- ☐ Meets sanitation and safety requirements.
- ☐ Adequate heating, ventilation, humidity, and lighting
- ☐ A minimum of one sink and one flush toilet per 15 children, excluding those not toilet trained
- ☐ Hot and cold running water (hot water is 120 degrees Fahrenheit or less)
- ☐ Sanitary hand drying equipment, individual cloth or paper towels and safe step stools available
- ☐ An approved first aid kit
- ☐ An emergency disaster plan is developed and posted
- ☐ Fenced outdoor play area
- ☐ Napping areas for undisturbed rest
- ☐ Smoke-free environment and signage posted
- ☐ Covered or inaccessible garbage containers

*Understand Licensing Requirements - continued on page 5*

## Policy, Procedure and Contract Requirements

- ☐ Written daily schedule that includes age appropriate activities and intervals of stimulation/relaxation/active/quiet/rest times
- ☐ Meal plans posted that meet Child and Adult Care Food Program guidelines [www.dpi.state.nd.us/child/cacfp/index.shtm](http://www.dpi.state.nd.us/child/cacfp/index.shtm)
- ☐ Parent Handbook (See Appendix page 37)
- ☐ Staff Handbook (See Appendix page 45)
- ☐ Written plan for guidance and discipline of the children
- ☐ Reporting procedure if parents or staff wish to file a complaint, suspected licensing violation, or suspected child abuse or neglect
- ☐ Written plans to respond to illness and emergencies
- ☐ Posted [Evacuation Disaster Plan](#) (SFN 517- see page 52) that includes plans/procedures for
  - Emergency food, water
  - First aid supplies (see Appendix page 53)
  - Pickup/relocation information
- ☐ Accountability procedure when a child fails to arrive
- ☐ Transportation policy if applicable
- ☐ Written agreements regarding fees and payments
- ☐ Written policies on employment

## Business File Requirements

- ☐ A copy of regulations
- ☐ Individual files for each child that contain:
  - [Child Information Sheet](#) (SFN 845 - see page 54) form that includes the child's name, birth date, and current home address
  - [Parent Statement of Health](#) (SFN 847 - see page 55) that lists medical and health information for each child
  - Immunization records (except for school age children/drop in) or valid exemption
  - Written emergency medical care authorization
  - Release of information form for each child
  - Health care plan for individuals diagnosed with a special need
- ☐ Individual files for each staff person that contain:
  - Documentation to verify qualifications
  - Documentation of CPR Cards
  - Documentation of First Aid Cards
- ☐ Background Check Form (SFN 508 - see page 33)

## Get Information on Local Ordinances

County social services licenses and inspects child care programs to ensure compliance with North Dakota child care rules and regulations. They also provide information on local ordinances.

Connect with the child care licenser for your area by contacting your county social services office.

<http://www.nd.gov/dhs/locations/countysocialserv/>

# Determine Business Type

## **Sole Proprietorship**

This is a situation in which one person owns and manages the business and is the sole person financially responsible for it. In other words, this person receives all the money from the business but is also legally responsible for all its debts. If you are a sole proprietorship, you are responsible for the income tax of the business.

Aside from the financial responsibilities and licensing regulations, the sole owner of a business has no obligation to an outside authority. This person can make the decisions on curriculum, fees, philosophy, policies, and related matters without having to answer to anyone else, as long as it stays within the limits of licensing regulations, state law and financial responsibilities.

## **Partnership**

If two or more persons get together to operate a business, they form a partnership, drawing up an agreement with help from an attorney that states each person's share in the business. These persons make decisions and receive monies as would an individual, dividing income according to each person's share. They are also responsible for the debts incurred by the business, again dividing that responsibility according to each person's share in the business. Partnerships do not pay income taxes. Rather, each partner is taxed on his or her proportionate share of the business.

The partnership, like the sole proprietorship, is responsible only to itself, making all decisions related to the operation of the facility, as long as it stays within the limits of licensing regulations, state law and financial responsibilities.

## **Corporation (For profit)**

Usually a corporation is formed when there is more than one person involved in a business, although in some states individuals may also become incorporated. Corporations are organized under state laws and therefore may differ somewhat from state to state. A corporation still needs to stay within the limits of licensing regulations and legal financial responsibilities. Basically, a corporation operates as though it were an individual. The corporation assumes the responsibility of the business, receives all monies, and assumes all debts.

Members of the corporation are not held personally responsible for debts of the business, but only for the share of the business that they own. You will need legal assistance to set up a corporation and may need additional legal assistance for its continuation, should problems arise. Unlike the partnership form of a business, a corporation pays income taxes on its profit, while the members of the corporation pay income tax on their share of the profits.

It is conceivable that family members can become a simple corporation and function as the Board of Directors and officers. The Board, in turn, hires the facility director, and sets his/her salary.

## **Nonprofit Corporation**

To enter the nonprofit field, an organization must become incorporated. This assures those who contribute to the facility that all monies received will go into the project and will not be of benefit to any individual. Nonprofit corporations receive some tax exemptions, since they don't profit. All monies earned must be put back into their business.

Child care businesses who decide to incorporate as a nonprofit are regulated by federal and state law. Nonprofit incorporation is best handled by an attorney in consultation with a certified public accountant. It is important to understand the advantages and disadvantages of being a nonprofit before a decision is made.

Nonprofits are required by law to have a Board of Directors. Those members should be chosen very carefully as the duties of board members are significant. For most nonprofits that find themselves in financial or organizational difficulty, the reason(s) can be traced to inadequate board member recruitment and training.

If the facility is operated by a religious organization, a community service organization, or some type of incorporated group, the facility is considered to be nonprofit. It operates under the sponsors' nonprofit incorporation papers (501c3). Tuition income may be supplemented by the sponsoring group either through fund raising or grants. Often the sponsoring body will just underwrite one or more aspects of the program, such as providing facilities free of charge.

# Create a Budget

## Vision Determines Budget

Begin by outlining a vision for the center. The following questions will help you determine the center's services and frame the basis for the start-up and operating budgets.

- What is the demand for child care services in the area?
- What are the current market rates for child care services?
- What are the desired financial outcomes?
- What are the desired programmatic outcomes?
- Are adequate levels of qualified center management and staff available for hire?
- What is the average salary of child care staff in the area?
- How many children will the center serve? What are their ages?
- How will the exterior look? Will the center portray a positive street appeal?
- How will the interior look? What messages will the interior design features convey?
- Why should families choose this center?
- What will set the center apart from existing child care centers in the area?

## Who should develop the budget?

Budgets represent the future. A center director, the person who enrolls families, manages staff, and plans for the facility's future, typically develops the budgets and, for non-profit entities, works in collaboration with their parent advisory board or board members (if these have already been established). Budget development should not be the responsibility of the facility's accountant or the bookkeeper.

## Possible Income

Consider Child and Adult Care Food Program (CACFP) reimbursements when estimating cost of meals and snacks for eligible children. To participate in the CACFP, a facility must be a public institution, a private non-profit (501(c) 3) institution, or a for-profit facility in which 25% or more of the children receive Child Care Assistance or meet the requirement for free or reduced price meal benefits.

[www.dpi.state.nd.us/child/cacfp](http://www.dpi.state.nd.us/child/cacfp)

New projects require the preparation of two budgets:

- **Start-up budget** (See page 58 for worksheet) that projects start-up income/expenses
- **Operational budget** (See page 59 for worksheet) that projects daily income/expenses.

The goal of both budgets is to balance expenses by projected income or other revenue sources.

## Start-Up Budget

Estimate initial start-up project costs to get a sense of how much money will be needed and whether it's feasible to proceed. Building, labor and material costs change constantly, so adjust your budget accordingly when

- A site is selected
- A purchase or rental cost is known
- Architectural and construction (plumbing, carpentry, electrical) bids are submitted
- Furniture and equipment needs are identified

## Annual Operating Budget

List all anticipated expenses that will occur once your child care program is operating at desired capacity.

A financially healthy for-profit or nonprofit child care facility can expect a 5-7% profit or surplus after expenses.

It is best to estimate expenses higher and project income lower as you create a budget.

Personnel	75-80%
Occupancy	8-15%
Meals/snacks	4-8%
Supplies	2-5%
Equipment	2-5%
Insurance	2-3%
Other services	2-4%
Profit/surplus	5-7%

Contact Child Care Aware for an Excel spreadsheet template that is formatted specifically for a center budget. Simply add your fees, enrollment, staff salaries, etc. and figures will calculate automatically.





## Budget conservatively the first year

Use a realistic enrollment utilization rate when writing the first year's operational budget. A program rarely enrolls to 100% of licensed capacity within the first year. Budget conservatively for year one by estimating enrollment at 85% to 95% of capacity.

The following scenarios compare budget projections at 100% and 85% utilization for a facility licensed for 50 children and charging \$5,000 per year (50 weeks x \$100 per week). It shows a dramatic shortfall of \$35,000 when enrollment fell short by 15%.

### Annual income projections of a facility using 100% utilization

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50 children (100% enrollment) x \$5,000 = \$250,000

### Annual income projections of a facility using 85% utilization

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50 children (85% enrollment) x \$5,000 = \$215,000

Hopefully, the utilization rate will be higher than 85%. If so, the additional revenue can be used to increase program quality or to cover unexpected expenses. After 2-3 years of operation, the facility enrollment will have stabilized giving a more accurate utilization rate and more accurate budget projections.

## Policies impact the budget

### Absence Policy

*Will the program require families pay all or part of the fee for days their child does not attend because of illness or vacation?*

Absences due to illness, visits from grandparents, vacations, or school holidays impact on monthly income. Many programs hesitate to charge families for these times, even though expenses remain constant. Budgets need to accommodate absences by projecting income based on less than full attendance OR require payment for days that are missed.

Some programs compromise by limiting the number of "no charge days" for absences, but will collect fees for days when children are absent beyond the set limit. This policy shows consideration for families but also allows child care programs to accurately predict expected income and build stability into the budget.

### Reduced Rate Policy

*Will the program plan on offering reduced rates for siblings and/or children of staff?*

Most centers charge full rates for families with multiple children and for staff's children who are in attendance.

### Part-Time Fee Policy

*Will the program offer full time and part time care?*

For some families, part-day or part-week care may make the most sense, especially for very young children whose parents are not working or studying full time. Consider charging more for part-time enrollment. Generally, fees for part-time care need to be higher since matching part-time children with another to equal a full-time child becomes challenging.



## Staff Expenses

Staff salaries and benefits will be the single, largest expense for the facility running 75%-85% of the facility's total expenses. Carefully plan start-up staffing needs and schedules to adequately accommodate state mandated child-to-staff ratios and classroom group sizes.

## Adult-to-Child Ratio and Group Size for Child Care Center Licenses

AGE OF CHILDREN	STAFF:CHILD RATIO	MAXIMUM GROUP SIZE *
0 thru 17 mo.	1:4	10
18 thru 35 mo.	1:5	15
3 years	1:7	20
4 years	1:10	25
5 years	1:12	30
6 to 12 years	1:20	40

*\* If mixed ages are grouped in the classroom, group size must be consistent with the age of the majority of the children. EXCEPTION: If children under 18 months of age are part of the mixed age group, the group size for their age group must be maintained.*

Contact Child Care Aware® for a [Ratio Calculation Worksheet](#) that will help you easily and accurately calculate ratios with just a few key strokes.

## Staffing Patterns

Consider the following recommendations for staffing patterns and budgeting.

- Overlap staff schedules to allow enough time for staff to communicate about children in their care.
- Maintain appropriate ratios and group sizes when scheduling staff breaks and time for activity planning and preparation.
- Include time for meetings with parents, staff meetings, and trainings. Fair wage and hour standards require that wages be paid during meetings and trainings.
- Budget for substitutes if offering sick, vacation and holiday pay for staff who receive those benefits.
- Budget for possible health, dental, vision, maternity leave, additional insurance, retirement packages, etc.
- Consider creating a pay scale which links pay to training and experience
- Always have two or more staff scheduled while children are present to help reduce the risk of false allegations or the risk of one staff person unable to manage a crisis situation.



# Find the Right Facility

Child care facilities become a “home away from home.” Planning a “home away from home” that accommodates children of various ages, interests and energy levels can be a daunting task. Focus on these tried and true design features used by successful center developers.

- Plan for enough space
- Bring plumbing to the right places
- Design the facility to maximize health and safety, comfort and convenience, play and learning

*“Child behavior tends to be more constructive when sufficient space is organized to promote developmentally appropriate skills. Crowding has been shown to be associated with increased risk of developing upper respiratory infections. Also, having sufficient space will reduce the risk of injury from simultaneous activities.”*

- Caring for Our Children: National Health and Safety Performance Standards

## Plan for Enough Space

North Dakota requires a minimum of 35 square feet per child of useable space per child (this does not include equipment, door swings, hallways, bathrooms, etc.). [See The Myth of 35 Square Feet - page 00](#)

Experts agree that at least 50 square feet of usable space should be allotted per child in each classroom, and even more for infant and toddler rooms to accommodate their cribs and other specialized, bulky equipment.

### Square Foot Recommendations for Indoor Child Care Space

	Minimum	Better	Recommended
<b>Primary play space for each classroom</b> (used for child activities and play)	35 sq. ft /child	46 sq. ft /child	50 sq. ft /child
<b>Secondary space in each classroom</b> (bathrooms, diapering areas, storage, kitchenettes, cubbies, and built in furniture)* **	20 sq. ft /child	20 sq. ft /child	22 sq. ft /child
<b>Adult and common space</b> (outside the classrooms: staff lounge, reception area, resource room)	15 sq. ft /child	22 sq. ft /child	24 sq. ft /child
<b>Non-assignable space</b> (essential architectural space such as entry ways, corridors, utility room and stairways)	17.5 sq. ft /child	26 sq. ft /child	29 sq. ft /child
<b>TOTAL BUILDING SQUARE FOOTAGE</b>	<b>88 sq. ft /child</b>	<b>115 sq. ft /child</b>	<b>125 sq. ft /child</b>

\*Infant rooms - an additional 30 sq. ft/child are needed for each crib as well as 2-3 foot spacing between cribs.

\*\*Toddler rooms - an additional 3 sq. ft/child are recommended for both diapering and toileting areas.

## Facility Design Features

Good space design makes routine care giving experiences convenient, comfortable and enjoyable for children and staff. Good design welcomes parents and children into the facility and sends a clear message that this will be a good place to spend the day.

