Sonoma County
Child Care Facilities Development Handbook



Prepared for:
CHILD CARE PLANNING COUNCIL OF SONOMA COUNTY

Prepared by: Brion & Associates
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Child Care Planning Council of Sonoma County

BRION & ASSOCIATES

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I. INTRODUCTION AND OVERVIEW

The Child Care Planning Council of Sonoma County (CCPC), in conjunction with several other agencies serving children and child care needs in the County, recognizes the need to increase the supply of all types of child care in the County. The recent Needs Assessment of child care in the County, prepared in 2009, found that there is a shortage of over 6,000 child care spaces.[1] Overall, about 25% of children potentially needing a licensed child care space do not have one available in the County. This shortage varies by age of children and by community or city. The Needs Assessment prepared a detailed assessment of the supply and demand for child care for 11 community planning areas; it also provides a wealth of detailed data on the well being of special populations of children and child care affordability issues.

The recent Needs Assessment of child care in the County, prepared in 2009, found that there is a shortage of over 6,000 child care spaces.[1]

This Study is in part an update of the "Child Care Land Use Zoning and Fee Report" prepared by the CCPC in 2001. That report includes profiles of the fees and zoning requirements for each of the County's cities and the County, as well as some general information about development of child care. This new Handbook is an expansion of that effort to include information to help guide potential child care providers through the entire process of conceiving of a center or large family child care home (FCCH), to seeing it through construction. Most importantly, it is a resource guide directing potential providers and developers to additional and more in-depth information than can be offered in this handbook through the resources and links presented.

We have compiled a wide variety of information, links, studies, etc. that address various aspects of planning for and developing child care facilities. We have focused on Sonoma County, but much of this information is relevant to other counties as well. However, the sections addressing the specific fees and permitting requirements are for Sonoma County. While most cities and counties in California have very similar requirements regarding permits, the costs or fees can vary greatly, as will be shown below. We are grateful to all the various advocates for child care that have developed resources, studies and documents that have been used in this Handbook. These organizations and individuals are listed in the Acknowledgement section at the end of the study as well as in individual citations and references.


photo courtesy of 4Cs

A. Development Handbook Purpose

The overall purpose of this handbook is to provide a resource to child care providers who are looking to develop a new child care center or large FCCH in Sonoma County or to expand an existing program. Centers can be developed in existing building space, in

[1] See "Child Care Needs Assessment – 2009 Sonoma County" prepared by Brion & Associates for Child Care Planning Council of Sonoma County, September 2009, pg. 10.

existing commercial buildings, or on new sites as new construction. FCCHs are located in the provider's residential home and are much easier to establish and develop.

This book is focused on the actual development of child care facilities and the permit and entitlement process. It contains some information about community care licensing and developing a business plan, but does not go into depth about developing an education plan, a staffing plan, or a detailed operations plan, such as schedules, content, play structures, meals, etc. Many of the resources listed in the Handbook also provide information on these subjects.

A secondary purpose of the handbook is to educate city planners, public works departments, and public decision makers about the costs of developing child care facilities in the County. Thus, there is a variety of comparable information in the report that may be useful to local city officials in determining how supportive their city is in assisting in the provision of child care; or likewise, what barriers they may inadvertently be creating.

Child care is a key economic development issue for families and communities. It allows families with children to go to work and generates significant economic benefits in terms of jobs, tax revenue generation and income to local economies. Child care supports children's learning and development, decreases later remedial costs, and supports future workforce development. It brings in State and Federal funding into the local community through grants and child care subsidies. Cost benefit analyses of three long-term studies indicate that every dollar spent on quality child care results in as much as seven dollars in future public savings.[2]

B. Defining Child Care



Child care involves the care of infants, toddlers, preschoolers and school age children in a variety of settings, including family child care homes, child care centers, preschools, nurseries, and school age programs, which are often on a school site. In some circles child care is referred to as early care and education or ECE; ECE can also refer to Early Childhood Education in some studies. In general, child care extends beyond early care and includes care of school age children, generally up to the age of 13. The CCPC addresses the needs of children 0 to 18 years old; however this Handbook is focused on child care for children 0 to 13, which includes infants, toddlers, preschoolers, and school age children up to age 13.

State licensing requirements for child care providers, which are discussed in detail in **Chapter II, Section D**, address minimal health and safety issues. The CCPC has adopted statements regarding other critical components of high-quality and culturally responsive child care, which can be found in the links in **Appendix B**.

[2] The Economic Impact of the Child Care Industry in Sonoma County, National Economic Development and Law Center (2002)

In addition to the types of group settings listed above, child care can be provided by friends and families or nannies as well as licensed providers. This Handbook, however, is focused on licensed child care, and license-exempt care (such as school age programs run by school districts).

Small Family Child Care Home



- A licensed family child care provider offers child care in her home to a small group of children.[3]
- Licenses can be issued for either a small FCCH or a large FCCH. Small family child care homes serve up to 8 children, are "allowed by right," and DO NOT need a land use permit, business license, or fire clearance/inspection by local jurisdictions.
- Health and Safety Code 1597.45 requires that the use of a single family home as a small FCCH be considered a residential use. Thus, small FCCHs in residential districts or zones do not need a permit, and are not further discussed specifically in this Handbook.

In general, this Handbook focuses on large FCCHs, which can serve up to 14 children, and formal Child Care Centers, serving more than 14 children.

Large Family Child Care Home



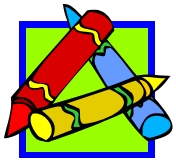
- Large FCCHs may serve up to 14 children, including three infants, provided that two of the children served are school age (6 and over).
- The provider must have an assistant for this type of license, based on the ratio of children to caregiver.
- The provider must have operated as a small FCCH provider for one year or must meet certain educational and experience requirements as discussed in **Appendix C**.
- FCCHs are regulated by California Health & Safety code sections 1597.30 to 1597.621. Section 1597.46 limits the discretion of cities and counties to restrict large family child care homes which are on lots zoned for single family dwellings. The Legislature has developed public policy to encourage day care homes and limit regulations.[4]
- Zoning restrictions on large family child care homes must meet reasonable standards, restrictions or requirements relating to the following four factors: density, traffic control, parking and noise control. In general, large FCCHs should be allowed with a minor conditional use permit, and be processed administratively; i.e., with no public hearing.

[3] From "Opening your Door to Children: How to start a Family Day Care Program" by Kathy Modogliani, by NAEYC (1998).
[4] See H&S Code sections 1597.44 and 1597.45 re small family day care homes and H&C section Code sections 1597.46 and 1597.465 re large family day care homes. See also Health & Safety Code section 1597.47, regarding some regulatory authority reserved to cities and counties.

These terms are defined further in the report in **Chapter IV**. Restrictions that are not reasonable or are not related to these factors are not allowed under State law. All cities and counties must comply with these requirements.

- Some cities require large FCCHs to have business licenses and annual fire inspections, both of which represent small annual costs to providers, in addition to start-up costs.
- The County of Sonoma recently changed the permit requirements for large FCCHs. As of this year, they no longer require a use permit and are allowed with a simple zoning permit. This means no formal public hearing is required and the costs are lower. These types of changes make it easier for providers to start a large family child care home.

