ADMINISTRATION FOR CHILDREN & FAMILIES

Office of Child Care

2025 State and Territory CCDF Administrators Meeting (STAM)

July 22–24, 2025

Hyatt Regency Reston
Reston, Virginia

Strengthening Business Practices Training of Trainers for Child Care Programs

Agenda

Session Objectives

Strengthening Business Practices (SBP) Reach

SBP Purpose and Goals

SBP Training Suite

SBP TOT Overview

State & Territory Sharing

Business Practices Discussion

Wrap-up

Strengthening Business Practices TOT

Trainers in 46 states & 2 territories

Over 1,200 trainers prepared through ToT model

103 Anchor trainers in 28 states

Strengthening Business Practices TOT for Child Care Programs - Purpose and Goals

Purpose

- Support Lead Agencies in developing and implementing strategies to strengthen child care providers' business practices to expand the supply, and improve the quality of child care services.

Goals

- Enhance child care providers' foundational knowledge of business practices and fiscal concepts.
- Improve the financial viability and stability of child care programs.
- Prepare providers to participate in other opportunities such as pre-k partnerships and quality improvement initiatives.

Potential Audiences for SBP TOT

TOT:

- Lead Agencies
- Quality and Business Coaches
- Licensing Specialists
- Trainers and TA Specialists
- CCRs and Partners

Modules:

- Providers (center-based & home-based)

SBP Training Suite

- Training of Trainers
- Anchor Training
- Anchor Conversations
- Boot Camp
- Professional Development Sessions

Sound Business Practices

Sound fiscal practices

Strong businesses

Better outcomes for children and families

Overview of SBP TOT

Module 1: Budgets, Projections, and Planning

Module 2: Financial Reports and Internal Controls

Module 3: Marketing Your Program

Module 4: Recruitment and Staff Retention

SBP Core Modules

Module 1:Budgets, Projections, and Planning:

Focus on building and using budgets for decision-making throughout the year.

- Strengthen providers' understanding of fiscal terms, concepts, and practices.
- Emphasize the importance of fiscal planning for sustainable business operations.
- Break down complex fiscal processes into manageable, actionable steps.
- Encourage providers to integrate sound business practices into their daily operations.

Module 2: Financial Reports and Internal Controls

Focus on interpreting financial reports to make informed decisions.

- Interpret and use financial reports to make informed decisions.
- Understand the role of internal controls in safeguarding program assets.
- Build confidence in managing fiscal responsibilities and ensuring accountability.

Fiscal Terms Activity

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SBP Core Modules

Module 3:Marketing Your Program

Focus on internal and external marketing strategies and using data to inform outreach

- Understand the role of marketing in sustaining and growing their child care business.
- Identify and communicate the unique strengths of their program.
- Develop strategies to reach and retain families through both internal and external marketing efforts.

Module 4: Recruitment and Retention

Focus on strategies to attract and retain qualified staff

- Understand how sound business practices contribute to staff stability and program quality.
- Develop strategies to recruit and retain qualified staff.
- Create a workplace culture that supports staff satisfaction and longevity.

SBP State/Territory Share

Northern Mariana Islands

South Carolina

Commonwealth of the Northern Mariana Islands

Child Care and Development Fund Program

STAM Presentation

Building Stronger Child Care Programs: An Introduction to Strengthening Business Practices

For Child Care Programs

July 2025

Geography

- 13 islands spread across 183.5 square miles of Pacific Ocean
  Population: 47,329 (2020 Census), compared to 150,000 in neighboring Guam

- Capital: Saipan is 12.1 miles long and 5.6 miles wide
  Most of the population lives on Saipan, Rota, and Tinian. Saipan is the most developed and where majority of services are located.

Child Care

- Linguistically and culturally diverse
- Most center-based child care workers are foreign workers with transitional visas (also referred to as “contract workers” or CWs
- The majority of home-based child care providers are indigenous Chamorro and Carolinian.
- Child care deserts in Rota and Tinian (prior to 2019 launched of the System of Support) have been a challenge for many years.

Workforce

- 23,840 adults in the workforce (2020 GAO) - 41% are foreign workers. Of the 289 child care employees in licensed centers, 69% are non-US,
  The CNMI's transitional workers program will end in 2029 - an impending disaster for the childcare workforce

- Clarification of term "local" - includes all US eligible workers, green card holders, indigenous Chamorro and Carolinian population, US citizens, long term resident status non-US citizens who are authorized to remain and work in the CNMI, citizens of the Federated States Of Micronesia

Children Matter Month Proclamation June 2024

System of Support Initiative

- Launched in Dec. 2019 (at the time, there were 5 FFN)
- Since the launch there are now 58 FFN providers in the CNMI. Today, CCDF is in the process of bringing the FFN providers into the QRIS.
- **Our Why?**
  - increase child care access for families in Rota and Tinian
  - Support FFN providers (licensed and license-exempt) in meeting both CCDF and CCLP requirements
  - Support FFN in sustaining their business
  - Address the possible cliff effect of providers leaving the workforce and returning to their homeland.