Before putting pencil to paper to sketch the facility floor plan, consider the following design features and the specific enhancement each brings to the program. Integrating as many of these features as possible into the original facility plan will help program planners design the right facility from the start.

### Features to enhance the health & safety

#### For all rooms

- 50 usable sq. ft./child (not to include nap space, bathrooms, and door swings)
- Phone in each room
- Windows or half walls in infant nap space
- Windows at child's level that open
- Sinks at child height with lever handle each room (0-17 mo. at 16", 18-35 mo. at 18", 3-5 years at 22")
- Bathrooms with child-size toilets in each room

#### For preschool rooms

- One adult sink with lever handle in each room
- Water fountain in each room

#### For infant/toddler rooms

- Two adult sinks with lever handles (one for diapering, one for food prep)
- Space for two small tables (4-6 children per table) in food area (limit high chairs—children can be at appropriately sized tables when able to sit)
- Linoleum or laminate in room entrance, food area, diaper area, bathroom
- Space for adults and children to remove shoes before entering into rooms (floors are dirtiest space in childcare)
- Refrigerator mounted overhead out of children's reach
- Heated floors

### Features to increase comfort for children & staff

- Climb-up changing tables for toddler rooms
- Carpeted space for cozy area
- Incandescent (not fluorescent) track lighting with dimmer switches (create pools of light)
- Well-functioning heating and cooling system with individual room controls
- Comfortable seating for caregivers
- No half walls or portable dividers separating groups of children
- Neutral paint and wood accessories (no plastics)
- Ceiling fans

### Features to maximize convenience & efficiency

- Computerized check-in at front desk
- Parent area in each room
- Cubbies and coat hooks defining room entrance
- Overhead, adult-only, wall storage in every activity area (limit base cabinets)
- Storage for car seats in infant/toddler rooms
- Durable, cost effective materials that prevent maintenance hassles
- Overhead storage in nap room for blankets, sheets, etc.
- Storage for mats in toddler and preschool space
- Easily cleanable flooring for messy areas (art, sand, water, food)
- Washer/dryer centrally located
- Outdoor storage for wheeled toys, sand/water toys, etc.
- Access to water on playground for drinking water and water play

### Features to encourage active play

- Platforms, steps, slides (indoor)
- Access to outside playground from each classroom
- Landscaped, fenced-in play area
- Indoor gross motor room

### Features to enhance exploration

- Multi-level lofts for individualized/small-group play
- Space for reading, manipulative, construction, dramatic play, and motor exploration (including infant room)
- Low, open shelves accessible to children
- Windows, glass doors and peek-through windows facilitate exploration

### Features to support staff

- Office space for staff work desks, computers, printers and copy machine
- Staff lounge and resource room
- Space for staff meetings and in some cases, community gatherings



## The Importance of Lighting

The quantity, quality, and variety of light shapes young children's experiences and their understanding of the world around them. Classrooms and other activity areas in the facility should incorporate a range of natural and artificial light from a variety of sources. Maximize the number of windows between rooms and to the outdoors. Individual classrooms should have the ability to control their own light, ideally with a dimmer switch.



## Plan for Intense Plumbing Needs

Child care facilities have intense plumbing needs and can be one of the largest fixed renovation or building costs for a child care facility. However, adequate plumbing is critical to the function of each room. If renovating an existing building, carefully explore the feasibility of adding bathrooms in a variety of locations.

Child-sized activity sinks are needed in group rooms separate from hand washing sinks related to toilets. In infant and toddler rooms, it is recommended there be two adult-height sinks – one for diapering and one for food preparation and other uses. In preschool and school age rooms one adult sink is recommended. Keep in mind the importance of water play for children and design an area to accommodate a water play table.

### Plumbing Considerations

<b>Infant Rooms</b>	1 child-sized handwashing sink - 16 inches high 2 adult sinks, one for diapering and one for food preparation
<b>Toddler Rooms</b>	1 child-sized toilet per 5 toddlers, 11 inches high 1 child-sized handwashing sink per 5 toddlers - 18 inches high 2 adult sinks, one for diapering and one for food preparation Water fountain
<b>Preschool Rooms</b>	1 child-sized toilet per 10 children, 11 inches high 1 child-sized handwashing sink per 5 toddlers - 18 inches high 2 adult sinks, one for diapering and one for food preparation Water fountain
<b>School-Age Rooms</b>	1 child-sized toilet per 20 children - 1 for males, 1 for females 1 child hand washing sink per 10 children 1 adult sink Water fountain
<b>Adult Needs</b>	1 toilet per 10 adults 1 fully accessible toilet per building or floor 1 hand washing sink per 10 adults 3 kitchen sinks (wash, rinse, sanitize)

## Learn More About Center Design

- *Designing Early Childhood Facilities: Resource Guide 2* at [http://www.lisc.org/docs/publications/2005\\_cick\\_guide\\_vol2\\_designing.pdf](http://www.lisc.org/docs/publications/2005_cick_guide_vol2_designing.pdf)
- *Creating Playgrounds for Early Childhood Facilities: Resource Guide 4* for help planning the facility's outdoor play space to achieve a successful environment for young children. It begins by considering the types of activities that children can enjoy outdoors and suggests equipment and materials that support that play.  
Download at: [http://www.lisc.org/docs/publications/2005\\_cick\\_guide\\_vol4\\_playgrounds.pdf](http://www.lisc.org/docs/publications/2005_cick_guide_vol4_playgrounds.pdf)



## Potential Site Assessment

	YES	NO	NOTES
Zoning allows for a child care facility.			
Site conveniently located for the project's targeted families.			
Outdoor space accommodates an outdoor play area that is well located <i>(Minimum of 75 square feet per child of usable outdoor play space with a separate play area for infants/toddlers and preschoolers is recommended).</i>			
Entrance to facility safe and secure. Building lends itself to designing a welcoming entrance that can be secured from the public.			
Building exterior attractive, clean, well maintained and welcoming.			
Building accessible to those with disabilities.			
Parking area safe and convenient.			
Entry to the building lends itself to designing a welcoming atmosphere for the space.			
Building free of environmental hazards such as lead, radon, asbestos, and mold. Check for lead paint in buildings built before 1978.			
Flooring and walls clean, durable and in good repair. Multiple classroom spaces can be created where all groups of children are in distinct classroom spaces acoustically separated by walls <i>(Early childhood experts agree that more than the minimal licensing requirement of 35 sq.-ft. per child is needed to support a high quality environment. Optimal square footage is generally considered 50+ sq ft. per child depending on the age and the number of children.</i>			
Building has ample windows or the ability to create additional windows, especially windows that are low to the floor.			
Indoor space available for running and active play.			
Layout of the building allows each classroom to have direct or easy access to the outdoors.			
Separate office spaces dedicated for staff outside the classroom. Site has an area that can be dedicated for staff breaks with comfortable adult furnishings away from the children. Secure and accessible storage space for staff available in offices, closets, classrooms or other storage areas.			
Building provides space for confidential conversations with parents and staff.			
Bathrooms and sinks can be incorporated into each classroom that are suitable for children. Adult bathrooms sufficient and conveniently located.			
Diaper changing area accessible, hygienic and allows for clear supervision of children.			
Kitchen safe and appropriately equipped (possibly commercial and contain appropriate sinks or dishwasher) for the type of food services planned. Include closed storage for dishes, utensils, bulk foods, including locked storage for any potentially hazardous materials/items.			
Laundry area well designed and centrally located.			
Telephone system which provides phone access in each room.			
Existing building systems (plumbing, sprinkler system, electricity, heating, ventilation and air conditioning, etc.) in good condition and able to support high volume use in a child care facility.			

# Write a Business Plan

## Why develop a business plan?

Writing a business plan is an important step towards managing your business more effectively and efficiently.

- A business plan encourages strategic thinking in an objective manner. A completed business plan also provides a road map for a business to follow for future organizational and financial developments.
- A business plan communicates a business' mission and goals to potential funders. It explains how the proposed funding will further the business' goals and establish a viable business. Business plans are commonly required when applying for small business loans or financing from a commercial bank.

## What is in a business plan?

Every business plan should include the following sections:

Cover sheet

Table of Contents

1. Executive Summary
2. Company Overview
3. Service Description
4. Market and Industry Analysis
5. Marketing Plan
6. Operations Plan
7. Financial Analysis
8. Evaluation
9. Supporting Documents

Contact Child Care Aware® for assistance in developing your child care business plan, center operational budget, etc.

## General Tips for Developing a Business Plan

- **Presentation matters.** Never underestimate the value of a professional-looking document. Bank and grant officers look at hundreds of business plans and appreciate a plan that is easy to read and well presented. A professional looking business plan shows that the management is serious about the business.  
To make the document easy to read:
  - Use headers
  - Leave plenty of white space on each page
  - Include a table of contents
- **Be concise.** A short, well-written plan presents better than a long, drawn out one. Write in easy-to-understand terms.
- **Be honest.** Don't try to hide limitations and weaknesses. In addition to highlighting the strengths of a child care business, a business plan should demonstrate an understanding of the challenges a business faces. After a challenge has been identified, be sure to discuss a plan for overcoming it.
- **Seek professional assistance.** There is nothing more valuable in the process of writing a business plan than receiving assistance from an expert in the field. Child Care Aware® consultants can provide feedback on all aspects of business plan.

Contact North Dakota Small Business Development Center for information on possible funding opportunities and loan packages. [www.ndsbdc.org](http://www.ndsbdc.org)

# Business Plan Outline

**Cover Sheet** (Sample provided at right)

## Table of Contents

### Section One: Executive Summary (one page or less)

1. Brief description of the child care business
2. Mission statement
3. Brief description of the proposed project

### Section Two: Company Overview

1. Type of business structure; stand alone or part of an umbrella organization
2. History of the business/organization; years of operation
3. Description of services currently offered (or planned), number and ages of children served, and target market, number and qualifications of staff
4. Programmatic success (e.g. National Association of the Education of Young Children accreditation or environmental rating scale assessments)
5. Future (two-year) business goals and needs

### Section Three: Service Description

1. Program
2. Description of the expansion project:
  - Whether a new site is being acquired or an existing site is being expanded
  - The attributes of the business location that make it appropriate for child care
  - Number and age-mix of children to be cared for
  - The hours of operation
  - Services to be offered
  - Required equipment and furnishings
  - Room design and arrangement
3. Plan for managing the facility development process
  - Which consultants have already been hired (e.g. project manager, architect)
  - How and when additional consultants will be hired
  - The level of involvement of the board (if non-profit)

### Section Four: Market and Industry Analysis

Child Care Aware® has current data to assist you with your analysis: [www.ndchildcare.org/data-pub](http://www.ndchildcare.org/data-pub)

1. Demographics of working families in your county or in the target group you plan to serve.
2. Child care demand information
3. Child care supply information
  - Number of other child care programs in the community or geographic area
  - Number of child care spaces already provided in the area
  - Child care vacancies in the area
  - Average cost of care
  - Length of current waiting list
  - Age groups that are being served (infants, toddlers, preschoolers, school-age, or a combination) or that are NOT being served by other programs
  - Locations of existing child care businesses in your vicinity
  - Types of services offered by existing child care businesses

## Cozyland Child Care Center Business Plan

123 Main Street  
Anytown, ND 51111

701-000-0000  
Cozyland@email.com

Jane Doe, Director  
701-000-0000

January 1, 2015

### **Section Five: Marketing Plan**

1. Why will customers come to you and not to the competitors--price, quality of care?
2. What are your marketing goals?
3. What strategies are you going to use to reach potential customers?

### **Section Six: Operations Plan**

1. Description of management team with staff qualifications
2. Organization chart
3. Staff training practices and staff training needs
4. If non-profit, identify board compositions and provide list of board members
5. If for profit consider adding information of a potential parent advisory board and their role.

### **Section Seven: Financial Analysis\***

1. Start-up budget (if project is new or expanding)
2. Annual operating budget
3. Financial projections for three years including assumptions and comments
  - Three Year Income Statement
  - Three Year Balance Sheet
  - Three Year Revenue Model
4. Current revenue and expense statement

*\*Contact Child Care Aware for model Excel spreadsheets formatted specifically for center budgeting. Simply add you projected fees, staff salaries, etc. and the program will calculate automatically.*

### **Section Eight: Evaluation**

Describe the outcomes to be accomplished. Identify benchmarks that will be measured during implementation to demonstrate successful implementation of the project.

### **Section Nine: Supporting Documents**

- Budgets and current revenue and expenses
- Financial projections for three years including assumptions and comments
- Staff/child ratio information sheet, worksheet and staff credentials
- Resumes of key people (board chair, owner/operator)
- Consultant contracts
- Letters of support
- Legal documents (articles of incorporation, child care license, property deed)
- Other relevant information (e.g. waiting lists, commitment letters from funders, etc.)
- Letters of support (three)
- Any other relevant information



# Purchase Furnishings

When selecting classroom equipment and materials, many factors should be considered along with cost.

- Focus on quality and durability, not on immediate cost savings. Selecting higher quality furnishings for the classroom may cost more initially but will undoubtedly reduce maintenance and replacement costs over time.
- Purchase items that will create a warm and inviting environment in your facility and classrooms. Well-designed and aesthetically pleasing furnishings and materials will support program quality by improving the overall classroom environment.
- Use natural wood tone furnishings and equipment. Avoid plastic furnishings..
- Work with vendors known for high quality and long-lasting products, and who provide warranties and replacement parts.
- Ask vendors about upcoming sales or discounts.

An annual operational budget, should include **\$150 to \$200 per child for new purchases and replacement of toys, books and curriculum materials.**

## Helpful Resources















- Child Care Center Equipment and Furnishings (see [Appendix page 34](#)) lists recommended furniture and equipment and offers advice on how to prioritize your needs.
  - Items that must be purchased for start-up
  - Items can be requested as donations
  - Items can be purchased as grants and fundraising dollars become available
  - Items can be purchased as the facility's income allows
- Equipping and Furnishing Early Childhood Facilities: Resource Guide 3 [http://www.liisc.org/docs/publications/2005\\_cick\\_guide\\_vol3\\_equipping.pdf](http://www.liisc.org/docs/publications/2005_cick_guide_vol3_equipping.pdf) provides information on the selection and arrangement of furnishings and equipment to make the space functional, comfortable, and safe for young children and adults who share the environment.

## Things to consider when purchasing classroom furniture

- Plan an environment that encourages independence. Children of all ages - infants, toddlers and preschoolers - feel more competent and secure when they can handle their surroundings safely and independently.
- Staff can make better use of their time and energy when the environment is set up to promote self-help skills. For example, instead of lifting older toddlers and twos into highchairs, staff can encourage children to seat themselves on small chairs at low tables.