Child Care Centers



- Child care centers provide care in a non-residential group setting such as a church, school, community center, or in a building designed or renovated for child care. These can include infant centers, preschools, nursery schools and extended day care (such as before- and after-school care) facilities.
- Child care centers are typically operated by public agencies (such as school districts), by cities or counties, and by non-profit organizations, faith-based organizations, and for-profit businesses.
- Children are normally organized into classes by age, and there are specific staffing requirements as discussed further in this Handbook.
- Child care centers may serve as few as 24 children and as many as several hundred children, depending on the nature of the provider and the size of the space.
- In general, the indoor play space has at least 35 square feet per child based on the total licensed capacity. In addition, the minimum size of the outdoor play area is 75 square feet per child. More detail on the space requirements for child care centers are discussed in **Chapter III, Section D**. Total square footage per child varies by the type of program and provider but ranges from about 75 to 110 square feet per child overall, based on our experience.
- Child care centers generally require a conditional use permit in most districts in Sonoma County, and can require either minor or major use permits, as discussed further in **Chapter IV**.
- Centers must comply with all local restrictions and regulations on yards, building height, setback and lot coverage standards for the land use zone in which the site is located. The issues that most typically arise in permitting a child care center include noise, traffic, parking, pick-up and drop-off, signage, landscaping and setbacks.
- Child care centers are also required to have business licenses, fire inspections and other types of local permits.

C. Handbook Organization

The Handbook includes four chapters or sections, in addition to the Introduction, and is organized logically with the development process:

II. **Development Process Overview** – includes a general discussion of the steps needed to develop a child care facility.

III. **Planning** – includes market assessment, site consideration and selection, licensing space requirements, due diligence, and developing business plans.

IV. **Pre-Development –** includes securing all required permits, including zoning, health and safety requirements and interacting with neighbors and the community; this is called the "entitlement process" in the real estate development industry.

V. **Development** – includes identifying development costs and financing options by type of child care.

The Handbook also includes several appendices that provide a list of acronyms and terms used in the child care field and one for zoning and land use related terms, more detailed discussion and data on each Sonoma County city's specific requirements for permitting and the cost, and a final list of resources, links, and publications that may be useful. The resources and links are presented in the same order as the Handbook. General resources are presented first. The CCPC presents these resources, links and other information to support child care providers in Sonoma County, but does not endorse any particular document or organization associated with this information.

The appendices include information on:

A. **Terms:** Planning and child care terms and acronyms, and planning and zoning term definitions;

B. **Resources:** A comprehensive list of resources, publications, and websites.

C. **Requirements**: Community licensing requirements for staff education and training, and staff ratios;

D. **Zoning and Fees:** Detailed information on the zoning and permit requirements and costs of each Sonoma County city and the County;

II. DEVELOPMENT PROCESS OVERVIEW



Typically the first step in facility development or expansion is the **Planning phase**, including evaluating options and market analysis. Next, the **Pre-Development phase**, also called the pre-construction or entitlement process, includes securing all necessary licenses, permits and other inspections. These consist of the State's Licensing process and requirements for education and staffing ratios, local jurisdictions' requirements related to land use and zoning, fire safety, and special licenses like business and/or Home Business licenses. The Pre-Development phase also involves developing a Business Plan. Finally, the **Development phase** involves preparing construction costs estimates, financial planning and funding acquisition.

A. Planning Overview

The Planning process is where the homework occurs.

The **Planning** process (**Chapter III**) is where the homework occurs. This happens before a provider formally approaches the city or county for a land use or conditional use permit. Thoroughly evaluating a site, finding out its current zoning and whether child care is allowed, checking building heights, setbacks, parking requirements, etc. can help the provider establish early on whether it is even worth pursuing a particular site. Planning staff can direct providers to information on a specific site, normally during a visit to the zoning counter at the planning department. Special variances may be required when constructing a new center. After taking these steps, the provider should have a good sense of whether they will need any special consideration for a particular site, such as parking ratio reduction, or setback variance. Existing buildings that would be leased by a provider should have had these setback and height issues already resolved through their prior building permit process.

The **Planning** process is also where considerations of market demand and supply will be evaluated. Once a site has been selected, and the current zoning determined to be supportive generally of a child care use, then design considerations and community licensing requirements should be considered. Can the site and building provide enough space given the State's space requirements and your plan for the business? A good business plan is also developed during the planning process. This business plan can even take place before a provider starts to look for a site but it also can be done at the same time. The site and location may influence the business plan, and the business parameters may influence the site and building requirements. So these two tasks are interwoven.

B. Pre-Development Overview



The **Pre-Development** process (**Chapter IV**), often called the entitlement process, involves securing all the necessary approvals including land use permits, building permits, State licensing, fire inspections, etc. The Pre-Development process from start to finish can take anywhere from a couple months to a year in some cases, but it depends on the number of specific issues and concerns the staff and community have regarding the project. Many cities have adopted streamlined permitting policies and programs. It is important to discuss the possible timeline with the planner assigned to your application when you file it. It is also important that you understand crucial deadlines on your part, in terms of submitting additional information.

C. Development Overview



The **Development** process, which occurs after all the approvals have been gained and all the required licensing is secured, is when you finalize the funding costs and your resources. Once you are approved, you will want to put together detailed budgets both for development and construction, and operations of your new business. In the Pre-Development process, you might have identified preliminary cost estimates, but at this point, the task is to develop a refined and thorough project budget for development.

If you are expecting to secure outside financing, then all the work you have done up to this point, including developing a business plan, will help you succeed in obtaining financing. At this point, if you are building a new structure you would also select a general contractor.

The following chart summarizes the entire development process and provides a general timeline and task list. This chart was prepared by Santa Cruz County Child Care Ventures and Kern Local Investment in Child Care and generally follows the outline presented in this Handbook.

ABCD Constructing Connections

KERN LINCC
CONNECTING CHILD CARE + ECONOMIC DEVELOPMENT

20 STEP TIMELINE FOR DEVELOPING AND FINANCING A CHILD CARE CENTER

	STEP	ACTIVITY	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	MEASURABLE OUTCOMES
Planning	1	Analyze Child Care Needs												Market Research
	2	Research & Abide by Community Care Licensing Requirements												Title 22 & 5 Compliance
	3	Study Project Feasibility												Business Plan
	4	Obtain Predevelopment Funding												Grant Application & In kind donations
Predevelopment	5	Select & Control Site												Land Use Approval or CUP
	6	Choose Center Director												Contract for Services
	7	Select Architect, Program Schematic												Contract & drawings
	8	Acquire Site												Grant Deed or Lease agreement
	9	Raise Funds & Develop Financial Plan												Funding Plan Pursue contracts for services
	10	Obtain Predevelopment Financing												Commitments
	11	Develop Architectural Design and Planning Review												Building Permit
	12	Architectural Working Drawings												Drawings
	13	Plan Check and Revisions												Detailed Plans
	14	Select Contractor												Contract
Development	15	Close Loan, Start Construction and Attend Licensing Orientation												Funding & License Application
	16	Supervise Construction, Site Work and Foundations												Complete Foundation & Submit License Application
	17	Supervise Construction, Framing and Rough Installations												Building in Progress
	18	Supervise Construction, Finish Work, Landscape and Punch List												Completed Structure & Certificate of Occupancy
	19	Convert to Permanent Loan, Obtain License to Operate, and Start-up												Mortgage Loan, Fire Marshall, Utilities, & License to operate
Start up	20	Start-Up!												Positive cash flow

Community Connection for Child Care, a program operated by the Kern County Superintendent of Schools office. Larry E. Reider, Superintendent.
Developed by Santa Cruz County Child Care Ventures and Kern Local Investment in Child Care with funding from the David and Lucile Packard Foundation
Dana Adams (661) 636-4572 * daadams@kern.org
9/05 version

III. PLANNING

The purpose of this chapter is to explain the process of how to determine what type of center or project is needed in the market (supply and demand), review the components of supply and demand analyses, learn how to evaluate a potential site, and other aspects of the "planning process." Also discussed are State Community Licensing space requirements, and a discussion of design review, green and sustainable development, and how to develop a business plan.