Our Data

Island	2020	2025
Saipan	2	31
Rota	3	18
Tinian	0	9
TOTAL	5	58

Priorities

- **Quality** - To assist home-based/ FFN providers in meeting and exceeding health and safety standards

- **Accessibility**
  - For Families – Supporting more FFN providers to success means parents have increased access to child care services.
  - For home-based/ FFN providers – Access to grant opportunities and other resources such as consumer education websites, materials and supplies, technical assistance, coaching, and training.

- **Cultural Responsiveness** - Home-based providers receive support that is mindful of their culture and respectful of their lived experience. Support is founded on building relationships grounded in trust and communication (pivoting on language barriers).

- **Accountability** - Assisting home-based providers in understanding the eligibility process and monitoring their progress; assisting them in maintaining requirements through announced and unannounced home observation visit, audits; guiding them through the application of best practices; and helping them with documentation to evidence their compliance to requirements.

Priorities (con't)

- **Sustainability - Support and training in best business practices (i.e. budgeting and building a growth mindset), aiming for long term goals, and guiding family child care providers in meeting business and subsidy compliance requirements. Supporting their capacity to sustain their business.**

- Equity - Leveling the playing field for home-based child care providers (licensed and license-exempt).

- For families - Equitable learning opportunities for children and quality child care regardless of where they place their children (in the center or in the home).

- For home-based providers – Equitable access to training and support to improve the quality of their care and services and equitable access to grant opportunities.

WHY Strengthening Business Practices?

THANK YOU!

SC Child Care
EARLY CARE & EDUCATION

Business Practices and Support Overview

CYNTHIA LARA, DIRECTOR, CHILD CARE LICENSING

DIVISION OF EARLY CARE AND EDUCATION

DSS SOUTH CAROLINA DEPARTMENT of SOCIAL SERVICES

SBP Modules and How it's embedded

- Licensing – Startup grants, trainings recommendation for programs needing assistance or in regulatory distress
- Quality – utilize concepts from the modules and recommend some of the modules themselves to programs that are working on certain areas and those ABC Quality programs looking to increase scores for the structural quality indicators.
- SC CCR&R has incorporated the training modules as a regular component to their training calendar. The modules are offered on rotating basis monthly and on an as-needed basis for programs. SC CCR&R Quality Coaches utilize the information with programs during technical assistance sessions and action planning with programs that have attended the modules.

Support Overview

- Work in coordination with Child Care Licensing team on assisting programs in establishing their business, getting licensed, increasing capacity, implementing foundational business practices, and remaining in compliance. In addition, work on dedicated projects geared towards supporting business practices including the SC SUCCess Grants (start-up grants project) and the Hurricane Ian Recovery Initiative (HIRI), a capacity building project focused on impacted counties by Hurricane Ian.
- Directors and owners can apply for Business Support through the SC CCR&R through the Pathways To Quality system which is a part of the SC Endeavors Workforce registry. Based on the application and type of services requested, the program is matched with a Business Support Quality Coach in their region to develop an action plan and provide support in the areas in which they would like to focus. In addition, Child Care Licensing and/or ABC Quality (the state QRIS program) can refer programs to SC CCR&R for support.

Support Overview (continued)

- SC CCR&R has 11 Trainers, and 3 Anchor Trainers certified to provide the National Center on Early Childhood Quality Assurance's "Strengthening Business Practices" modules.
- SC CCR&R offers the "Strengthening Business Practices" module trainings on a regular basis throughout the year including at the SC CCR&R two-yearly conferences, other state conferences, and on an as-needed basis for directors and owners as part of technical assistance action plans.
- Developed a series of trainings in partnership with SC Small Business Development Center (SBDC) that provide a deeper dive into the topics offered through the "Strengthening Business Modules" including introduction to running a small business, business and financial planning, operations, marketing strategies for gaining families and staff, and understanding taxes specific to child care at a state and federal level. Each of these trainings have been offered in the last year and SBDC has been available to providers at each of the SC CCR&R conferences to provide support and answer questions.

Impact of Stability and Sustainability

- Requirement to participate in the start-up grants initiative, SUCCess.
- 4 Tiered program The SUCCess Grants were developed to provide support through training and technical assistance to eligible applicants during the first six to 12 months of operation.
  - Tier 2: Marketing for Child Care Programs + TA session with Quality Coach
  - Tier 3: Financial Reports and Internal Controls + TA session with Quality Coach
  - Tier 4: Staff Recruitment and Retention for Center-based programs + TA Session with Quality Coach
  - Total Participants – 109, centers and Family Child Care programs

What's Next?

Technical Assistance Is Available

Please use this QR code or corresponding web link to request individualized technical assistance.

bit.ly/TA_Intake

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