## Considerations when purchasing classroom furniture

	AVOID	LIMIT	CHOOSE	CONSIDERATIONS
<b>Group feeding tables</b> 				Group-feeding tables are not comfortable and supportive because the child's legs can dangle and plastic seats are slippery. Children need to feel secure when they move around in their seats. The chance of spreading germs from one child to the next is also high, since group-feeding tables space children close together.
<b>Low, child-size tables and chairs and low high chairs</b> 				Child-size chairs around a low table encourage independence and increases their self-help skills. Toddler's feet should touch the floor while they are seated. Appropriate table height allows children to rest their elbows on the top of the table and tuck their legs comfortably underneath.
<b>Large toy boxes</b> 				Large toy boxes and crates do not allow play and learning material to be sorted and stored in an organized way for independent use. If dolls, rattles, music toys, blocks and cars are all stored together in a large box, children cannot see the different materials that have been heaped randomly on top of one another in the box.
<b>Low shelves</b> 				When toys are sorted and stored separately on open shelves, children can easily see the different types of toys and make choices about what they want to play with.
<b>Walkers</b> 				Infants continue to sustain injuries in walkers, even under supervision. Most of the injuries resulted from a fall down stairs or falls out of the walker. Other injuries, such as burns and poisonings, happen because infants are more mobile in walkers and able to reach objects that would be otherwise be out of reach. The Academy of Pediatrics states "walkers do not help children walk sooner and can actually delay normal muscle development."
<b>Exersaucers</b> 				Exersaucers are considered safe and are a better option than walkers because they allow children to spin, rock, bounce, and sit upright. However they should only be used for short periods of time. Some physicians feel that exersaucers hold a child's hip in an extended position, which is not good if a baby spends a lot of time in them. These devices also prevent a child from seeing their feet. Data on walkers suggests that this lack of visual feedback hinders children's learning of their own movements.
<b>Floor mats, pillows and blankets, on open floor space</b> 				Floor blankets, mats, pillows, hammocks, soft ottomans, plastic climb through tunnels, play rings and pull-up bars encourage children to move naturally and rely on their own creativity and initiative for locomotion.

**Get more information about hazardous children's equipment**

U.S. Consumer Product Safety Commission <http://www.cpsc.gov/>

## Schedule an Inspection

If you have completed all the licensing requirements (see pages 3-5) you are ready to schedule your licensing inspection. Call your [county child care licenser](#) to schedule an inspection and complete the licensing process.

Contact Child Care Aware® of North Dakota if you have questions or want to apply for a [Start-up Equipment Grant](#).

### Western ND

Jennifer Prince, Child Care Consultant  
888-223-1510 ext. 208 or 701-530-2502  
[jprince@lssnd.org](mailto:jprince@lssnd.org)

### Eastern ND

Jackie Berndt, Child Care Consultant  
218-299-7007 or 800-452-3646 ext. 7007  
[jackieb@lakesandprairies.net](mailto:jackieb@lakesandprairies.net)



## Establish Your New Business

These steps are not required by licensing, but they will help you establish your new childcare business.

- Prepare a Start-up and Operational budget ([see Appendix pages 58 and 59](#))
- Obtain an Employer Identification Number (EIN) to identify a business entity: [http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Apply-for-an-Employer-Identification-Number-\(EIN\)-Online](http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Apply-for-an-Employer-Identification-Number-(EIN)-Online)
- Establish a business checking account
- Register your business with the ND Secretary of State: <http://www.nd.gov/businessreg/>
- Find a tax accountant that is familiar with child care
- Consult your insurance agent about specific insurance coverage for child care
- Establish a financial record keeping system. Minute Menu Kids Pro is a system designed especially for the child care businesses: <http://www.minutemenu.com>

## Market Your Child Care Business

Child Care Aware of North Dakota's 24/7 online referral is a no-cost service that helps child care businesses promote their vacancies and parents connect to care.

Licensed child care providers can market their business through this service by completing a Business Profile. The information you provide about your child care services and vacancies is entered into the Child Care Aware® referral database.

Families in turn, can enter their criteria for care and the system will refer them to a list of child care providers that match their needs.

Over 5,000 families use the Child Care Aware® of North Dakota Referral Service each year. Your only responsibility is listing your vacancies and then let technology do the rest.

Once licensed, complete your Business Profile form to participate in this no-charge service: <http://www.ndchildcare.org/providers/business-profile.html>

*Child Care Aware® of North Dakota is a program of Lutheran Social Services in western North Dakota and Lakes and Prairies Community Action Partnership in eastern North Dakota*





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**COMPLIANCE CHECK LIST/CHILD CARE CENTER**  
 NORTH DAKOTA DEPARTMENT OF HUMAN SERVICES/CFS  
 SFN 1423 (Rev. 8-2014)

Full Legal Name of Center:		Date Orientation Completed with Authorized Agent (For new licenses only):	
Owner/Operator Full Legal Name:		License Number:	License Expiration Date:
Address:		Date of Licensing Study:	
City:		EIN if available:	
ZIP Code:	Ages of Children:	Maximum Number of Children:	
Mailing Address if Different:		Program's Telephone Number:	

**I. LICENSE APPLICATION/DISPLAY**

☐ Yes ☐ No ☐ N/A

Licensing Fee Submitted With Application:

☐ One Year Application

☐ Two Year Application

☐ Yes ☐ No ☐ N/A

75-03-10-04(2)

License displayed

**II. STAFFING REQUIREMENTS**

☐ Yes ☐ No

75-03-10-08(1)(2)(a-f)(6)

Meets staffing requirements/maximum group size (see chart/documentation).

☐ Yes ☐ No ☐ N/A

75-03-10-08(4)

Child's developmental age used in determining number of children that can be in care at any given time when child has special needs.

☐ Yes ☐ No ☐ N/A

75-03-10-08(7)

Child care is a McGruff safe house, blockhouse, or certified safe house.

**III. DUTIES OF OPERATOR**

☐ Yes ☐ No

75-03-10-09(1)

Ensure qualified director is present 60% of the time.

☐ Yes ☐ No

75-03-10-09(4)

Notified authorized agent of major changes in operation/ownership/governing body, including staff member changes.

☐ Yes ☐ No

75-03-10-09(5)

Ensure that liability insurance is carried by program.

☐ Yes ☐ No

75-03-10-09(6)(a-k)

Written plan/policies for operation of child care center.

☐ Yes ☐ No

75-03-10-09(7)

Maintenance of enrollment, attendance, health, other records.

☐ Yes ☐ No

75-08-10-09(9)

Maintain necessary information to verify staff member's qualifications and to ensure safe care.

☐ Yes ☐ No

75-03-10-09(10-11)

Preadmission visits are provided to parents to discuss and view facility, program, and policies. Parents are provided written notice of any significant changes in program services or policies.

☐ Yes ☐ No

75-03-10-09(12)

Ensure child care is sufficiently staffed at all times to meet the child and staff ratios for children in attendance and that no more children than the licensed capacity are served at any one time.

☐ Yes ☐ No

75-03-10-09(14)

Written agreements regarding fees and payment are in place.

☐ Yes ☐ No

75-03-10-09(15-16)

Provides unlimited access and opportunities for parents to observe their child in care and upon parental request provides reports on their children.

☐ Yes ☐ No

75-03-10-09(17)

Report as mandatory reporter any suspected child abuse or neglect as required by North Dakota Century Code section 50-25.1-03.

☐ Yes ☐ No

75-03-10-09(18)

Ensure staff with current CPR and First Aid training is on duty whenever children are present.

Download a fillable SFN1423 form at <http://www.nd.gov/eforms/doc/sfn01423.pdf>

### III. DUTIES OF OPERATOR (CONT.)

- ☐ Yes ☐ No 75-03-10-09(19) Ensure staff members under age of 18 or supervised by an adult staff member.
- ☐ Yes ☐ No ☐ N/A 75-03-10-09(21)(a-e) Report to authorized agent within 24 hrs: A death/serious accident/illness requiring medical treatment or other situation specified in this section.

### IV. QUALIFICATIONS OF CHILD CARE CENTER DIRECTOR

- ☐ Yes ☐ No 75-03-10-10(1-3) 

Qualified Child Care Director's Name:	Letter:
---------------------------------------	---------
- ☐ Yes ☐ No 75-03-10-10(4) Has certified attendance at a minimum of 13 hours of department approved training, related to child care annually.
- ☐ Yes ☐ No 75-03-10-27  
75-03-10-28  
NDCC 50-11.1-06.2 Has completed SFN 508, Authorization for Background Check

### V. DUTIES OF CHILD CARE CENTER DIRECTOR

- ☐ Yes ☐ No 75-03-10-11(1) Plan, supervise, and conduct daily activities.
- ☐ Yes ☐ No 75-03-10-11(3) Screen, schedule, supervise staff members.
- ☐ Yes ☐ No 75-03-10-12(2)(a-g) Develop and deliver orientation for new staff members, keep record of items covered.

### VI. MINIMUM QUALIFICATIONS OF CHILD CARE CENTER SUPERVISOR

- ☐ Yes ☐ No 75-03-10-11.1(1-4) 

Qualified Child Care Supervisor's Name:	Letter:
---	---------
- ☐ Yes ☐ No 75-03-10-11.1(7) Has completed department approved basic child care training during first three months of employment.
- ☐ Yes ☐ No 75-03-10-11.1(8) Certified attendance at a minimum of 13 hours of department approved training annually.
- ☐ Yes ☐ No 75-03-10-27  
75-03-10-28  
NDCC 50-11.1-04 Supervisor has completed SFN 508, Authorization for Background Check.

### VII. DUTIES OF THE CHILD CARE CENTER SUPERVISOR

- ☐ Yes ☐ No 75-03-10-11.2(1) Communicates with parents about individual needs of children.
- ☐ Yes ☐ No 75-03-10-11.2(2) Plans daily and weekly schedules.
- ☐ Yes ☐ No 75-03-10-11.2(3) Ensures program policies are adhered to in groups assigned to supervisor.

### VIII. MINIMUM QUALIFICATIONS OF STAFF MEMBERS

- ☐ Yes ☐ No ☐ N/A 75-03-10-12(1)(a) Any staff member between 14 and 16 years of age has written parental permission, provider is in compliance with NDCC 34-07.
- ☐ Yes ☐ No ☐ N/A 75-03-10-12(1)(c) Certify completion of Department approved basic child care course within first 3 months, substitute staff and emergency designees exempt.
- ☐ Yes ☐ No ☐ N/A 75-03-10-12(1)(d)(1-4) Staff members do certify attendance at the specified amount of minimum department- approved training annually.
- ☐ Yes ☐ No 75-03-10-12(2) Staff members receive two-day, onsite orientation.
- ☐ Yes ☐ No ☐ N/A 75-03-10-12(3) Staff member ensures safe care for children under supervision.

### VIII. MINIMUM QUALIFICATIONS OF STAFF MEMBERS (CONT.)

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-14                                   | Volunteers providing care shall meet qualifications of staff member and receive orientation. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-27<br>75-03-10-28<br>NDCC 50-11.1-04 | Staff member has completed SFN 508, Authorization for Background Check.                      |

### IX. TRANSPORTATION

- |   |                |   |
|---|----------------|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-15(1) | Prior to licensure or relicensure has written transportation policy/who will provide/how parental permission is obtained, inform parent of insurance coverage, if transportation is provided. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-15(1) | Provider ensures all vehicles used to transport children are in safe operating condition.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-15(2) | Staffing requirements are met, safety precaution used, and provider has liability and medical insurance coverage.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-15(4) | Driver complies with all relevant state/local laws, including child restraint system laws.  |

### X. EMERGENCY EVACUATION/DISASTER PLAN

- |  |                      |   |
|--|----------------------|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 75-03-10-16(1)       | Establish and post emergency disaster plan.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 75-03-10-16(1) (a-c) | Has emergency procedures including emergency food, water, first aid supplies and plans for what will be done if parents are unable to pick up their child or child care has to be relocated as a result of emergency. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 75-03-10-16(2)       | Fire and emergency drills performed within guidelines of local fire department.   |

### XI. FIRE INSPECTIONS

- |   |                |  |
|---|----------------|--|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-17(1) | Annual fire inspection completed, with all necessary corrections made. |
|---|----------------|--|

### XII. SANITATION AND SAFETY REQUIREMENTS

- |   |                  |   |
|---|------------------|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(1)   | Health/sanitation/inspection completed on file and all violations corrected.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(2-3) | Bathrooms, tables, chairs, floors cleaned daily, cots, mats, maintained in clean, sanitary condition.                             |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(4)   | Established routine maintenance and cleaning procedures.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(5)   | Staff members wash and dry hands as recommended by federal centers of disease control   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(6)   | Indoor and outdoor equipment, toys and supplies are safe and in good repair, clean, and in sanitary condition.                    |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(7)   | Grounds are free from health or safety hazards.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(8)   | Garbage containers are covered or inaccessible to children.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(9)   | Contained play area if near busy street or unsafe area.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(10)  | Potential hazards inaccessible to children (chemicals, sharp knives, electrical outlets, medications, and etc.).                  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-18(10)  | Guns and ammunition kept in locked storage, separate from each other, trigger lock may be used.                                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(11)  | Indoor floors, steps are not slippery, splinter free. Steps/walkways are free from accumulations of water, ice, snow, and debris. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(12)  | Railings or safety gates where necessary to prevent falls.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-18(14)  | Exit doorways and pathways are useable, free from blockage.   |

## XII. SANITATION AND SAFETY REQUIREMENTS (CONT.)

- ☐ Yes ☐ No 75-03-10-18(16) Light bulbs shielded or shatterproof in areas used by children.
- ☐ Yes ☐ No 75-03-10-18(17) Combustible materials are kept away from light bulbs and other heat sources.
- ☐ Yes ☐ No 75-03-10-18(18) Comfortable room temperature, adequate ventilation, humidity.
- ☐ Yes ☐ No 75-03-10-18(19) Safe lead content on damage painted surfaces in buildings erected before 1/1/70.
- ☐ Yes ☐ No 75-03-10-18(20) Storage of personal items in sanitary manner (blankets, coverings, combs, pillows, toothbrush, etc.).
- ☐ Yes ☐ No ☐ N/A 75-03-10-18(21) Only cats, dogs, or other approved contained pets are accessible to children. Pets properly immunized, kitchen/eating area are free of pets.