A. Market Supply and Demand Analysis

Market studies are conducted for all types of projects, programs, and developments in all types of businesses and industries. In real estate development, market studies are used to size a project, define components of a project, and set prices. For instance a market study for a residential development would determine the types of houses to build, the market segment, i.e., families, seniors, etc, to target the product to and help set the price, given the competition**. The purpose of a market analysis is to determine the need for the project, or what is termed "demand" in real estate planning, and compare that need to the supply or the current competition in the market.** In child care development there is almost always a "need", but the exact type of child care, age served, and families' ability to pay need to be considered. In child care studies, this is often referred to as a "needs assessment." But from a real estate or business development standpoint, a market analysis is a slightly different animal and answers more detailed questions than a child care needs assessment.

Market studies tell you how to:

- Size your project overall
- Define your target market, audience or client
- Set your prices
- Determine operating parameters, such as hours, and services offered

Market studies are important when the project expects to secure some form of financing, either from a bank or an organization or even a private person. Market studies can be formal or informal and can be conducted by a third party or by your own staff or yourself if you have the time and know-how. Effort put into market analysis will serve you well through the entire planning process, and can assist during any type of required public hearing process you may have to go through. **It is the document that justifies the need for your project for both planners and decision makers.** Data on both supply and demand should be collected, reviewed and compared, whether one starts with the supply analysis or the demand analysis in that market area.

Market Area



The first task in a market analysis is to determine your market area. This is the general geographic area from which you want to draw your customers. It can be defined as narrowly as a neighborhood or as widely as a whole city, depending on the population size of each. A market area can be a series of zip codes, census tracts, neighborhoods, a school district, or a whole city or part of a county, where density is low, such as West County in Sonoma County.

In real estate, projects often define a ***primary market area*** and a ***secondary market area***.

> **A primary market area** is where the project expects to draw most of its customers or clients.
>
> **A secondary market area** is where the project "competes" for clients and customers more broadly and the area where they may draw some additional support but not their primary business.

For child care, the size of a **primary market area** would be based on how many families and children live in the area relative to how many you need to capture for your project. It is important that you do not assume you capture more than 20% or 30% of a market overall, unless there are currently no providers in the area.

If you are planning a center for 54 children and your primary market area only has 100 children, that means you are assuming you will capture 50% of the market with your project alone. This would suggest you've drawn your primary market area too narrowly, or that you are sizing your project too big.

Also, if a significant portion of your demand is coming from the **secondary market area**, then you have not drawn your primary area big enough. Generally no more than 10% to 20% of demand should come from a secondary area. Given the complexity of child care programs, settings, and desires of parents, being able to meet the expectations of a large segment of your market area population would be unrealistic, unless you are in an isolated area, which is currently underserved.

Supply



For supply we want to know the number of existing providers by type of child care, and the number of child care spaces by age group, which normally means infants/toddlers, preschool, and school age. If you have decided on an age group before conducting this analysis, then just focus your efforts on that group, such as school age care. The Community Child Care Council of Sonoma County (4Cs) and River to Coast Children's Services (for western and coastal Sonoma County) can provide data on the existing supply of child care providers by type and location for centers, and general location for FCCHs, such as zip code. The addresses of FCCH operators are confidential. They

can also provide data on numbers of full time and part time spaces by age, language spoken by providers, non-traditional hours and most importantly, current fees charged by providers by age and type of child care. This will help in determining what the market can bear in terms of price.

Demand

For demand we need to:



1. Start with finding out how many children are present in the market area that might potentially need some type of care.
2. Then we narrow this figure down to those with working parents
3. And further to those requiring licensed child care.

We know not all children will use licensed child care. Some parents make other arrangements for a variety of reasons and choose family, friends, neighbors, and/or nannies. And some use more formal unlicensed care. Thus, a key thing to consider in these efforts is to adjust the number of children that potentially might be served by your project for these types of factors.

In some cases, you may not want to narrow the demand as much for the issues of working parents. For instance if you are targeting preschool you might want to focus on all preschool age children, including those with parents who are not working; however from other child care studies we know that not all 3 to 5 year olds attend preschool. At most, "preschool-for-all" efforts target 70% to 80% of this age group.

Each Local Planning Council's formal Needs Assessment should have some information that can be used to help you determine need and help identify areas that are under served.

Generally each Local Planning Council's formal Needs Assessment should have some information that can be used to help you determine need and help identify areas that are under served. The CCPC also analyzes the need for subsidized child care annually, which can be important if you are considering applying for a State Child Development Department (CDD) contract for subsidized child care or a federal Head Start contract. This analysis is called the "Priority Analysis" and is prepared at the zip code level for 3 to 5 year olds and 0 to 12 year olds each spring. Formal Needs Assessments are required to be prepared every five years, and thus the data can get a little old. But it is important to read these documents as they can have valuable information about unmet needs in the county by location or age group.

In addition to looking at existing demand and supply, it is useful to look at expected growth in the area to see where new population will be occurring in your community. The Needs Assessment for Sonoma County (2009) includes projections of population growth and the future additional demand for child care that will occur by community over the next ten

years. Also, remember to assess the long-term economic picture – current recessions will lead to upswings probably within the planning period of your development.

Another source of data for child care need is the Centralized Eligibility List (CEL), if you are thinking about serving low-income children and/or trying to get a State or Federal contract to provide subsidized child care services. This data can be provided at the zip code level and includes number of children waiting for subsidies, by age and length of time on the CEL. In Sonoma County, 4Cs of Sonoma County manages the CEL data, which is available to the public.

Table 1 summarizes the current supply of child care and the demand for care by type and location in Sonoma County as of 2009. This information is useful if you do not have a particular location in mind and are looking for opportunities. Once a general area is identified, then more detailed information should be collected. As shown, Santa Rosa, Rohnert Park/Cotati, and Petaluma have the greatest shortage of child care spaces.

Table 1
Summary of Supply, Demand and Surplus/(Shortage) for Child Care by Community Area - 2009
Sonoma County Child Care Needs Assessment - 2009

	Conservative Estimates						
	Supply	Demand	Surplus/	Percent	Surplus/(Shortfall) by Type in 2009		
Community Area	0 to 13	0 to 13	(Shortfall)	Distribution	Infant	Preschool	School Age
1 Cloverdale	427	502	(75)	1%	(37)	(77)	39
2 Coastal Sonoma County	125	255	(130)	2%	(16)	(62)	(52)
3 Geyserville/Rural North East	42	308	(266)	4%	(35)	(79)	(152)
4 Greater Healdsburg	724	932	(208)	3%	(37)	80	(252)
5 Greater Petaluma	3,252	3,878	(626)	10%	(176)	276	(726)
6 Greater Rohnert Park-Cotati	1,872	3,344	(1,472)	24%	(128)	(151)	(1,192)
7 Russian River	646	655	(9)	0%	(2)	17	(23)
8 Greater Santa Rosa	8,278	10,722	(2,444)	40%	(811)	(258)	(1,374)
9 Greater Sebastopol	853	1,238	(385)	6%	(42)	48	(390)
10 Greater Town of Sonoma	1,482	1,454	28	0%	(132)	83	77
11 Windsor	1,221	1,683	(462)	8%	(64)	(91)	(307)
Total Sonoma County	**18,922**	**24,970**	**(6,048)**	**100.0%**	**(1,481)**	**(216)**	**(4,352)**

Source: Brion & Associates.

Sample Demand Analysis

Table 2 summarizes a project level or neighborhood level demand analysis for child care for a large mixed use project called Sonoma Mountain Village in Rohnert Park. This is an example of how a small market area analysis can be conducted. This level of analysis can then be compared to a larger market area analysis, such as the city level (Rohnert Park), which is presented next.

Sonoma Mountain Village, located on the southeastern edge of Rohnert Park, is considered its own neighborhood or community and when completed will include about 1,900 residential units and commercial space for about 2,500 employees. The residential demand

and employee demand is estimated separately. There is a chance that some employees may live and work at the project and we account for that situation by only counting demand from a small portion of the employment uses. This example could be considered the demand in a defined small "market area" for illustration purposes.