### Pet Immunizations

Name	Expiration Date:
Name	Expiration Date:
Name	Expiration Date:
Name	Expiration Date:

- ☐ Yes ☐ No ☐ N/A 75-03-10-18(22) Wading pool strictly supervised/emptied, cleaned, and sanitized daily.
- ☐ Yes ☐ No ☐ N/A 75-03-10-18(23) Swimming pool approved annually by local health department.
- ☐ Yes ☐ No 75-03-10-18(24)(a) Drinking water from approved source or from a source tested and approved by the State Health Department.
- ☐ Yes ☐ No 75-03-10-18(24)(c) Home/facility has hot/cold running water.
- ☐ Yes ☐ No 75-03-10-18(24)(c) Hot water is 120 degrees Fahrenheit or less (Tested Temp \_\_\_\_\_ )
- ☐ Yes ☐ No 75-03-10-18(25)(b) Minimum one sink and one flush toilet per 15 children, excluding those not toilet trained.
- ☐ Yes ☐ No 75-03-10-18(25)(c) Separate restrooms for boys and girls six years of age and older, partitions separate toilets.
- ☐ Yes ☐ No ☐ N/A 75-03-10-18(25)(d) Child size toilet adapters, training chairs or potty chairs available for use by children. Training chairs emptied promptly/cleaned/sanitized after each use.
- ☐ Yes ☐ No 75-03-10-18(25)(e) Sanitary hand dry equipment, individual cloth or paper towels available at each sink/safe step stools available.
- ☐ Yes ☐ No ☐ N/A 75-03-10-18(27) Laundry area safe.
- ☐ Yes ☐ No 50-11.1-02.2 Smoke-free environment, signage is present.

## XIII. SPACE AND LIGHTING

- ☐ Yes ☐ No 75-03-10-19(1) Provides 35 square feet per child of indoor space.
- ☐ Yes ☐ No 75-03-10-19(2) Provides daily access to 75 square feet per child of outdoor space, or 75 square feet per child of indoor recreation space.
- ☐ Yes ☐ No 75-03-10-19(3) Facility is properly lighted.



#### XIV. PROGRAM

<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(1)	Provides written daily routine of individual or small group activities appropriate to age and needs of children. Program must include activities that foster social, intellectual, emotional, and physical growth. Developed with consideration of parent input, and made available to parents.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(3-6)	Daily routine fosters development of good health habits, self-discipline, adequate indoor/outdoor play, rest/sleep with time and opportunity for various experiences.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(8)	Program provides a variety of education experiences with sufficient play materials, equipment, toys for each child.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(9)	Cultural diversity of children is reflected in program.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(14)	Parents are encouraged to visit facility.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(16)	Personal hygiene practices appropriate for child's age and development are stressed by staff.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(17)	Concerns about child communicated promptly and directly to parent.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-20(19)	Napping arrangements are adequate and a time and space is provided for quiet play for children who do not nap.

#### XV. FOOD & NUTRITION

<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	75-03-10-21(1)	Food supplied meets USDA standards. Properly prepared, sufficient in amount, nutritious varied diets according to children enrolled, and served at appropriate hours in a safe and sanitary manner.
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	75-03-10-21(3)	Children in care for more than 3 hours shall receive a snack or meal.
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	75-03-10-21(5)	Children in care after school served snacks.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-21(6)	Daily or weekly menus are posted.
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	75-03-10-21(7)	Menu planning and feeding schedules include information from parents to tailor a child's needs.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-21(9)	Children are encouraged to eat, no coercion or force feeding.

#### XVI. RECORDS

<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(1)	Operator shall keep copy of administrative code on premises of all times.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(a)	Children's name, birth date, and current home address.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(b)	Names of child's parent, business and personal telephone numbers.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(c)	Telephone numbers of people who may assume responsibilities.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(d)	Written emergency care authorization.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(e)	Names and telephone numbers of persons authorized to take child.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(f)	Immunization record, unless drop-in child or school age.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(2)(g)	Current health assessments, completed annually.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(3)	Has verified identification of children in care-birth certificate, certified school records, passport or other documentary evidence.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(4)(c)	Release of information form available/signed/prior to the release of information.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-22(4) (a-c)	Ensure all records, photos, and information with respect to children receiving child care services kept confidential, access limited to staff members, parents, authorized agents, etc.

#### XVII. DISCIPLINE

<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-23(1)	Has a written policy regarding discipline and interpreted to staff before working with children.
<input type="checkbox"/> Yes <input type="checkbox"/> No	75-03-10-23(1-12)	Discipline is constructive or educational in nature, and items 1-12 are reviewed together by provider and licenser.

### **XVIII. SPECIALIZED TYPES OF CARE**

- |   |                         |   |
|---|-------------------------|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(1)(a) (1-8) | Environment protects children 0-12 months from physical harm without restricting physical, intellectual, emotional, and social development. Environment and interactions requirements are complied with and reviewed. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(1)(b) (1-7) | Feeding requirements are complied with and reviewed.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(1)(c) (1-4) | Diapering requirements are complied with and reviewed.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(1)(d) (1-9) | Sleeping requirements are complied with and reviewed.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(2)(a-g)     | Adequate night care arrangements.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-24(3)(a-e)     | Sufficiently staffed to handle admission records and explain policies/ procedures for drop-in child care.   |

### **XIX. CARE FOR CHILDREN WITH SPECIAL NEEDS**

- |   |             |  |
|---|-------------|--|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-25 | Appropriate accommodations, including written care plans available for children with special needs. Staff trained and follow care plans. |
|---|-------------|--|

### **XX. EMERGENCY CARE**

- |   |                      |   |
|---|----------------------|---|
| <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A | 75-03-10-26          | Written plans to respond to illness and emergencies, parents are advised of plans.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(1)       | Posting of emergency response procedures.   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(3)       | Availability of at least one working flashlight.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(4)       | Approved first aid kit maintained kept in designated location, accessible to staff, and inaccessible to children.                   |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(5)       | Working telephone, immediately accessible to staff members, with emergency numbers conspicuously posted.                            |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(7)(a)    | Provider has secured and followed proper written instruction from a medical provider to administer prescribed medication.           |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(7)(b)    | Medication properly stored/inaccessible to children, in a spill-proof container.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(7)(c-d)  | Written record of medication (including over the counter) date/time of each administration dosage. Record included in child's file. |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(8)(a)(b) | Appropriate first aid and medical care is provided and parents are notified when needed.  |
| <input type="checkbox"/> Yes <input type="checkbox"/> No                              | 75-03-10-26(9)       | Established practices regarding exclusion and return of children with infectious conditions.  |

### **XXI. CONVICTION/ABUSE/NEGLECT**

- |  |                |                                 |
|--|----------------|---------------------------------|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | 75-03-10-27(4) | Written policies on employment. |
|--|----------------|---------------------------------|

<b>CENTER:</b> Same Age Children Only			Calculation of Child/Staff Ratio "Mixed Age Group" for Group												
Age of Children	Maximum No. of Children/ Staff Member	Maximum Group Size	Age of Children	Staff	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left; padding: 5px;">Staff Chart for Mixed Age Group</th> <th style="text-align: center; padding: 5px;">Staff</th> </tr> <tr> <td style="padding: 5px;">Up to 1.34</td> <td style="text-align: center; padding: 5px;">1</td> </tr> <tr> <td style="padding: 5px;">1.35 - 2.34</td> <td style="text-align: center; padding: 5px;">2</td> </tr> <tr> <td style="padding: 5px;">2.35 - 3.34</td> <td style="text-align: center; padding: 5px;">3</td> </tr> <tr> <td colspan="2" style="padding: 5px;">Total Staff Present</td> </tr> </table>	Staff Chart for Mixed Age Group	Staff	Up to 1.34	1	1.35 - 2.34	2	2.35 - 3.34	3	Total Staff Present	
Staff Chart for Mixed Age Group	Staff														
Up to 1.34	1														
1.35 - 2.34	2														
2.35 - 3.34	3														
Total Staff Present															
0-18 mos	4	10	0-18 mos	_____ X .25 = _____											
18-36 mos	5	15	18-36 months	_____ X .20 = _____											
3 yrs	7	20	3 yrs old	_____ X .14 = _____											
4 yrs	10	25	4 yrs old	_____ X .10 = _____											
5 yrs	12	30	5 yrs old	_____ X .08 = _____											
6 yrs - 12 yrs	20	40	6 -12 yrs old	_____ X .05 = _____											
			<b>TOTAL</b>	_____											

<b>SUMMARY OF LICENSING STUDY</b>			
ENCLOSURES	YES	NO	N/A
1. Application to be Licensed, (SFN 832)			
2. Copy of Fire Inspection Report			
3. Copy of Health/Sanitation Report			
4. Documentation Records for All Employees (SFN 343)			
6. Background Check Form (SFN 508) for all Staff/Volunteers			
7. Copy of Policies/Procedures			
8. Documentation to Verify Qualification of Staff			
9. Programming Schedule			
10. Floor Plan			

TIME OF THE DAY (6 a.m. - 6 - p.m.)														
AGE CATEGORY CHILD RATIO MAXIMUM GROUP SIZE	MAXIMUM NUMBER OF CHILDREN SCHEDULED PER DAY	6 a.m.	7 a.m.	8 a.m.	9 a.m.	10 a.m.	11 a.m.	12 Noon	1 p.m.	2 p.m.	3 p.m.	4 p.m.	5 p.m.	6 p.m.
Birth to 18 months Cannot Exceed Ratio 1:4 Maximum group size - 10 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
18-36 months Cannot Exceed Ratio 1:5 Maximum group size - 15 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
3 Year Olds Cannot Exceed Ratio 1:7 Maximum group size - 20 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
4 Year Olds Cannot Exceed Ratio 1:10 Maximum group size - 25 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
5 Year Olds Cannot Exceed Ratio 1:12 Maximum group size - 30 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
6 - 12 Years Cannot Exceed Ratio 1:20 Maximum group size -40 2 - Staff	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
Special Needs Children	Number of Children Scheduled:													
	Number of Staff Present:													
	Required Caregivers:													
<b>TOTAL</b>														



TIME OF THE DAY (6 p.m. - 6 - a.m.)													Provider:		
													Date:		
													License Number:	New License:	Date:
													Number of Children:	Renewal:	Date:
AGE CATEGORY CHILD RATIO MAXIMUM GROUP SIZE	MAXIMUM NUMBER OF CHILDREN SCHEDULED PER DAY	6 p.m.	7 p.m.	8 p.m.	9 p.m.	10 p.m.	11 p.m.	12 Midnight	1 a.m.	2 a.m.	3 a.m.	4 a.m.	5 a.m.	6 a.m.	
Birth to 18 months Cannot Exceed Ratio 1:4 Maximum group size - 10 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
18-36 months Cannot Exceed Ratio 1:5 Maximum group size - 15 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
3 Year Olds Cannot Exceed Ratio 1:7 Maximum group size - 20 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
4 Year Olds Cannot Exceed Ratio 1:10 Maximum group size - 25 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
5 Year Olds Cannot Exceed Ratio 1:12 Maximum group size - 30 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
6 - 12 Years Cannot Exceed Ratio 1:20 Maximum group size -40 2 - Staff	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
Special Needs Children	Number of Children Scheduled:														
	Number of Staff Present:														
	Required Caregivers:														
<b>TOTAL</b>															

Provider:	Number of Children Enrolled:
Date:	Number of Children Present:

Include Providers Own Children Ages 0 - 12					
NAME/AGE/SCHEDULE OF CHILD (Days/Time) FullPart timeDrop-in	PARENT/GUARDIAN NAME, ADDRESS, TELEPHONE NUMBER	NAME OF EMERGENCY CONTACT PERSON TELEPHONE NUMBER	AUTHORIZATION TO RELEASE CHILD ON FILE	IMMUNIZATION RECORD ON FILE EXCEPT SCHOOL	PARENT STATEMENT ON HEALTH OF CHILD
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					

Provider:	Number of Children Enrolled:
Date:	Number of Children Present:

Include Providers Own Children Ages 0 - 12					
NAME/AGE/SCHEDULE OF CHILD (Days/Time) FullPart timeDrop-in	PARENT/GUARDIAN NAME, ADDRESS, TELEPHONE NUMBER	NAME OF EMERGENCY CONTACT PERSON TELEPHONE NUMBER	AUTHORIZATION TO RELEASE CHILD ON FILE	IMMUNIZATION RECORD ON FILE EXCEPT SCHOOL	PARENT STATEMENT ON HEALTH OF CHILD
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					

Provider's Name:
Provider's Address:

### AUTHORIZED AGENT USE ONLY

Authorized Agent Comment: Explain all NOs and N/As on Licensing Study:		
Other Comment: (Name of Food Program)		
Authorized Agent Requests <b>Provisional</b> License: <input type="checkbox"/> Yes <input type="checkbox"/> No	If Yes, Document Reason/Solution:	
Authorized Agent Recommends <b>Denial</b> : <input type="checkbox"/> Yes <input type="checkbox"/> No	If Yes, Explain:	
Report of Abuse/Neglect: <input type="checkbox"/> Yes <input type="checkbox"/> No	Authorized Agent Recommendation for Licensure: <input type="checkbox"/> Yes <input type="checkbox"/> No <b>If Yes, complete 5 lines listed below:</b>	
If Yes, Log Number of Report:	County:	<input type="checkbox"/> New License <input type="checkbox"/> Fees Collected <input type="checkbox"/> Renewal <input type="checkbox"/> Fees Processed
Health/Sanitation Inspection: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	License Number:	
Fire Inspection: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Change License Type: From: _____ To: _____	
Submitted by Authorized Agent (Signature):		Maximum Number of Children:
Date Application Packet Complete:	Age Range of Children: From: _____ to: _____	Recommended License Effective Date: From: _____ through: _____

### REGIONAL OFFICE USE ONLY

Date Application/Licensing Study Received:		Date Authorized Agent Signed Off:	
Date Regional Office Reviews Study:	Maximum Number of Children:	Age Range of Children: From: _____ to: _____	
Child Abuse/Neglect Index	Sexual Offender List	<b>Restricted</b> License: <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes Explain:	License Effective Date: From: _____ Through: _____
Date License Add/Delete Slip Transmitted to Bismarck:		Date Confirmation Received From Bismarck:	
Comments:			
Regional Office Signature:		Date:	
Date <b>Provisional</b> License Request Reviewed with Central Office:		Provisional License Request: <input type="checkbox"/> Approved <input type="checkbox"/> Denied	
Written Agreement Signed by Provider of Provisional License on:		Date Provisional License Issued:	
Date Provision License Expires:	Number of Children:	Age Range of Children: From: _____ to: _____	
If Provisional License Request Denied - Explain:			
<b>Denial</b> Request Approved or Denied - Explain:			





**AUTHORIZATION FOR CHILD ABUSE AND  
NEGLECT BACKGROUND CHECK**  
ND DEPARTMENT OF HUMAN SERVICES  
EARLY CHILDHOOD SERVICES  
SFN 508 (4-2012)

**I. IDENTIFYING INFORMATION**

Full Legal Name			Date of Birth
Address (Street & Apartment Number)	City	State	Zip Code
Mailing Address (If Different)	City	State	Zip Code
Facility Full Legal Name	Work Telephone Number	Home Telephone Number	

**II. ASSURANCE**

I CERTIFY THAT I HAVE NOT BEEN FOUND GUILTY OF A CRIME AGAINST CHILDREN OR BEEN CONVICTED OF A FELONY. IN THE EVENT THAT I AM FOUND GUILTY OF A CRIME AGAINST CHILDREN, BEEN CONVICTED OF A FELONY OR A CHILD ABUSE AND NEGLECT DECISION OF "SERVICE REQUIRED" HAS BEEN MADE, I WILL IMMEDIATELY NOTIFY MY EMPLOYER OR COUNTY SOCIAL SERVICE BOARD.

**III. AUTHORIZATION FOR RELEASE OF INFORMATION (IN-STATE)**

- A. I give the North Dakota Department of Human Services and the County Social Service office permission to check for my name in child abuse or neglect files and the North Dakota Child Abuse and Neglect Information Index for a period not to exceed one year.
- B. I further consent that any information found in the child abuse and neglect records can be shared with Early Childhood Services staff as well as the operator and director of the early childhood program or holder of self-declaration.

**IV. AUTHORIZATION FOR RELEASE OF INFORMATION**

I authorize the state or county agency that maintains records concerning child abuse or neglect in the states listed below to release to the North Dakota Department of Human Services all information contained in those records related to the undersigned.

List States Where You Have Lived in the Past Ten Years

Social Security Number

**V. FORMER ADDRESSES/NAMES**

Please List Any Former Address(es) and County of Residence Where You Have Lived in the Past Ten Years

Please List Any Other Names You Have Gone by in the Past Ten Years

**THIS IS A PUBLIC DOCUMENT AND MUST BE MADE AVAILABLE UPON REQUEST**

**VI. CERTIFICATION SIGNATURE**

I Hereby Certify That The Above Information is True To The Best of My Knowledge:	Signature	Date
--	-----------	------

The social security number is requested for the purpose of conducting a child abuse and neglect background check.

The Privacy Act of 1974 (P.L. 93-579, Section 7) requires that the following information be provided:

\* Disclosure of the social security number for early childhood services operators is mandatory, pursuant to N.D.C.C. §43-50-02. Failure of an applicant to disclose his or her social security number may result in a denial of application for license.

\* Disclosure of a staff member or household members social security number is voluntary. Failure of a staff member to disclose this information may affect the individuals ability to be employed by an early childhood services program. Failure of a household member to disclose this information may result in a denial of license, self-declaration, or registration application.

Provide a copy of the form to CSSB, HSC, and Provider.

Download a fillable SFN508 form at <http://www.nd.gov/eforms/doc/sfn00508.pdf>

## Child Care Center Equipment and Materials List

*Prepared by the Childcare Consultant Team at Child Care Aware® of North Dakota*

### Preschool and School-Age Classrooms

#### Books and Pictures

Enough to rotate and at least three of each.

- ☐ Fantasy
- ☐ Factual
- ☐ People
- ☐ Animals
- ☐ Science
- ☐ Multiple cultures
- ☐ Diverse abilities

#### Encouraging children to communicate

Enough to rotate- choose from items below:

- ☐ Small figures in blocks
- ☐ Animals in block area
- ☐ Puppets in book area
- ☐ Flannel/feltboard
- ☐ Telephones
- ☐ Dramatic play props
- ☐ Dolls

#### Fine motor

Enough to rotate and at least three of each:

- ☐ Small building toys such as interlocking blocks, Lincoln logs
- ☐ Art materials such as crayons, scissors, etc.
- ☐ Manipulatives such as beads for stringing, pegs, pegboards, and sewing cards
- ☐ Puzzles - knobbed and knobless

#### Art

Some of each of the following:

- ☐ Drawing materials such as paper, crayons, nontoxic markers, thick pencils
- ☐ Paints
- ☐ Three-dimensional materials such as play dough, clay, wood gluing, carpentry
- ☐ Collage materials
- ☐ Tools such as scissors, staplers, hole punches, tape dispensers

#### Music/movement

Some of each:

- ☐ Instruments
- ☐ Tape/cd player
- ☐ Dance props, such as scarves, bean bags
- ☐ Variety of CDs or musical selections including:
  - Classical
  - Popular
  - Cultural
  - Different languages

#### Blocks

Enough for at least 3 children (300) and accessories – at least two types:

- ☐ Unit blocks-wood, plastic, foam including rectangles, squares, triangles, cylinders, etc.
- ☐ Homemade blocks
- ☐ Hollow blocks
- ☐ Toy people, animals, vehicles, and road signs

#### Sand/Water

Sand AND water, both indoors AND outdoors, variety of toys such as:

- ☐ Containers
- ☐ Spoons
- ☐ Funnels
- ☐ Scoops
- ☐ Shovels
- ☐ Pots & pans
- ☐ Molds
- ☐ Toy people, animals, and trucks

## Dramatic play

Enough materials to rotate and some of each of the following:

- ☐ Housekeeping such as dolls, child-sized furniture, dress-up, kitchen utensils
- ☐ Different kinds of work props, such as office, construction, farm, store, fire fighting, transportation
- ☐ Fantasy, such as animals, dinosaurs, storybook characters
- ☐ Leisure such as camping, sports
- ☐ Multicultural items such as food, dress up, dolls, props

## Nature/science

At least some items in each of the following categories:

- ☐ Collections of natural objects such as rocks, insects, seed pods

- ☐ Living things such as non-toxic house plants, gardens, pets
- ☐ Nature/science books, games, or toys such as matching cards, sequence cards
- ☐ Nature/science activities such as cooking, experiments with magnets, magnifying glasses, sink and float

## Math/number

Enough materials to rotate and at least 3-5 of the following types:

- ☐ Small objects to count
- ☐ Materials for measuring, such as spoons, cups, tapes, scales, etc.
- ☐ Materials for learning shapes & sizes
- ☐ Materials for recognizing numbers such as rulers, number puzzles, magnetic numbers, number games such as dominoes or number lotto, geometric shapes, parquet blocks

# Infant and Toddler Classrooms

## Using books

At least 12 books including books about:

- ☐ People of varying races, ages, and abilities
- ☐ Animals
- ☐ Familiar objects
- ☐ Familiar routines

## Fine motor

Enough to rotate and for children to use without excessive competition:

For infants:

- ☐ Grasping toys
- ☐ Busy boxes
- ☐ Nested cups
- ☐ Textured toys
- ☐ Containers to fill and dump
- ☐ Cradle gyms

For toddlers:

- ☐ Shape sorting games
- ☐ Large stringing beads
- ☐ Big pegs with peg boards
- ☐ Simple puzzles
- ☐ Pop beads
- ☐ Stacking rings
- ☐ Nesting toys
- ☐ Medium or large interlocking blocks
- ☐ Crayons

## Active physical play

Ample materials and equipment so that children do not have to wait including:

For infants:

- ☐ Outdoor pad or blanket
- ☐ Crib gym
- ☐ Small push toys
- ☐ Balls
- ☐ Sturdy things to pull up on
- ☐ Ramps for crawling

For toddlers:

- ☐ Riding toys without pedals
- ☐ Large push-pull wheel toys
- ☐ Balls and bean bags
- ☐ Age-appropriate climbing equipment
- ☐ Slide
- ☐ Balance board
- ☐ Cushions or rugs for tumbling
- ☐ Tunnels
- ☐ Large cardboard boxes

## Art

Some of each of the following:

- ☐ Drawing materials such as paper, crayons, nontoxic markers
- ☐ Brush & finger paints
- ☐ Play dough
- ☐ Collage materials

Note: edible materials should NOT be used!

## Music/movement

Some of each:

- ☐ CD player
- ☐ Music boxes
- ☐ Musical toys & instruments
- ☐ Safe, home-made instruments such as shakers
- ☐ Variety of CDs and musical selections including:
  - Classical
  - Popular
  - Cultural
  - Different languages

## Blocks

For children 12 months and up, at least 3 sets of blocks (10 or more per set) of different types as well as variety of accessories including:

- ☐ Soft blocks
- ☐ Light-weight blocks of various sizes, shapes, colors
- ☐ Large cardboard blocks
- ☐ Toy people, animals, vehicles
- ☐ Containers to fill & dump

## Dramatic play

Enough materials to rotate and some of each of the following:

For infants:

- ☐ Dolls
- ☐ Soft animals
- ☐ Pots & pans
- ☐ Toy telephones

For toddlers:

- ☐ Dress-up clothes
- ☐ Child-sized house furniture
- ☐ Cooking/eating equipment
- ☐ Dolls
- ☐ Doll furnishings
- ☐ Soft animals
- ☐ Small play buildings with accessories
- ☐ Toy telephones

## Sand/Water

For children 18 months and up. Sand/ water, both indoors and outdoors including a variety of toys such as:

- ☐ Kitchen utensils
- ☐ Shovels & buckets
- ☐ Small cars and trucks
- ☐ Floating toys
- ☐ Plastic containers

## Nature/science

At least some items in each of the following categories:

- ☐ Living things such as nontoxic house plants, aquariums, classroom pets
- ☐ Nature/science books that represent nature realistically
- ☐ Nature/science toys that represent nature realistically

Revised 7/14



# Parent Handbook Sample

NOTE: All items highlighted in red are required by licensing.

## Cover Sheet:

Include your center name, address and phone number. Also include your website if you have one.

## Write an introduction:

Sample: Welcome to \_\_\_\_\_. This handbook contains information regarding the preschool/child care program. It is very important that you read this handbook and keep it handy as long as your child is enrolled in the program. It will answer many of the questions you may have about our program.

## Part One: About the Center

### Mission/Philosophy

- Your center mission statement should be clearly defined. What is your purpose, what are your goals for the children and families in your center?

### Hours/Days of Operation

- List your center's hours of operation. Also list all days/holidays your center will be closed (consider using an insert listing specific dates/holidays of the year you are closed) and if applicable days your center will have early dismissal. It is recommended to charge full tuition for the days you are closed.

### Staff

- If applicable, list the center's educational requirements for staff. Also, list continuing education requirements as well as CPR and First Aid staff training. **A staff member with current CPR and First Aid is on duty whenever children are present.**
- It is recommended to list the staff/child ratios for each group of children you care for (from the rules and regulations handbook). Also, list the maximum group size requirement.

## Part Two: Enrollment

### Eligibility

- List the ages of the children you accept. Also note that you do not deny enrollment on the basis of race, creed, color, national origin, gender, age or disability.
- **Preadmission visits must be provided to parents to discuss and view facility, program and policies. Parents are provided written notice of any significant changes in program services or policies.**
- List the required forms that need to be completed prior to attendance. Also note that these forms will be updated annually.  
Examples:
  - **Immunization records(SFN or doctor's records)**
  - **Registration/child information form (SFN ) Must verify identification of children in care—birth certificate, certified school records, passport or other documentary evidence.**
  - **Health records (SFN ) must be completed annually**
  - Parent consent forms
  - Food program form **Release of information form must be available and signed prior to the release of information.**

- Enrollment form
- ❖ **Make note that all records are confidential. If information needs to be updated at any other point, it is the parent's responsibility to notify the director in writing.**

## **Fees**

- List days and hours of reserved care – Charge parents for all of the hours of care that they reserve, even if they do not use them. Remind parents they are paying for the “slot” that you hold for their child.
- List rates and fees and payment schedule
  - Late pick up fee by the minute or quarter hour
  - Service fee for late payment or bounced check.
  - Supplemental fees (examples – transportation, field trips, onsite services such as music lessons, etc.)
- Payment Policy –
  - List when tuition fees are due. It is recommended that payment is made prior to receiving care.
  - List types of payments that are accepted such as electronic funds transfer, credit card, check, etc.
  - List the appropriate name checks need to be made out too and where checks can be dropped off.
- Family Discounts:
  - If applicable list family discounts your center offers. It is recommended to consider not offering family discounts due to the loss of income.
- Sick and Vacation Allowance
  - If applicable explain when a child is granted vacations days (after the first 6 months, year, etc.)
  - Explain how much notice center requires in order for child to use the vacation.
- Part time – explain how you charge for part time care.

## **Changes in Enrollment**

- Withdrawals
  - List any requirements for written notices if child is withdrawn from the program.

## **Probationary Period/Termination Policy**

- If applicable explain your probationary period – “the first two weeks of your child’s enrollment will be considered as a probationary period. If we/you feel things are not working out, we reserve the right to give notice for removal. If after the probationary period or any time prior to that, if we feel that we can not meet the needs of the child, we may ask for the two week notice for your child.”

## **Schedule** (explain your procedures on the following topics)

- Attendance
  - Explain that the family will be billed for all days the child/ren is scheduled whether or not they use the services (due to vacation, illness etc.).
  - Explain additional fees for care over 10 hours a day. Typically full time care consists of up to 10 hours of care per day.
  - Explain the need for parents/guardians to call to notify staff if child will not be in care a particular day.
- Part-time schedules
  - If at all possible try to match part time schedules from separate families to create a full time slot – this will eliminate revenue loss.
  - It is recommended that anything over 3 days will be charged full-time rate (4-day schedules pay full rate).

- Changing schedule
  - Explain how much time you will need in advance for any change in schedule. It is also recommended to not guarantee that the change in schedule can be met but instead will be evaluated on a case by case need.
  - Inclement Weather Closing
    - List your procedure for center closing due to inclement weather. Offer specific media details on where parents can listen/watch for your center closing announcement.
  - Explain the importance of signing in and out the children. If your center is on the Child and Adult Care Food program this will serve as your record of daily enrollment.
    - Explain where the sign in/out sheets are posted and the clock parents/guardians should use to document time. Consider using a computer/electronic system for more accurate and consistent information; this also adds to the professionalism of your center.
  - Waiting list
    - Explain your waiting list procedure. List any applicable fees/deposits
    - If you have a priority policy for employees and currently enrolled families for the waiting list it is important to note that.