There are several steps in determining demand:

- Estimated population using data from the US Census through American Community Survey or California Department of Finance (DOF).[5] Local sources for population from the Association of Bay Area Governments (ABAG), can also be used. If you have an estimate of housing units, you need to apply an "average number of persons per household factor" to estimate total population.[6]
- Data on children as a percent of total population by age group is then applied to total population; this data is available from the US Census or DOF, but needs to be summed and calculated. Add up the number of children in 0 to 2, or whatever age group you are targeting, and calculate it as a percent of total population.[7] Apply t his factor to total population in your market area to get number of children by age group. For instance, infants might comprise 1.7% of total population in your community.
- Typical age groups include: 0 to 2 - infants, 3 to 5 - preschool, and 6 to 12 or 13 - school age. Children 0 to 13 typically comprise about a low of 12% to a high of 20% of total population, depending on the location.
- Labor Force Participation Rates (LFPRs) by age are applied to estimate "children with working parents by age." LFPRs are available from the Census for children under 6 years, and over 6 years of age. These rates are available at the city, county, zip code and census track level.
- Reduce demand further to estimate "demand for licensed care" based on these rates:
  -25% to 37% of infants with working parents
  -50% to 85% of preschoolers with working parents
  -38% to 50% of school age children with working parents
- An alternative method to estimate children needing licensed care is to assume from 20% to 30% of all children require licensed care. If you want your estimated to be conservative, use 20% but 30% is a more typical overall demand factor. This

[5] The Sonoma County Child Care Needs Assessment has this data and most child care local planning councils have similar Needs Assessment and data available.
[6] The California Department of Finance prepares an annual report, the E-5 Report each year which estimates the population, dwelling units and persons per household by city and county throughout California. This report is updated each January 1 and provides very useful information for planning purposes.
[7] The DOF E-5 report has current estimates of population, household population, housing units and persons per household but not estimates of children. The DOF projections of age and sex include estimate of children by age.

approach circumvents the 2nd, 3rd, and 4th steps listed above and is a simple demand method.

These factors are similar to what is called a "capture" rate in the real estate industry. They reflect the fact that not all working parents with children will use or can afford licensed child care. This is likening it to "not all potential shoppers will frequent your business."

Another component of demand is the number and type of calls to the local Resource and Referral Agencies from parents looking for child care. This helps define demand even further. In some communities, certain types of care are preferred over others and this information can be informative. This information can help you further refine the services you want to offer and the segment of the market you want to target. For instance, in your particular area, there could be an unusual need for weekend care or evening care, due to a large employer in the area. The information could also tell you there is a strong need for infant care, or care for children with special needs, for instance. If you know you only want to operate a preschool or school age program, then you'd only focus the analysis on that age group.

For demand from employees, we do not want to double-count demand from local residents who also live and work in the city (or market area) and are counted in the "population" demand estimate. In this case the project has about 2,500 jobs or employees. Some will also live at the project, and some will live in other cities and commute to this site and may want child care near their place of work. School age children tend to be in child care near their school and home, and thus we do not estimate demand for school age children here. Employee demand is normally for infants and preschool children. Since some employees with young children under 5 may want care near their place of work, for this study we assumed 20% of employees may require some child care, at a rate of one child care space per employee.

This type of employee demand analysis would also be useful if you are considering locating a center near a downtown with large concentrations of employment, or near large business parks.

Table 2
Potential Child Care Demand for
Sonoma Mountain Village Project
City of Rohnert Park

Sonoma Mountain Village, Rohnert Park, CA	Notes & Assumptions	Estimated Child Care Demand by Age: Birth to 24 months or Infant	2 to 5 or Preschool	6 to 13 School Age	Total, 0 to 13 Years
Residential Demand					
Total Housing Units	1,892				
Persons per Household as of 1.1.09 from DOF	2.35				
Estimated Total Population	4,446				
Children as Percent of Population	(1)	2.6%	5.7%	11.9%	20.2%
Estimated Total Children		116	253	529	898
Avg. Labor Force Participation Rates	(2)	62.9%	62.9%	74.0%	69.4%
Children With Working Parents		73	159	392	624
% Children Needing Licensed Care	(3)	37%	50%	38%	48%
Resident Children Needing Licensed Care		27	127	147	300
% of Total Children Needing Licensed Care		23%	50%	28%	33%
Non-Resident Employee Demand	(4)				
Total Employees	2,576				
% of Employees that work in Co. & live elsewhere	18.0%				
Employees that work in city & live elsewhere	464				
% of Employees that need childcare	20%				
Employees that need childcare	93				
% of Employee Children Needing Care by Age	(5)	40%	60%	0%	100%
Employee Child Care Need by Age Group		37	56	-	93
Total Demand for Licensed Child Care Spaces		**64**	**182**	**147**	**393**
% Distribution of Total Demand for Spaces by Age Group		16%	46%	37%	100%

(1) Based on estimated number of children by age categories for Sonoma Co. from CA Dept. of Finance P-3 Report; Sonoma County Child Care Needs Assessment - 2009

(2) Labor force participation rates are from the 2000 Census and include children with two working parents or single working parents. Rates vary by age, under 6 years and over 6 years.

(3) Not all children with working parents are assumed to need licensed care: the assumptions - % - under each age category are used. The remaining children are assumed to be cared for by family members, nannies, friends, and unlicensed care. Percentages are based on a detailed review of 12 other child care studies, including impact fee studies.

(4) Based on journey to work data from the 2000 census for the county as a whole. Assumes 20% of employees living elsewhere and working in city need child care and one space per employee.

(5) Assumes 40% is demand for infants and 60% is preschool; school age children are assumed to have care near their place of residence.

Sources: Brion & Associates.

Sample Supply and Demand Analysis

For continuity with the above analysis, we continue our city level example with Rohnert Park. The results of the above analysis, or demand, should be reviewed in the context of the broader market. If one was hoping to serve the residents and employees of Sonoma Mountain Village, then the rest of Rohnert Park could be considered the secondary market area.

As of the spring of 2010, Rohnert Park has the following licensed child care providers, according to data from 4Cs of Sonoma County

Table 3
Child Care Providers and Number of Spaces by Age in Rohnert Park

Child Care Providers in Rohnert Park	
Type	Total Number
Center	13
FCC Lg	11
FCC Sm	46

Licensed Center Capacity in Rohnert Park				
Infants	Preschool	School Age	Total	Name
-	-	90	90	Boys and Girls Club -John Reed
-	46	-	46	Cross And Crown Lutheran School
32	72	48	152	Kindercare Learning Center/Rohnert Park
28	109	-	137	Learning To Learn/Rohnert Park
-	39	32	71	Little Ones Backyard Club
-	64	-	64	Mt Taylor, Too!
-	-	110	110	Redwood Country Kids Club
-	-	30	30	Rohnert Park Community Center
12	61	-	73	Sonoma State Children's School
-	-	80	80	YMCA Sunshine Co/Hahn
-	-	65	65	YMCA Sunshine Co/Evergreen
-	-	80	80	YMCA Sunshine Co/Monte Vista
72	**391**	**535**	**998**	Total Center Based Spaces
125	215	68	408	Family Child Care Spaces
197	**606**	**603**	**1,406**	Total Spaces

Note that FCCH spaces are estimated based on licensing limits; not all FCCHs provide infant care so this approach may over state the supply of infant care.

As shown above, overall in Rohnert Park, there are 1,406 child care spaces, provided by 13 centers, 11 large FCCHs and 46 small FCCHs.

Table 4 summarizes current demand for the entire City of Rohnert Park and compares it to existing supply as shown above. There is currently a shortage of child care in each age category, and the overall shortage is about 1,400 spaces. In sum, only about 50% of the current demand is being met by existing supply. This suggests that the there is room in the market for more child care providers. However, this is just the first indicator of need. More detailed data gathering and assessment is needed as discussed below.