## Part Three: Center-wide Policies and Procedures

### Authorization to pick up child

- State that children will only be released to persons the parents have listed on the appropriate documents. (Must include full names and current phone numbers) Explain process to release children to adults not on “the list”.
  - It also may be necessary to have a legal custodial agreement on file in cases of divorce or separation.
- Explain procedure taken if person picking up the child/ren is impaired due to alcohol/drug use.

### Birthday Parties

- If your center will not be allowing homemade treats from children you should clarify the treats that are allowed.

### Children’s Arrival and Parents Departure

- Offer suggestions on successfully dropping children off and successfully picking children up.
- List procedure for arrival and departure (walking child into classroom, helping them with their coats, helping them wash their children’s hands, no cell phone rule, verbal exchange with staff required, sign in sheet, etc.)
- Explain that parents will be called after 30 minutes if child does not arrive when scheduled.
- Parents should remove their infant from the car seat as well as any outerwear upon arrival.
- Parents should place their own child in their car seat and secure the car seat safety straps unless program is transporting the child.

### Field Trips

- If your center will be going on periodic field trips explain the permission slip policy and also explain how fees for the field trip will be handled.
- Explain how children will be transported to/from field trips.
- 

### Emergency Procedures

- List how often fire and tornado drills occur and where the records of the drills are kept.
- List procedures for lock-down and lock-outs

- Explain where your point of evacuation will be in the event of an emergency and how parents can contact you if this situation should occur.

### **Fire & Tornado Drills**

- List how often fire and tornado drills occur and where the records of the drills are kept.

### **Liability Insurance**

- Explain that liability insurance is required and your center does have it. It is okay to explain that your center's insurance is secondary, the parent's insurance will be required to cover injuries for each child.

### **Meals and Snacks**

- Give explanation of how meals are prepared (onsite or catered).
- **Licensing requires:**
  - Food supplied meets USDA requirements
  - Food must be properly prepared, sufficient in amount, and served at appropriate hours and in safe and sanitary manner.
  - You must offer nutritious varied diets according to the children enrolled
  - Children in care for more than 3 hours shall receive a snack or meal
  - Children in after school care are served snacks
  - Daily or weekly menus are posted
  - Menu planning a feeding schedules include information from parents to tailor a child's needs
  - Children are encouraged to eat, no coercion or force feeding
- List times of meals. Consider adding when children need to be dropped off by in order to receive meals.
- Discuss how food allergies will be handled.
- Discuss hand washing rules.
- Discuss procedures for sanitizing food contact surfaces (tables, counters, highchair trays, etc.)
- Discuss how food will be served.
- Discuss rules for food brought from home.

### **Nap and Rest Time Policy**

- List rest time requirements for nap mat/blanket. **Remember that licensing requires space be provided for quiet play for children who do not nap.**
- Discuss options for non-nappers
- Consider "back rubbing" permission form
- Parent's responsibility to wash nap items weekly

### **Outdoor Policy**

- List your outdoor policy according to the day's outdoor temperature. National Standards for Child Care recommend that children are taken outside when temperatures are above 15 degrees F (wind chill or temperature) and below 90 degrees F (heat index).
- It is extremely important for children to have outdoor play time on a daily basis. If parents request their child not go outside, it is recommended for parents to obtain a written order from their child's health care provider. If parents feel their child is too sick to go outdoors then they are probably too sick to be in care.
- Explain that parents are responsible for providing weather appropriate clothing and shoes for active play.



### Photo Release

- It is recommended to have a written permission form on file for all children to have their picture taken. Pictures of the children are taken quite often for room display, bulletin boards or sometimes media. Children cannot be photographed without a permission form from their parents/guardians.

### Promotion /Transition of children

- Explain when children will be transitioned to the next age group (i.e. based on chronological age, staffing, and maturity of child). You may want to explain that parent's wishes are always respected but may not always be granted due to the above.

### Toys from Home

- Explain your policy for toys brought from home. The majority of centers do not allow this do to the possibility of the toy being broken or misplaced. The exception to this rule could be nap comfort items or toys brought specifically for show and share.

### Transportation

- Explain your transportation policy if applicable.

### Visitors

- All visitors should check in at the child care office. Explain that parents are welcome at any time (open door policy) but due to safety reasons you need to know who is in the building at all times.
- If program has security system, explain security door protocol and questioning unknown visitors.

## Part Four: Program

### Curriculum Overview

- If your center follows a particular curriculum please explain it here.
- It is a good idea to share your center's philosophy of how children learn.
- The program provides written daily routine of individual or small group activities appropriate to age and needs of children. The program must include activities that foster social, intellectual, emotional and physical growth.

### Infant/Toddler Daily Schedule

- Include a copy of your infant and toddler room's daily schedules.
- It is recommended you explain that at this age daily schedules are very flexible and are used more for a guideline.
- The daily routine fosters development of good health habits, self-discipline, adequate indoor/outdoor play, rest/sleep with time and opportunity for various experiences.
- The environment protects children 0-12 month from physical harm without restricting physical, intellectual, emotional and social development. Environment and interactions requirements are complied with and reviewed.

### Preschool Daily Schedule

- Include a copy of your preschool daily schedule.
- The daily routine fosters development of good health habits, self-discipline, adequate indoor/outdoor play, rest/sleep with time and opportunity for various experiences.

### Program Activities

- List any additional activities your center offers.

## Part Five: Guidance and Socialization (Discipline) Policy

### Positive Guidance

- Explain how your center focuses on positive guidance. Licensing requires you have a written policy regarding discipline and that plan will be interpreted to staff before they begin working with children.

### List items that will not occur in your center

Examples could be any type of physical punishment, withholding things such as food due to unacceptable behavior, using physical restraints, etc.

(specific examples listed on pages 29-30 of licensing regulations)

## Part Six: Parents in the Program

### Daily Communication

- Identify where parent information boards are located within the center. It is recommended to have a parent board for each classroom and a center information board located near the entrance of the building. The center communicates with parents about individual needs of children.

### Grievance Procedure

- Explain your process for handling complaints/concerns

### Mandated Reporter

- Licensing requires that all staff members are mandated reporters and they report any suspected child abuse or neglect as required by North Dakota Century Code 50-25.1-03.

### Newsletters and Other Forms of Communication

- Explain how and when information will be communicated.

### Parent/Teacher Conferences

- If your center offers parent/teacher conferences please list approximate times of the year you conduct them.

### Parent Input

- Include contact information for the parent board representatives (if applicable)
- Include information regarding becoming more involved with the center.
- Explain your grievance policy.

## Part Seven: Health and Safety

### Incident Procedure

- Explain when incident reports will be written up, when parents will be called and when emergency services will be called.

### Children with Special Needs

- Explain that all children with diagnosed special health needs are required by licensing to have a current care plan signed by a parent/guardian. Care plan must be updated at least yearly. \* For best practice, it is recommended to have the care plan also signed by a health care provider.
- Emergency medication and/or equipment specified in the care plan is recommended to be available at the program at all times and when child is taken off site during child care hours.

### Emergency

- Medical Emergency
  - Explain your procedure for an accident/occurrence that requires immediate medical attention. Licensing requires you have written plans to respond to illness and emergencies and that parents are advised for those plans. You must have written emergency care authorization.
- Evacuation
  - Explain where your point of evacuation will be in the event of an emergency and how parents can contact you if this situation should occur.
    - Shelter location for weather related events
    - Safe Place for lock down situation.

- Explain your process for dealing with natural disasters.

### **Guidelines for Exclusion Due to Illness**

- Offer detailed information regarding your exclusion policies for common illnesses in children such as blood in the stool, diarrhea, fever, rash, respiratory illness, vomiting, etc. as well as children who cannot participate comfortably in care and if illness results in greater need of care than staff can provide.
- Explain that your program can override any health care provider's orders.
- List illnesses that children are diagnosed with that parents need to inform the center of immediately.
- Explain procedure that will be followed if children become ill while at the center. **Licensing requires that appropriate first aid and medical care is provided and parents are notified when needed.**

### **Handwashing Policy**

- List all times children and adults are required to wash hands.

### **Health Policies**

- Explain process for notification of communicable diseases.

### **Infant Sleep Policy**

- Explain that all infants under the age of 12 months will be placed flat on their backs for sleep in a safety approved crib or playpen. If parents request that their infant is placed in an alternate sleep position or in another device/equipment for sleep, parents must provide a written order from a health care provider stating the medical reason and time frame to follow the order as well as written parental permission. Programs are recommended to consult an attorney to discuss the liability risk of following the request. Programs have the right to refuse care if they do not feel comfortable following the request.
- **Explain that licensing requires written parental permission to use a blanket, sleep sack, security item, or pacifier.**

### **Immunization Policy**

- Explain that children are required to be up-to-date with their immunizations and parents are expected to provide their child's immunization record.
- If child is unimmunized, the program is advised to consult an attorney before enrolling child to discuss liability risk. According to North Dakota's Century Code, child care programs cannot refuse to provide care to unimmunized children who are otherwise eligible if they present a valid exemption from immunization requirements. Parents need to be made aware that an unimmunized child may be enrolled in the program due the state law. If a vaccine preventable disease to which children are susceptible occurs at the program, it is recommended for unimmunized children to be excluded for the duration of the possible exposure.

### **Medication Policy**

- Explain your medication policy thoroughly. **Licensing requires written parental permission to give prescription or OTC medication. Written permission and instructions from a health care provider and the child's parent are recommended to be obtained to administer prescription and over-the-counter medications.**
- Explain to parents that medication should be given to staff and should not be left in diaper bags/backpacks or placed in cubbies. **Licensing requires that medication be properly stored/inaccessible to children, in a spill-proof container.**

- Written parental permission is required to apply any over-the-counter products such as sunscreen, insect repellent, diaper cream/ointment, etc.

#### **Pets**

- Only approved contained pets are accessible to children. All pets are properly immunized and the kitchen/eating area is free of pets.

#### **Clothing**

- Explain that parents are responsible for providing extra clothing (appropriate size and for season) for each child in case they become soiled.

**By signing this contract, parents/guardians and provider agree to abide by the written policies as stated in this handbook.**

Director's Name (print)	Director's Signature	Date

Parent's Name (print)	Parent's Signature	Date

Parent's Name (print)	Parent's Signature	Date

**Attention parents.**

**Licensing requires all parents to be given a copy of our center parent handbook.**

# Staff Handbook – Sample

NOTE: All items highlighted in red are required by licensing.

## Part One: About the Center

### Welcome

- Include a 'welcome' paragraph. Also include expectations you have of all of your employees – “as an employee of this center you will be expected to exemplify excellence”.

### The Staff

- At-will employment?
- Explain that your center will not hire based on age, gender, race, religion, creed, national origin, marital or veteran status, national origin, or the presence of handicaps or disabilities.
- If applicable state that you guarantee fair treatment of all employees.
- All staff members must complete a SFN 508, Authorization for Background Check.
- List the center's educational requirements for staff. Also, list continuing education requirements as well as CPR and First Aid staff training. **A staff member with current CPR and First Aid is on duty whenever children are present.**
- **It is recommended to list the staff/child ratios for each group of children you care for (from the rules and regulations handbook). Also, list the maximum group size requirement.**
- **Each staff member must certify completion of Department approved basic child care course within first 3 months.**
- **Staff member do certify attendance at the specified amount of minimum department-approved training annually.**
- **Staff members ensure safe care for children under supervision.**

### Delegation of Responsibilities and the Decision-Making Process

- Create a chart showing the different levels of the center- this chart will help explain the grievance procedure.

## Part Two: The Program

### Mission and Philosophy of the center

- Your center mission statement should be clearly defined. What is your purpose, what are your goals for the children and families in your center?

### Curriculum

- If your center follows a particular curriculum please explain it here.
- It is a good idea to share your center's philosophy of how children learn.
- **The program provides written daily routine of individual or small group activities appropriate to age and needs of children. The program must include activities that foster social, intellectual, emotional and physical growth.**

### State Licensing Rules and Regulations

- It is expected that all employees will be knowledgeable in the ND Child Care Rules and Regulations handbook and follow all procedures.

### Primary Care

- Give an explanation of what primary care is and why you use it in your center.

### Guidance and Socialization (Discipline)

- Explain how your center focuses on positive guidance. **Licensing requires you have a written policy regarding discipline and that plan will be interpreted to staff before they begin working with children.**
- Explain your procedure for disciplining the children in your care.



- Explain the importance of never using physical punishment.
- If you do use time out. Explain how you expect it to be used (never on a child under age 2, one minute per age of the child, etc.)
- Explain the importance of duplicate toys and large motor activities to prevent problems from occurring.

### **Children with challenges or children with special needs**

#### **Confidentiality**

- All records, photos and information with respect to children receiving child care services are kept confidential.
- Explain that due to the sensitive nature of information you will know as a teacher, it is extremely important to keep sensitive information confidential. Information should be shared on a 'need to know' basis only.
- Sensitive information should not be shared in any public area of the center.
- Explain the importance of staying positive.

## **Part Three: General Policies and Procedures**

### **Curriculum**

- Include inserts of all of the rooms daily and weekly schedules
- If applicable, explain the expectations of lead teachers and assistant teachers as far as planning time, parent teacher conferences, primary caregivers, etc.

### **Outdoor Play**

- Explain your outdoor policy. This policy should be posted in all classrooms listing the high and low temperatures that would prevent children from going outside.
- Making sure children are dressed appropriately.
- Explain the importance of all children having outdoor time every day except for days your outdoor policy needs to be used.

### **Field Trips**

- If your center participates in field trips; explain your expectations of staff on the field trips.

### **Mealtimes**

- Explain your procedure for meal time including:
- Give explanation of how meals are prepared (onsite or catered).
- Licensing requires:
  - Food supplied meets USDA requirements
  - Food must be properly prepared, sufficient in amount, and served at appropriate hours and in safe and sanitary manner.
  - You must offer nutritious varied diets according to the children enrolled
  - Children in care for more than 3 hours shall receive a snack or meal
  - Children in after school care are served snacks
  - Daily or weekly menus are posted
  - Menu planning a feeding schedules include information from parents to tailor a child's needs
  - Children are encouraged to eat, no coercion or force feeding
- List times of meals. Consider adding when children need to be dropped off by in order to receive meals.
- Discuss how food allergies will be handled.
- Discuss hand washing rules.
- Discuss wearing gloves and/or using tongs when serving children

- Discuss procedures for sanitizing food contact surfaces (tables, counters, highchair trays, etc.)
- Discuss how food will be served.
- Discuss rules for food brought from home.