Table 4
Potential Child Care Demand
City of Rohnert Park as of 2009

		Estimated Child Care Demand by Age			
Rohnert Park, CA		**Birth to 24 months or Infant**	**2 to 5 or Preschool**	**6 to 13 School Age**	**Total, 0 to 13 Years**
Residential Demand					
Estimated Total Population (DOF 1.1.09)	41,919				
Children as Percent of Population	(1)	2.6%	5.7%	11.9%	20.2%
Estimated Total Children		1,090	2,389	4,988	8,468
Avg. Labor Force Participation Rates	(2)	62.9%	62.9%	74.0%	69.4%
Children With Working Parents		686	1,503	3,691	5,880
% Children Needing Licensed Care	(3)	37%	50%	38%	48%
Resident Children Needing Licensed Care		**254**	**1,195**	**1,384**	**2,833**
% of Total Children Needing Licensed Care		23%	50%	28%	33%
EXISTING SUPPLY	(4)				
Current Child Care Spaces		**197**	**606**	**603**	**1,406**
Percent Distribution					
EXISTING SURPLUS/(SHORTAGE)		**(57)**	**(589)**	**(781)**	**(1,427)**
% of Demand Met by Existing Supply		78%	51%	44%	50%

(1) Based on estimated number of children by age categories for Sonoma Co. from CA Dept. of Finance P-3 Report; Sonoma County Child Care Needs Assessment - 2009.

(2) Labor force participation rates are from the 2000 Census and include children with two working parents or single working parents. Rates vary by age, under 6 years and over 6 years.

(3) Not all children with working parents are assumed to need licensed care: the assumptions - % - under each age category are used. The remaining children are assumed to be cared for by family members, nannies, friends, and unlicensed care.
Percentages are based on a detailed review of 12 other child care studies, including impact fee studies.

(4) Based on data from the 4Cs in the Spring of 2010. Includes spaces at centers and Family Child Care Homes.

Sources: Brion & Associates.

Child Care Costs or Fees

Another important component to consider is price, or in this case, fees charged by existing providers. Data on the child care fees is also available from the Needs Assessment – 2009 for Sonoma County.

Table 5 summarizes current fee rates by age and type of provider in Rohnert Park. This is based on reported fees charged by providers, which is updated continuously as data is provided to the 4Cs but at a minimum twice a year. This information provides a good indication of what the market can bear. It is also important to see the range of rates charged, if possible, to see the breadth in the market in terms of fees charge. 4Cs has some fee data at the zip code level as well. River to Coast Children's Services collects similar data for the western portion of the County.

There is a range of fees charged by providers in data for Rohnert Park, which includes:

- FCCH Infants: $150 to $250 per week
- FCCH Preschool: $150 to $250 per week
- FCCH School Age: $125 to $225 per week
- Center Infants: $225 to $281 per week
- Center Preschool: $135 to $227 per week
- Center School Age: $90 to $180 per week

As is typical, center based infant care is more expensive than care provided at FCCHs because centers have more overhead expenses, including rent or mortgages. School age care is comparable in both centers and FCCHs, and infant care is the most expensive of all three age groups. This is due to the higher teacher ratios required for infant care.

Table 5
Current Average Child Care Fee Rates by Age and Type of Provider
Rohnert Park

Type of Care	Average Weekly Child Care Rates		
	Infants	Preschool	School Age
Full Time Weekly Rates			
FCCH	$192	$183	$157
Centers	$263	$183	$148
Full Time Monthly Rates			
FCCH	$768	$732	$628
Centers	$1,052	$685	$683

Rates are as of September 2010.
Part time rates are generally less but there is not enough data to estimate reliable averages.
Sources: Community Child Care Council of Sonoma County; River to Coast Children's Services: Brion & Associates.

B. Site Selection



The Low Income Investment Fund (LIIF) has a document on finding a site for a child care center.[8] They suggest using a real estate broker to assist you in finding a site to buy or lease. This is generally a good idea, particularly if you are looking to open a large FCCH in a home you will rent or if you plan to open a center, but not always necessary depending on the circumstances. LIIF suggests you speak with the following groups/organizations:

- Local Government, including city planners and the City Manager's office
- School Districts and/or County Office of Education
- Public Housing Authority (if your community has one)
- Affordable Housing Developers active in your community such as Luther Burbank Housing in Sonoma County
- Commercial Developers, particularly residential developers
- Faith-Based or other community organizations, which often want to have child care facilities on site, but do not necessarily want to run the program.

We would add Redevelopment Agencies in larger cities. Santa Rosa and the County of Sonoma have large redevelopment areas where there is potential for new large development projects that might accommodate child care.

Another important vehicle for finding a potential site for child care is to partner with a developer of a large residential, commercial, or mixed use project. The advantages of this are many. First they will likely handle most of the entitlement issues and permits, except those that the provider specifically has to apply for. They have the funding and resources to underwrite much of the entitlement costs and can leverage their overall construction project to secure affordable construction contract terms, given the scale of their project compared to a stand-alone center. Monitoring the planning commission agendas in your community is a good way to find out about large projects where child care may be appropriate. Most cities have email noticing for agendas for planning commission and city council meetings and many of these meetings can be watched live on line.

Driving around the neighborhood you are interested in to look for signs for lease is another simple way to find space to lease. Currently, there is a tremendous amount of vacant commercial and office space throughout Sonoma County that could potentially be converted into a child care center. It is important to have a real estate broker or lawyer review your lease documents however, even if you do not use a broker to find the space.

[8] "Finding a Child Care Center Site" by Low Income Investment Fund can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-4-facility-site-selection.pdf.

The City of Santa Rosa recently adopted new policies to encourage reuse and re-tenanting of vacant commercial space in the city, and in its office parks.

Some general market issues to consider are:

- Level of local need or demand
- Transportation access for parents and staff
- Quality of neighborhood and surrounding uses
- Proximity to schools and community services

For new construction, or renovation of an existing building, once a site seems to fit your needs you have to conduct what is called "due diligence" and investigate a series of issues about the site, including its zoning, use restrictions, health and safety issues as discussed further in the Handbook. Key issues to consider are:

- Overall size compared to licensing space requirements (i.e., number of children that can be served in a space) and number of potential classrooms, bathrooms, and toilets
- Open space and play space
- Parking availability
- Space for drop off and pick up
- Health and safety of site and surrounding uses
- Light and spaciousness
- Ventilation and HVAC system
- Environmental health (toxics or noxious activities nearby)
- Age of structure
- Signs of damage, mold, leaks, etc
- Business park maintenance fees/assessments, or homeowners fees/dues (hidden costs)

C. Design, Green Building and Sustainability

Design Review



Many larger cities have design review boards that evaluate a project based on its compatibility with a set of design guidelines and architectural requirements for the exterior of a building and its grounds and landscaping, including parking lots and streetscapes. If a structure is old and has historic value or character, the community may be very interested in its appearance. Also if a building has been designated by a State or local organization as a historical or architecturally significant property, it may be more difficult to make changes to the structure. It is not to be avoided at all costs, but just something to be kept in mind. Many older homes make wonderful child care centers and FCCHs.

The interior of a space also needs to be reviewed for its compatibility for meeting State licensing space requirements, as discussed further below.



- The space needs to have ample space for storage of children's supplies and materials, personal belongings, and staff belongings.
- It needs ample space for drop off and pick up inside and outside.
- The number of toilets must meet State licensing requirements. Often, spaces require additional bathroom facilities and toilets for children.

If you are building on a challenging site, such as one with a slope, in or near a coastal zone, or in a flood plain, additional design review and engineering review will be required. Often, these sites would be eliminated quickly due to cost of development, but in some cases, if the site is provided at low or no cost, these issues can be addressed with a good architect and engineer.