### **Diapering, Toileting, and Washing Up**

- Explain your procedures for these items. It is recommended to post the step-by-step procedures next to the appropriate areas (contact Child Care Aware's Health Consultant to receive a copy of the procedures or [www.ndchildcare.org](http://www.ndchildcare.org))

### **Napping**

- List rest time requirements for nap mat/blanket. **Remember that licensing requires space be provided for quiet play for children who do not nap.**
- Discuss options for non-nappers. Explain your procedure for 'non-nappers'. Whose responsibility is it to plan activities for the non-nappers?
- Explain your procedure regarding rubbing backs (do you have a parent permission form)
- Parent's responsibility to wash nap items weekly but staff responsibility to remind parents.
- Explain your infant sleep policy.

### **Maintaining Equipment and Materials and Purchasing**

- Explain teachers roles in rotating resources
  - It is recommended to list an expecting rotation schedule such as 'toys, books and wall display must be changed at the very minimum on a monthly basis'.
- If applicable explain how resources/equipment are purchased.
  - Do individual classrooms have a monthly/yearly budget?
  - Do classrooms keep an ongoing wish list and turn it in to the director at specified times?

### **Meetings**

- It is recommended to hold monthly staff meetings. If the meetings are held on the same night every month please list that information. It is also recommended to note that attendance at the meetings is mandatory.

## **Part Four: Personal and Professional Behavior**

### **Confidentiality and Right to Privacy**

- Explain that each employees records with be kept confidential.

### **Professional Demeanor**

- Explain the importance of using good judgment in each employee's behavior.

### **Explain your dress policy**

- Jewelry – should be conservative. It is recommended that long chain necklaces or pendants not be worn as they can present a safety hazard to small children. Earrings should also be small, conservative and secure, to prevent children from grabbing and pulling loose.
- Shoes – must be neat and in good repair at all times. Tennis shoes or flats are best. Since you are expected to engage the children in activities on the playground then shoes should be appropriate for the situation. Open toe or open heel shoes are not recommended for safety reasons (this would include flip flops).
- Clothing – should be clean and in good repair at all times. You are hired to work with children and being down and on the floor frequently is part of the job responsibility. Clothing must be appropriate to engage children in all types of activities throughout the day. Clothes that are too revealing should be avoided. Clothes that have graphic designs should be avoided. Clothing should not have holes or lavish accessories. It is highly recommended to use a conservative outlook when deciding upon clothing.

### **Nametags**

- If applicable, explain the importance of wearing employee nametag/identification.

**Smoking**

- Smoking is not permitted on a child care facility premises or during breaks off premises. To prevent third-hand smoke exposure, anyone who smokes is required to keep and wear clean clothing at the facility that has not been worn when individual was smoking and was not kept in an environment where smoking occurs.

**Fragrance**

- Limit or prohibit use of perfumes, scented lotions, etc.

**Food and Hot Beverages**

- Food brought from home may not be eaten in the presence of the children. Instead please consume all outside food on your designated lunch break.
- If your center serves meals family style it is recommended for staff to serve the same food to themselves as to the children and for staff to serve as role models to the children by eating nutritiously in front of the children.
- Staff should avoid drinking hot beverages around the children to avoid possible burns.
- All other beverages should be kept in a closed container and kept away from children.
- Keep respect for all of the children at the forefront of decisions regarding food.

**Music and Television**

- It is recommended to not use a television or at least limit it to very special occasions. If the television is used it is recommended on a very limited basis (20 minutes at a time) and only G rated movies should be used.
- Listening to talk radio or actual radio stations should not be allowed.

**Personal Phone Calls**

- Personal calls for staff should be conducted either before or after a shift, or on a lunch break.

**Cell Phones**

- It is recommended to not allow the use of cell phones while staff are with the children.
- Personal cell phones are occasionally used for emergency purposes only when staff and children are off site.

**Staff Schedules**

- Explain where schedules are posted and when they are posted.
- List the procedure for requesting time off.

**Calling in Sick**

- Explain your procedure for staff calling in sick.
  1. How much time is needed?
  2. Do staff need to find their own sub?
- It is recommended to have a policy for excessive absences that leads to disciplinary action.

**Paychecks**

- Explain when pay periods are and how paychecks will be distributed.
- If your center offers direct deposit; explain the process to set it up through the staff members' bank.

**Orientation**

- Licensing requires all new employees of child care centers have a two-day, onsite orientation to the child care program during the first week of employment. Please explain your center's orientation process.
- Items to be reviewed on first day before caring for children include:
  - Emergency health, fire, and safety procedures for the center
  - The importance of handwashing and sanitation procedure to reduce the spread of infection and disease among children and staff members
  - Any special health or nutritional problems of the children assigned to the staff member

- Any special needs of the children assigned to the staff member
- Rules and policies of the child care center
- Child abuse and neglect reporting laws
- Infant Sleep
- If your center has a coaching/mentoring process, explain how you match the new employee and mentor and the expectations of both employees.

#### **Gross Misconduct**

- It is recommended to list offenses that may occur that would require immediate disciplinary action and quite possibly, termination. Some examples of prohibited activities are:
  - Neglect of physical abuse of a child.
  - Withholding of food, nap or other comforts from a child.
  - Yelling or the use of harsh tones of voice.
  - Failure to report to work.
  - Falsification of center records.
  - Conviction of a felony while employed at the center.
  - Leaving child/children unattended.
  - Allowing a child to leave the center with an unauthorized person.
  - Sleeping while supervising children.
  - Insubordination.

#### **Conflict Resolution**

- Explain your procedure for resolving conflicts. Refer to your employee chart.

### **Part Five: Benefits**

#### **Health/Dental Care, Life Insurance**

- If your center provides insurance list the availability guidelines.

#### **Childcare benefits**

- If your center provides for free or discounted child care tuition for the children of staff please explain the details.

#### **Paid Vacation**

- Explain your vacation policy.

#### **Paid Holidays**

- List all holidays that the center is closed and staff will be given paid time off.

#### **Sick Leave**

- Explain how your center handles sick leave.
  - Is there days set aside for this in a calendar year?
  - Is sick leave taken out of their vacation days?

#### **Bereavement Leave**

- List how many days are given.
- It is recommended to explain that this policy is for immediate family members only.

### **Part Six: Health, Safety, and Emergency Procedures**

#### **Incident Procedure**

- Explain when incident reports will be written up, when parents will be called and when emergency services will be called.

#### **Children with Special Needs**

- Explain that all children with diagnosed special health needs are required by licensing to have a current care plan signed by a parent/guardian. For best practice the care plan should also be signed by health care provider. The care plan must be updated at least yearly.
- Emergency medication and/or equipment specified in the care plan are recommended to be available at the program at all times and when the child is taken off site during child care hours.

- All staff are recommended to be familiar with all of the children and staff in the program with care plans.
- Staff are trained and follow care plans.
- Explain procedure for staff with diagnosed special health needs.

### **Emergency**

- Medical Emergency
- Explain your procedure for an incident/occurrence that requires immediate medical attention.
- Explain procedures for fire, tornado, lockout/lockdown, etc.
- Explain procedures for conducting fire and emergency drills within guidelines of local fire department
- Explain where your point of evacuation will be in the event of an emergency and how parents can contact you if this situation should occur.
- Items to have available-first aid kit, emergency medications/care plans for children/staff with special needs, supplies, etc.
- Explain your process for dealing with natural disasters.

### **Guidelines for Exclusion Due to Illness**

- Offer detailed information regarding your exclusion policies for common illnesses in children such as blood in the stool, diarrhea, fever, pink eye, rash, respiratory illness, vomiting, etc.
- List illnesses that children are diagnosed with that parents need to inform the center of immediately.
- Explain procedure that will be followed if children become ill while at the center.

### **Handwashing Policy**

- List all times children and adults are required to wash hands.

### **Handling Body Fluids**

- Explain procedure for when gloves should be worn (first aid, diapering, bodily fluids with visible blood)
- Explain procedure for cleaning up body fluids (vomit, spit-up, blood)
- Explain procedure for an exposure incident.

### **Health Policies**

- Explain process for notification of communicable diseases.

### **Infant Sleep Policy**

- Explain that all infants under the age of 12 months will be placed flat on their backs for sleep in a safety approved crib or playpen. If parents request that their infant is placed in an alternate sleep position or in another device/equipment for sleep, parents must provide a written order from a health care provider stating the medical reason and time frame to follow the order as well as written parental permission. Programs are recommended to consult an attorney to discuss the liability risk of following the request. Programs have the right to refuse care if they do not feel comfortable following the request.
- Explain that licensing requires written parental permission to use a blanket, sleep sack, security item, or pacifier.

### **Immunization Policy**

- Explain that children are required to be up-to-date with their immunizations and parents are expected to provide their child's immunization record. If child is unimmunized, the program is advised to consult an attorney before enrolling child to discuss liability risk. According to North Dakota's Century Code, child care programs cannot refuse to provide care to unimmunized children who are otherwise eligible if



they present a valid exemption from immunization requirements. Parents need to be made aware that an unimmunized child may be enrolled in the program due the state law. If a vaccine preventable disease to which children are susceptible occurs at the program, it is recommended for unimmunized children to be excluded for the duration of the possible exposure

#### **Medication Policy**

- Explain your medication policy thoroughly. Written permission from a health care provider and the child's parent are recommended to be obtained to administer prescription and over-the-counter medications.
- Written parental permission is required yearly to apply any over-the-counter medications.
- Explain procedures for properly storing medication.
- Explain procedures for documenting administration of medication.

#### **Cleaning, sanitizing, and disinfecting**

- Explain what products you use for cleaning, sanitizing, and disinfecting.
- Explain procedure and frequency for cleaning, sanitizing, and disinfecting items and surfaces. Must include bathrooms, tables, chairs, floors, cots, mats, etc.

#### **Arrival/Departure:**

- Explain that staff must greet parents and children. Learn names. There must be a verbal exchange with parents at arrival and departure in order to exchange information.
- Parents should remove their infant from the car seat and any outerwear upon arrival. Do not accept sleeping infant in car seat carrier.
- Parent should place their own child in their car seat and secure the car seat safety straps unless the program is transporting the child.
- Explain that staff must call parents after 30 minutes if child does not arrive when scheduled.
- Procedure for staff if person picking up child/ren is impaired due to alcohol/drug use, does not have custody, is not recognized by staff (ex. requiring photo ID)
- Security Door Protocol – procedure for staff to follow when answering the door, questioning unknown visitors.
- Procedure for staff to follow if staff are made aware that parent has failed to provide/us a car seat/seat belt for their child.

#### **Mandated Reporter**

- All staff are mandated reporters and they are required to report any suspected child abuse or neglect. Explain procedure to follow if staff suspect neglect/abuse.

#### **Conclusion**

Please sign the attached forms that document your understanding of the enclosed policies.

**By signing this contract, employees and director agree to abide by the written policies as stated in this handbook.**

\_\_\_\_\_  
Director's Name (print)

\_\_\_\_\_  
Director's Signature                      Date

\_\_\_\_\_  
Employee's Name (print)

\_\_\_\_\_  
Employee's Signature      Date



**CHILD CARE EVACUATION DISASTER PLAN**  
NORTH DAKOTA DEPARTMENT OF HUMAN SERVICES  
EARLY CHILDHOOD SERVICES  
SFN 517 (3-2010)

Child Care Provider/Program Legal Name		License Number	Today's Date	
Address		City	State	ZIP Code
Telephone Number	Cell Phone Number	E-Mail Address		

This document contains my relocation plan in the event that I am required to leave my child care address due to a natural disaster or catastrophic event.

**FIRST CHOICE, WITHIN THE SAME COMMUNITY**

Contact Name				
Address		City	State	ZIP Code
Telephone Number	Cell Phone Number	Additional Contact Information (E-Mail Address, etc.)		

**SECOND CHOICE, WITHIN THE SAME COMMUNITY**

Contact Name				
Address		City	State	ZIP Code
Telephone Number	Cell Phone Number	Additional Contact Information (E-Mail Address, etc.)		

**OUTSIDE OF COMMUNITY**

Contact Name				
Address		City	State	ZIP Code
Telephone Number	Cell Phone Number	Additional Contact Information (E-Mail Address, etc.)		

Contact information for the person with whom I will be in touch in case of an emergency, and who the agency can contact if necessary (e.g., family member or friend, living outside of the immediate area):

Contact Name				
Address		City	State	ZIP Code
Telephone Number	Cell Phone Number	Additional Contact Information (E-Mail Address, etc.)		

I understand that there are critical items I am urged to take with me when we evacuate. These may include:

- Agency contact information (e.g. agency emergency contact number)
- Contact information for currently enrolled families

I understand that in the event that I must evacuate my child care, I am required to report my location to the licensing agent or the North Dakota Department of Human Services. To contact the North Dakota Department of Human Services, I can call 1-800-245-3736 (toll-free in-state), 701-328-3591, or e-mail my location to [dhsdfs@nd.gov](mailto:dhsdfs@nd.gov).

I understand that if any of the information included in this plan changes, I am to update the licensing agent or the North Dakota Department of Human Services within 14 days of the change.

Printed Name	
Authorized Signature	Date

Return form to your county licenser. Keep a copy in your files. A copy of this form will be shared with Child Care Resource and Referral to be used in emergency situations only.

Download a fillable SFN517 form at <http://www.nd.gov/eforms/Doc/sfn00517.pdf>



## Basic First Aid Kit

*Prepared by the Health Consultant Team at Child Care Aware® of North Dakota*

First aid supplies should be stored in a closed container, accessible to the child care provider at all times, but out of the reach of children. Using a fanny pack or backpack to carry the content of a first-aid kit may be helpful when playing outside, going on a walk or field trip, etc. The kit should be restocked after an item is used.

### **A basic first aid kit should contain the following items:**

- ☐ Roll of gauze
- ☐ Sanitary feminine pad (to cover a bloody wound and stop bleeding)
- ☐ Tape
- ☐ Band-aids
- ☐ Cold pack
- ☐ Tissues
- ☐ Hand sanitizer
- ☐ Gloves
- ☐ Ace Wrap
- ☐ Arm Sling (large dish towel)
- ☐ Plastic grocery store bag– for bloody garbage
- ☐ Old gift card – to scrape out a bee/wasp stinger
- ☐ Bottle of water
- ☐ Two safety pins
- ☐ Scissors

*Revised 9/14*

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*Child Care Aware® of North Dakota is a program of Lutheran Social Services in western North Dakota  
and Lakes and Prairies Community Action Partnership in eastern North Dakota*



**CHILD INFORMATION SHEET**  
ND DEPARTMENT OF HUMAN SERVICES  
CHILDREN AND FAMILY SERVICES  
SFN 845 (12-2013)

Every Early Childhood Program is required to have certain information on file. These requirements are set forth in the rules and regulations for Early Childhood Services as adopted by the North Dakota Department of Human Services. All information requested herein is required and shall be kept confidential.

<b>Child's Name</b>	Date Child Enrolled	Preferred or Nickname of Child	Date of Birth
<b>Mother's Name</b>	Home Telephone Number	Cell Phone Number	Work Telephone Number
Home Address			
Place of Employment			Hours of Work
<b>Father's Name</b>	Home Telephone Number	Cell Phone Number	Work Telephone Number
Home Address			
Place of Employment			Hours of Work

**EMERGENCY AUTHORIZATION**

In case of an emergency and parents cannot be reached, who should be contacted?

Name	Relationship to Child	Work Telephone Number	Home Telephone Number
Name	Relationship to Child	Work Telephone Number	Home Telephone Number
<b>Physician to Call in an Emergency</b>			Clinic Telephone Number
<b>Dentist to Call in an Emergency</b>			Clinic Telephone Number

I hereby authorize the Early Childhood Program to secure emergency medical treatment for my child under the following conditions:

1. An emergency or unanticipated condition necessitates immediate action for the preservation of the life or health of the child, and
2. Reasonable attempts to contact me have failed.

Parent Signature	Date	Parent Signature	Date
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**AUTHORIZATION TO RELEASE CHILD**

Unless otherwise authorized by you in writing, only the parent or legal guardian may pick up your child(ren) from the Early Childhood Program. List below any others you wish to authorize for this purpose.

Name	Relationship to Child	Telephone Number
Name	Relationship to Child	Telephone Number
Name	Relationship to Child	Telephone Number

**These people are NOT allowed to pick up my child.**

Name	Relationship to Child
Name	Relationship to Child

For Operator Use Only:

The identification of this child has been verified. As proof of identification, the child's parent has produced: <input type="checkbox"/> Copy of Child's Birth Certificate <input type="checkbox"/> Child's Passport <input type="checkbox"/> Other _____	
Signature of Operator	

Download a fillable SFN845 form at <http://www.nd.gov/eforms/Doc/sfn00845.pdf>



## PARENT'S STATEMENT ON HEALTH OF CHILD

ND DEPARTMENT OF HUMAN SERVICES/CFS

SFN 847 (Rev. 11-2008)

INSTRUCTIONS: This form must be completed annually for any child enrolled in a licensed early childhood facility.

This form is completed by a parent or guardian of the child.

Full Legal Name of Child:		Birth Date:	Enrollment Date:	Please check one: <input type="checkbox"/> FT <input type="checkbox"/> PT <input type="checkbox"/> Dropin <input type="checkbox"/> B/A School	
Full Legal Name(s) of Parent or Guardian:				Relationship:	
Address:		City:	State:	ZIP Code:	
Home Telephone Number:	Work Telephone Number:	Family Dentist:			
Family Physician:		Clinic:	Telephone Number:		
Hospital:			Telephone Number:		
Last Visit to Doctor:		Child's Height:	Child's Weight:		
Does The Child Have Any food, medication or environmental allergies: <input type="checkbox"/> Yes <input type="checkbox"/> No					
If Yes, List Allergies:		Describe Allergy Reaction:		Usual Treatment:	
Please Check If Any Of The Following Conditions Exist: <input type="checkbox"/> Asthma <input type="checkbox"/> Heart Condition <input type="checkbox"/> Hearing Impairment <input type="checkbox"/> Behavioral Issues <input type="checkbox"/> Diabetes <input type="checkbox"/> Seizure Disorder <input type="checkbox"/> Frequent Earaches <input type="checkbox"/> Other Conditions (please specify): _____ <input type="checkbox"/> Vision Impairment					
Please Explain All Checked Items:					
Is The Child Under Current Medical Treatment? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please list:					
Are There Any Medications That The Child Takes Daily? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please list:					
Describe Any Limitation Your Child May Have For Participation In An Early Childhood Program:					
Is there a health care plan for your child? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please attach					

### INSURANCE:

Liability insurance is not a requirement for a license to provide family or group child care. Please review with your child care provider the liability coverage that is presently in place.

### CERTIFICATION:

I certify that the above information is true to the best of my knowledge.

Parent or Guardian's Signature:	Date
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Download a fillable SFN847 form at <http://www.nd.gov/efrms/Doc/sfn00847.pdf>



## The Great 35 Square Foot Myth

by Randy White & Vicki Stoecklin ©2003 White Hutchinson Leisure & Learning Group

One of the great myths of early childhood education is the standard of 35 square foot of classroom space per child for the design of child care classrooms. No one is totally sure how the 35 square foot standard originally evolved. There is some speculation that it has its origins in health department studies that elementary school children need a minimum of 35 square feet per student to prevent the spread of communicable diseases in the classroom.

Whatever the origins, the myth is perpetuated by state child care licensing standards, which almost universally, have adopted 35 square feet as their minimum standard. Unfortunately, most child care center developers and designers accept the 35 SF as an adequate and quality standard. The problem is that unlike other government codes and regulations, such as building codes where structural standards assure that roofs will be structurally sound and water systems will be safe, the classroom size standard has no foundation or relevance to the actual amount of space required to provide care for children. In effect, state child care licensing laws and regulations are legislating inadequate classroom design standards to the detriment of the children who occupy those classrooms.

There is a large body of research that shows that the amount of classroom space per child is the single most important environmental factor affecting the welfare of children and staff. The well-being, constructive behavior and social integration of preschool children in group settings are highly dependent on the size of the classroom. The research has consistently confirmed that 35 SF of classroom space per child (measured wall-to-wall) is inadequate and that about 50 SF is required. The research dates back over 25 years. Some of the earliest research was done in the late 1970's for the U.S. Corps of Engineers Army to develop quality standards for Army child development centers. That study recommended a standard of 42 SF of activity area as adequate per child and 50 SF as optimum (Moore 1994).

A new research study from France has added to the evidence. Alain Legendre, a researcher for the French National Center for Scientific Research, monitored the cortisol levels of 113 children between 18 months and 40 months of age in eight child care centers in both France and Hungary over an eight month

period (Legendre 2003). An increased cortisol level is considered a good biological marker of stress, and in particular stress related to psychological distress. The literature on the physiology of stress during childhood shows the importance the regulation of the hypothalamic-pituitary-anrenocortical system, which produces cortisol, as it can affect other areas of development, including physical growth, behavioral outcomes, memory and cognitive process, and immune functioning.

The research found that 54 square feet (5 m2) of accessible play space per child is required to minimize children's stress levels. Previous research by Legendre showed that access to adequate space reduces the occurrence of competition and conflicts and promotes the development of positive interactions between children (Legendre 1995).

Legendre's research is significant, as it is the first research to measure the impact of the classroom environment based upon children's reactions (through their stress levels), rather than based upon adult observation of children's behaviors.

Legendre's findings are consistent with a 1998 study done in the Netherlands to develop quality child care standards there. That study researched children in twelve different child care centers and found that a minimum of 48 SF per child is required (van Liempd 1998).

Legendre, in his research report, pointed out that adequate space is especially important for children who are developing their social skills in a peer group. Two to three year-olds often experience difficulty in shared play and in explicitly conveying the intent of their actions to peers, perhaps because their verbal communication skills are still rudimentary. Frequent misunderstandings and difficulties often disrupt interactions or lead to conflicts. Therefore, early peer groups are at the same time stimulating, but also demanding, and can involve frequent emotional arousal, either positively or negatively. Moreover, these children are often confronted with situations

*"35 square ft. per child is a 5'x7' space. That's just over twice the dimensions of the average playpen."*

that challenge the limits of their sociocognitive skills that trigger stress. More space allows shy children or those who have difficulties adjusting to the group, to keep peers at a distance. They can use parts of the classroom where they are less socially exposed.

Many organizations have adopted quality classroom size standards. The GSA, that oversees the construction of all Federal buildings, including their child care centers, requires a minimum of 45 SF of usable activity area per child for toddlers and preschoolers exclusive of cubbies, restrooms and built-in cabinetry (GSA 1998).

The US Department of Defense uses the 45 SF standard in their Unified Facilities Criteria for the Design of Child Development Centers (Department of Defense 2002). The Head Start Technical Assistance Center recommends 50 SF (National Head Start 2003). The Easter Seals Child Development Center Network, that has the most experience including children with walkers and wheelchairs in child care settings and operates 50 centers nationwide, uses a 50 SF per child standard (Easter Seals 2003).

For years, the National Health and Safety Performance Standards, jointly published by the US Department of Health and Human Services, American Academy of Pediatrics and the American Public Health Association, has contained a standard of 50 SF per child, measured on the inside, wall-to-wall (American Academy of Pediatrics 2002).

Anita Rui Olds, until her death in 1999, was considered one of North American's leading experts on child care center design. In her criticism of the inadequacy of the 35 SF standard, she said, "Young children relate to the world through their bodies and their senses. They require large amounts of space in which to learn by moving and doing. Thirty-five SF per child is a 5' x 7' space – a little over twice the dimensions of the average playpen." Olds, based upon her research, recommended 50 SF per child (Olds 2001).

The following comparisons put 35 SF per child in perspective:

**Prisons - 35 SF/person**

*Standards for prisons require more than 35 square feet per prisoner*

**Child's Bedroom - 120 SF**

*The average child's room at home is about 120 square feet. Allowing 40 SF for furniture leaves a remaining floor space of 80 SF for play.*

**Average Office - 100 SF/person**

*The typical amount of office space allocated for moderate size offices and circulation is 100 SF per person.*

Twenty-five years is a long time to wait for a myth to die. To put children first, child care professionals and accreditation programs need to start insisting that child care centers be designed to quality standards and not let archaic licensing laws and size standards continue to work to the detriment of children.

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# Start-up Budget Worksheet | Centers

Income Items	Description	Income
Bank Loan		
Grants, Gifts and Contributions		
Fund Raising Events		
Other		
<b>TOTAL INCOME</b>		<b>\$</b>

Expense Items	Description	Expense
<b>Personnel Expenses</b>		
Program Director	Staff who plans and implements start-up period which could be as long as 6-12 months	
Staff	Staff employed up to a month before children are enrolled	
Staff Training	An intensive multi-day all-staff orientation should be conducted before opening. (# staff * training cost *hr wage)	
Professional Services	Architect, attorney, contractors, etc.	
Staff Recruitment	Signs, classified ads, etc.	
<b>Landscaping</b>	Consider doing natural playscapes, possible fencing, outside water sources and maintenance to the yard.	
<b>Building/Renovation</b>	All costs such rent, construction, and/or renovation.	
<b>Furniture/Equipment</b>	Calculate: \$2000*child + \$200/ classroom for consumables	
Infant/Toddler		
Preschool		
School-age		
Outdoor Play Space		
Office/Recordkeeping	Computer, software, printer, copier, telephone, intercom, security system	
Kitchen	Commercial kitchen equipment might be required, contact your local health inspector for more information in your area.	
Office Supplies	(Consumables: goods that have to be bought regularly because they wear out or are used up. Ex. paper, tape, etc.)	
Cleaning Supplies/ Paper Products	(Consumables: goods that have to be bought regularly because they wear out or are used up. Ex. paper towels, toilet paper, cleaning products, etc.)	
Other		
<b>Kitchen/Food</b>	Plan for bulk storage and supplies (Approx \$5.19/day/child)	
<b>Advertising/Marketing</b>	Money spent on making the program visible such as signage and attractive landscaping will be worth the investment.	
<b>Licensing Fees</b>	Approximately \$50/yr	
<b>Transportation</b>	Will you be providing transportation? (To and from school/field trips etc.) Consider purchasing a safe transportation vehicle to accommodate a large group along with proper insurance and safety restraints, also budget for license requirement expenses.	
<b>TOTAL EXPENSES</b>		<b>\$</b>

# Annual Operational Budget Worksheet | Center

Income Items		Description	Income
<b>Tuition</b>		Consider a reduced utilization rate (85-95%)	
	Infant		
	Toddler		
	Preschool		
	School-age		
<b>USDA Food Program</b>			
<b>Fundraising</b>			
<b>Grants</b>			
<b>Other</b>			
<b>TOTAL INCOME</b>			<b>\$</b>

Expense Items		Description	Expense
<b>Salaries</b>			
	Infant Staff		
	Toddler Staff		
	Preschool Staff		
	School-age Staff		
	Admin/Support Staff/ Subs		
<b>Professional Services</b>		Attorney fees, accounting services, debt collection, etc.	
<b>Staff Training/Resources</b>		Include workshop fees, staff library, (# staff * training cost *hr wage). Should include substitutes	
<b>Occupancy</b>		All costs arising from use of a building and land: such as rent, mortgage, real estate taxes, snow removal, lawn services, mechanical maintenance, etc.	
<b>Utilities</b>		Contact utility provider about projected fees	
<b>Phone/Internet Access</b>		Contact utility provider about projected fees	
<b>Loan Payment/Bank Fees</b>			
<b>Insurance</b>		Secure commercial (business) liability insurance. In addition, non-profits require errors and omissions or directors and officer's liability insurance.	
<b>Supplies</b>			
	Classroom	Adequate supplies are critical for a quality program (children need to paint, draw, and create.) Calculate \$200/classroom/month	
	Cleaning/Paper/Kitchen	Consumables	
	Office	Consumables & printing	
	Parent Education	Calculate: \$50.00/month	
<b>Replacement of Equipment</b>			
	Classroom	Calculate: \$150 to \$200 per child for furniture replacement costs/yr	
	Playground	Calculate: \$2400/yr	
	Administrative		
<b>Repair/Maintenance</b>		Building repair, parking lot upkeep	
<b>Food</b>		Calculate: \$5.19/day/child	
<b>Advertising</b>		Staff / child openings or special events.	
<b>Licensing Fees/Inspections</b>		Approximately \$50/yr	
<b>Transportation</b>		Licenses, vehicle insurance, repairs, and/or gas	
<b>TOTAL EXPENSES</b>			<b>\$</b>