Most buildings that require minor changes or signs will require some sort of review process and often this is called "administrative" review by the local jurisdiction. Many cities have sign ordinances so it is important if you are proposing a large sign to ensure that it is consistent with local signage requirements, such as size, height, and location.

The planner at the local planning or zoning counter can help you determine what type of design or other architectural or historical review your site and/or building might require.

Outdoor Learning Environments



A recent development in child care facility design is the concept of intentional outdoor learning environments, which extend the classroom into the outdoors where children can play with and among natural elements such as sand, water and living plants. These natural playgrounds give children the opportunity to learn through cause and affect the impact they have on their immediate surroundings and the environment as a whole. Through natural learning, the outdoor classroom enhances and reinforces the lessons students learn in every subject from math to the arts.[9]

Green Building

Green building is the new buzz word in development, which refers to a whole new set of building guidelines, standards, materials, construction techniques, and energy consumption. It is not possible in this document to discuss all the components of green building and there

[9] http://www.outdoorlearningenvironments.com

is a wealth of resources available on the subject. The main components to consider are:

- Renewable resources and building materials;
- Toxic free materials, paints, furniture and equipment, including toys and supplies;
- Energy use and renewable energy such solar and wind;
- Site containment of storm run-off and use of recycled grey water; and
- Reducing waste and environmental degradation

The United States Green Building Council (USGBC) leads a national coalition of leaders from across the building industry working to promote buildings that are environmentally responsible, profitable and healthy places to live and work. USGBC has developed the LEED (Leadership in Energy and Environmental Design) Green Building Rating System, as a voluntary, consensus-based national standard for developing high-performance, sustainable buildings. USGBC offers trainings and certifications based on the LEED program and host the annual green building conference Green Build.[10]

Green building principles can be applied to new construction and to renovations of existing buildings. Every green building principle that you embrace in your project can have long lasting benefits for the children you serve, and the environment. While you may not be able to afford to implement all the suggested green building practices you read about, you can adopt some in the beginning and implement others over time.

Every green building principle that you embrace in your project can have long lasting benefits for the children you serve, and the environment.

Sonoma County has many organizations and groups that support sustainable development, green building practices, etc. The Accountable Development Coalition recently published a guidebook on green building practices, called Green Building Policies Best Practices Report that could be useful as an overview to green building practices.[11]

Sonoma County's Energy Independence Program is a new opportunity for property owners to finance energy efficiency, water efficiency and renewable energy improvements through a voluntary assessment. These assessments will be attached to the property, and not the owner, and are be paid back through the property assessment and tax system over time, making the program not only energy efficient but also affordable.[12]



Sustainability

Sustainability is also a new buzz word and refers to a development's footprint on the earth and how much non-renewable resources are used by the project. The US Environmental

[10] Taken from the Alameda County Child Care Planning Council website, see http://www.acgov.org/childcare/green_childcare.htm as seen on November 1, 2010.
[11] See http://www.accountabledevelopmentcoalition.org/ as seen on November 1, 2010.
[12] See http://www.sonomacountyenergy.org/ as seen on November 1, 2010.

Protection Agency defines it broadly as follows: "The traditional definition of sustainability calls for policies and strategies that meet society's present needs without compromising the ability of future generations to meet their own needs." It also refers to the waste stream, recycling and overall healthiness of a project. It refers to the food you buy, how it is grown, processed and transported. Much of this work relates to reducing the use of fossil fuels, and the need to reduce global warming and green house gases.

In terms of waste stream, the Sonoma County Waste Management Agency provides a wealth of information on reuse, recycling and repurposing materials as well as composting.[13]

The Oregon Environmental Council has prepared a checklist for child care providers to determine how ecologically friendly and healthy their business is for children and the environment.

The Oregon Environmental Council has prepared a checklist for child care providers to determine how ecologically friendly and healthy their business is for children and the environment. This is a self administered checklist that can give you great ideas for simple improvements to operating your business that can make it more health for children and the earth.[14]

If you can create a vegetable garden and/or plant some fruit trees at your home or center this is an excellent way to teach children about where food comes from and how to care for the earth. It is also a great activity for children and can supplement your food purchases with fresh organic food for meals. Garden boxes or raised beds are a great way to create an instant garden and are relatively inexpensive to build and set up.

D. Child Care Licensing Requirements



This section discusses the State of California requirements for licensing a large FCCH or a child care center, and the required staffing ratios and educational requirements of various positions. This information is found in Title 22 of the California Code of Regulations. Requirements for centers and FCCHs are presented and the specifics which vary for each type of provider. Child Care providers and facilities are regulated by a state agency called Community Care Licensing (CCL), within the California Department of Social Services.

This section summarizes the requirements of the State but does not cover every topic covered in Title 22. We recommend that potential providers read the entire code to ensure they understand all the requirements (see Resources and Links below). Also, staff at 4Cs of Sonoma County and River to Coast Children's Services can provide support to potential providers in understanding the Licensing requirements. The "basic requirements" and space

[13] See http://www.recyclenow.org/ as seen on November 1, 2010.
[14] http://www.oeconline.org/our-work/kidshealth/ehcc, as seen on November 1, 2010

requirements are described below. More detail on staffing needs and ratios, education and training levels is included in **Appendix C**.

Basic Requirements for Centers and Family Child Care Homes

- Applicant must attend the licensing orientation meeting and submit a complete application with required fees.
- The facilities must meet all health and safety requirements as set forth in Title 22 regulations.
- All adults (18 years and older) working in a child care center and working or living in a family child care home must have a tuberculosis clearance and criminal background clearance (includes clearances with Department of Justice, Federal Bureau of Investigation, and the Child Abuse Index).
- At least one adult with 15 hours of health training, including infant/child First Aid and CPR, must be present onsite at all times.
- Care and supervision of children must be provided at all times.
- Centers must hire staff with required training and experience (see **Appendix C**).



Child Care Centers

Health and Safety Requirements of Community Care Licensing

There are a variety of health and safety requirements that are necessary for both family child care homes and child care centers, and described in Title 22. This following highlights some of these requirements. We suggest you read the entire code for more specific requirements and restrictions.

General

- The center shall be clean, safe sanitary and in good repair at all times….including being free from flies, other insects, and rodents
- All cleaning supplies, and water used for cleaning shall be disposed of appropriately.
- All outdoor and indoor passageways, stairways, inclines, ramps, open porches, and other areas of potential hazard shall be kept free of obstruction.
- Storage areas must be provided for all equipment and supplies, including locked storage for any product containing poison.
- Firearms shall not be allowed or stored on the property of a child care center.
- All building equipment such as air conditioners, incinerators, and water heaters, etc. shall be inaccessible to children.

Indoor Space



- The indoor activity space must have at least 35 square feet per child, based on the total licensed capacity. Bathrooms, halls, offices, isolation areas, food preparation area and storage places shall not be included in the calculation of indoor space. Floor space occupied by shelves, permanent built-in cabinets, storage space for child's personal items, and napping items shall not be included in the calculation of indoor space. Floor area under tables, desks, chairs and other equipment intended for use as parts of children's activities shall be included in the calculation of indoor activity space.
- One child-size toilet and one child-size hand washing fixture must be available for every 15 children. There must be a separate adult-staff restroom, which may be used for ill children and for emergency use.
- The center needs to secure and maintain a fire clearance approved by the city or county fire department, the district providing fire protection services, or the state marshal. This clearance will include fire extinguisher, smoke alarms, fire bell, doors/gates locked and unlocked.
- Fireplaces and open faced heaters need to be made inaccessible to children. A fire place screen or similar barrier will meet the requirement.

Outdoor Space

- The minimum size of the outdoor play area is 75 square feet per child. The total number of children allowed on the license must be multiplied by 75 to get the minimum square footage of area required. There must be a separate play area for preschoolers if the program has mixed age groups. Some centers can have some of their play space requirements met by a public park that is adjacent to the site, but this requires special review by licensing staff.
- All pools, including swimming pools (in ground and above ground), fixed in place wading pools, hot tubs, spas, fish ponds, or similar bodies of water shall be inaccessible by means of a pool cover or fence.
- All play areas shall be fenced with at least a five foot high fence
- Play areas must include a shaded area
- The ground under and around climbing equipment, swings, slides and similar equipment must be cushioned with material that absorbs falls. Absorption material such as sand, wood chips, pea gravel, shredded bark mulch, or rubber mats are acceptable. The depth of the material can not be less than 6 inches at an uncompressed depth. The height of the play equipment will determine the depth of the material.



- Sandboxes are inspected daily and are free of hazardous materials.



Family Child Care Space Requirements

FCCHs do not have the same space requirements as child care centers, in terms of a certain number of square feet per child. However they have other requirements that are unique to operating in a home.

Indoor Space

- Fireplaces need to be made inaccessible to children. A screen blocking the fireplace must be able to support a child leaning on or pushing the screen.
- Glass doors across the open recess need to be locked. Providers may use a heart shaped zip lock.
- Stairs will need a gate (barricade) across the bottom, and if the second floor is used for child care a gate (barricade) across the top of the stairs.
- Fire Alarms and Fire Clearances. Large FCCH providers must provide a fire alarm in case of an emergency. This is a large pull down fire bell mounted to a wall. Large FCCH providers must receive a fire clearance from the fire department. Forms must be completed with the fire marshal to obtain the clearance (LIC9054 and LIC9092).
- Exit doors for large FCCH need a handle that unlocks the dead bolt when pushed down. It is called an H-Lock or a Knowledge Handle.
- Smoke detectors are required in all Large and small FCCHs.



Outdoor Space

- All bodies of water must be made inaccessible, including ponds, fountains, spas, streams, rivers, and lakes. Fountains can have decorative rocks in the water area instead of water. Ponds need a 5-foot fence around the pond, made from material that is see through (netting, chain link), and will support the weight of a child. Streams and rivers need a barrier to prevent the children from falling in. (wire fencing, wooden fence with openings between boards no more than 4 inches apart.) Hot tubs must have a locked cover, and be able to support the weight of an adult.
- The fence around the pool must be at least 5 feet high, and made of see-through material. (netting, wire fencing). **The children must not be able to climb the fence**. The gate to the pool must swing away from the pool, with a self closing and self latching device (lock) that is no more than six inches from the top of the gate. Pools must have a cover strong enough to support the weight of an adult, placed over the water and locked while the pool is not in use.
- The fence to enclose the outside play area must be at least 5 feet high and the openings between boards no more than 4 inches.

- Community Care Licensing must be notified of any changes to the existing buildings prior to the work being started. Examples of a change to an existing building would be a garage conversion into a child care room, an addition to the home, installation of pools, spas, hot tubs, fish ponds, construction of decks or porches, or construction of outdoor play equipment, including swing sets/climbing structures. Any changes must be done by permit with the building department. A copy of an inspection report will be necessary for Community Care Licensing from the building inspector.



E. Business Plans

A business plan can be a very useful tool for planning even if you are not seeking outside funding.

Business plans are prepared for a variety of reasons, most often when a business is soliciting financing or funding. But a business plan can be a very useful tool for planning even if you are not seeking outside funding. The business plan tells a story about your business, with the first section focusing on mission and vision statements. Other sections provide detailed information about who you will serve, how you will operate, what staffing and pricing will be and your overall cash flow. A summary of the components of a business plan, taken from a document from First Children's Finance, is presented below.[15] As one can see from this outline there are a lot of components to a business plan. Not all of these sections need to be developed for every business, however.

First Children's Finance Business Plan Outline for Centers

1. Cover Sheet (or Letter)
    - Basic info: name, address, contact info, project name, etc
2. Table of Contents
    - List of all chapters and attachments
3. Executive Summary
    - Summary of key points of business plan, financial info and market data
4. Description of the Business (Mission, Vision, Services Offered)
    - What is your Mission Statement?
    - What is the history of your business/organization (if it exists)
    - What are the key benefits your program is selling to parents?
    - How do you measure quality in your child care center?
5. Objectives of Business Plan (Keys to Success)
    - How will you know your plan is successful?
    - What is the timeline for your business start-up to opening?

[15] See "Developing a Business Plan for your Child Care Center" by First Children's Finance, as downloaded on 10.7.10, at http://www.firstchildrensfinance.org/sites/1a1c876e-617f-4aa3-9aa0-4f030b14bbf7/uploads/Outline_for_Center_Business_Plan.doc

6. Description of Project
    - Where is your center to be located?
    - Is this location leased or owned?
    - Is a new site being acquired or is an existing site being expanded?
    - Discuss site safety, zoning, parking, signage, room design/layout, equipment and furnishing, and play space.
    - How will the development process be managed?
7. Description of the Market
    - What are the demographics of the families and children you will serve?
    - What is the existing supply of child care in your target (market) area?
    - What are the trends in the child care industry, especially in your local region or area?
    - Is there an actual demand for your center's services?
    - Who are your main competitors?
    - What is unique about your child care center?
    - What is your target market – i.e., customers by age, income, lifestyle, education, etc.?
8. Marketing Strategies
    - What promotional and advertising strategies will you employ?
    - Is your image consistent with mission; i.e., logo, name, signage, etc.?
    - Can you tell prospective parents the top two or three benefits of your program?
    - Are your prices consistent with these benefits?
    - What are your key messages?
9. Operations
    - What sources will you have for supplies and materials?
    - What new or additional equipment and furnishings are included in the Business Plan?
10. Financial Management
    - Start-up, Project, Capital and Annual Operating Budgets and Monthly Cash Flow Projections
11. Leadership-Management Plan
    - What is your business structure?
    - Who makes up your management team?
    - Who are your key teaching staff?
    - Are the center's financial and human resources systems in place?
    - What is your exit strategy if the business is not successful?
12. Leadership-Governance (if non profit)
    - Does the current board of directors represent areas of expertise needed by the Center?
    - Do they represent the community and others as required by the by-laws?
13. Evaluation
    - How will you know your plan is successful?
    - How will you know your child care program is successful?

- Are their financial or operational benchmarks or program outcomes you want to measure?

14. Supporting Documents
    - Child Care Plan
    - Start-up Sources and Uses of Funds (if center is new)
    - Project Sources and Uses of Funds (if center is expanding or undertaking a major project)
    - Capital Budget (includes sources of funds as well as uses, if applicable
    - Annual Operating Projections (Budget) for at least two years
    - Monthly Cash Flow Projections for at least 24 months (if debt is a source of funds)
    - Financial Statements/Federal Tax Returns/Audits (last two years plus current year)
    - Staff/child ratio chart for each classroom or age group
    - Resumes of key staff
    - Staff credentials
    - Consultant contracts
    - Letters of support
    - Articles of Incorporation
    - Child Care License
    - Letters of Intent
    - Copy of lease
    - Any other relevant information

Discussion of the above items can be found at First Children's Finance website. This outline represents a comprehensive business plan. Depending on the size of your project and the situation, such as expanding instead of building a brand new center, not all of these items and questions may be needed. Your potential funding source can give you more direction in terms of what they want to see in a business plan as well. A business plan is a tool that helps you determine the feasibility of your overall project, and helps you to refine it to make it more successful. Therefore it serves an important internal role in determining and defining your project as well as a communication tool to solicit financing and support in the community.

Preliminary Operating Budget

At this point, it is an important part of the business plan to prepare an operations cost and revenue analysis of your proposed project. You want to ensure that the amount of gross revenue you expect can cover your basic operating expenses and overhead, plus the start up costs. This is particularly important if you are planning on building a new facility for your center. Operating costs include the following:

- Account/Legal
- Bank Charges/Interest

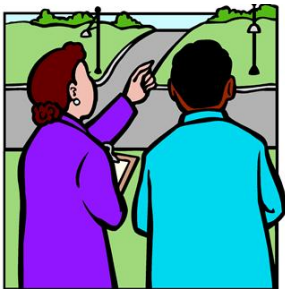
- Diapers and Bathroom and Cleaning Supplies
- Food, Drinks, and Sundries
- Garbage and Recycling
- Insurance
- Licenses and Permits
- Office Supplies
- Postage and Printing
- Toys, Reading and Art Supplies
- Miscellaneous
- Security and Safety
- Rent or Mortgage
- Dues and Publications
- Owner's Salary (draw)
- Taxes (payroll) and other licenses
- Utilities
- Wages and Benefits, if offered

It is always good to assume a contingency and a reserve fund for operating emergencies, maintenance, capital improvements, and equipment replacement costs.

Some of these expenses are fixed monthly expenses and some are variable, depending on the number of children served and days open. It is always good to assume a contingency and a reserve fund for operating emergencies, maintenance, capital improvements, and equipment replacement costs. At this point in the planning process one is trying to determine overall if the general revenue expected can cover the estimated expenses, given the size and capacity of the site and your market. More detailed business planning should be done once one has selected a site, as discussed below, and is moving forward with pre-development, as discussed in the next chapter.

Many local economic development departments and chambers of commerce offer information and workshops on business plans. The Federal Small Business Administration also offers many classes and workshops appropriate for child care businesses, although they may not be targeting child care specifically. All businesses, small and large, need to address the questions discussed above to make sure their business plans are sound and achievable.

IV. PRE-DEVELOPMENT



Each jurisdiction has a local planning and development process with various requirements. If you are building a new building or facility, this will be more involved than if you are renovating an existing structure or taking over an existing child care center or business. If you are opening a large FCCH, the process is even less involved, except when you need to make major renovations to the home. It is important to remember that in California, development is a privilege granted by local jurisdictions and not a right. Keeping this in mind through the planning process will serve you well. This is the point in time when you secure all necessary permits and licenses as discussed below.

This chapter discusses the steps needed to secure all the various "entitlements" needed to move your project forward. These include all the local permits and licenses that are required, as well as zoning clearance and approvals. Some projects will require building permits which are normally secured through an administrative review process. Some projects require Conditional Use Permits (CUP) from the local jurisdiction. These can be either Minor or Major CUPs. This is the most significant entitlement that needs to be secured for a child care center. According to new State law, large FCCHs only need a Minor CUP and cannot be required to have a public hearing; rather they should be processed through an administrative process with city or county staff approval.

Other requirements for new child care businesses can include:

- Business Licenses
- Fire Inspections
- and sometimes Signage Permits (depending on the location).

For this chapter, we have summarized the requirements of all the cities in Sonoma County and the County, which covers the unincorporated areas, including permit and entitlement requirements. Detailed tables for each location are included in **Appendix D**. The costs associated with these requirements are also presented and summarized in this chapter and in **Appendix D**.

This chapter covers:

- Zoning Regulations
- Health and Fire Safety Requirements
- Relief From Zoning Restrictions
- Ideas for Fielding Problems and Opposition from your community or neighborhood.

A list of planning and zoning terms are provided in **Appendix A.** It can be helpful to review these terms before meeting with your local planning department staff.

A. Zoning Regulation by Type of Child Care



Zoning is a set of regulations that control the use of property and includes a set of size restrictions or limits pertinent to that particular zoning. The broad goal of zoning is to protect the public from potentially incompatible activities and uses. Types of zoning uses generally include:

- Residential
- Commercial
- Industrial
- Agricultural
- Recreation and Open Space.

Within each of these broad categories will be zoning districts, expressed as codes that refer to the intensity of development, such as number of units per acre for residential uses. For commercial and industrial uses, the intensity limits are expressed as "floor area ratios" or FAR. A .5 FAR would allow for ½ of the site to be developed with a building that is one story high. A 1.0 FAR would allow a building that is the total size of the site in square feet but with more than one story. Setbacks, height limits and parking standards are also expressed in zoning districts. These setback requirements limit how close buildings can be to each other and adjoining properties. These controls assure that adequate light and air can move around buildings and that people and vehicles can access sites. Height limits are obvious, but there can be setback limits on the top of a structure so that perhaps the overall height limit is 40 feet, but heating and air conditioning equipment can exceed that as long as it is set back from the edge of the building, for instance.

A physical inspection will not determine the zoning of a site and it is best to verify it with the local planning department and not take the word of the real estate broker or seller/landlord. The first step to determining your zoning is going down to the local planning department with the address or parcel number for the site in question. The planner will likely give you a copy of the zoning map for that parcel or a list of the allowed uses for that parcel or the zoning definitions and requirements.

Variances to these zoning controls can be requested, but this process can be time consuming and costly, and there is no guarantee that the local planning commission, and ultimately the city council, will approve your variance request. Typically you will not get a variance if the zoning district does not allow a child care use. Variances typically are for setbacks, height, landscaping and parking. Small variances can often be secured if they are minor and based on uniqueness or constraints of the site.

Child care centers are normally allowed in commercial and some industrial zones. Child care can be allowed on school or church sites in residential neighborhoods. Commercial zoning includes uses such as retail, shopping centers, office uses and parks, and commercial services, such as nurseries and materials supply yards.

The Conditional Use Permit checks for items such as traffic, parking, noise and use of neighboring areas.

Conditional Use Permits (CUP) for child care are often required; these can also be called land use permits, use permits, administrative permits or development permits. In a particular zoning district, child care may be a generally allowed use but must go through a city or public review to ensure that the project is compatible with surrounding uses and activities. The Conditional Use Permit checks for items such as traffic, parking, noise and use of neighboring areas. For instance, a child care center may be allowed in some industrial areas, but not on a site that is next to a business that uses hazardous materials.

CUPs and variances are a discretionary decision made by the local decision-making body such as the city council. It is not an administrative decision made by staff. A jurisdiction will often approve a CUP with a series of conditions that the applicant must meet. These are things that are normally particular to your site.

They can include addressing issues of:

- Parking
- Noise
- Location of play areas
- Hours of operation
- Construction of various improvements.

Your local planner can give you some idea what findings the city will need to make to approve your project and what conditions they may require. Normally the staff person for the permit prepares the conditions of approval and you should be able to review a draft of it before it becomes public.

B. Local Development Fees and Requirements

This section summarizes the fees charged by local Sonoma County jurisdictions, including the County. There are nine incorporated cities and the County which each have a fee structure in place related to child care facilities. As discussed in the Introduction, small family child care homes are exempt from local permits and fees through State law. The average cost of securing entitlements for a large FCCH in Sonoma County is about $1,561, while for a child care center it is $4,164. Santa Rosa has the highest fees at $4,787 for large FCCHs and almost $14,660 for child care centers. The next highest cost is Sonoma County with about $2,686 for large FCCHs and $10,632 in fees for child care centers. The lowest cost places to develop a child care center are Sebastopol and Rohnert Park. For large FCCHs, the lowest cost places to develop are Cotati, Sebastopol and Rohnert Park.

Table 6 summarizes the cost of developing each type of child care facility by location and a comparison to the average costs countywide. These fees are as of 2011 and often increase annually, so it is important to check with your local jurisdiction about the cost of fees and also whether any additional or special fees would apply to your particular site or project.

It should be kept in mind that the information collected from cities and the county for this effort may change over time and that some fees that apply were not provided to us. It is important to verify the fees that would apply to your specific project at the time you are considering developing your project and putting together your project budget.

Table 6
Summary of Estimated Total Start Up City/County Fees/Costs
Child Care Facilities Development Hand Book - 2011

	Total Estimated Start Up Fees and City Costs			
City/County	Large Family Child Care Homes	% of Average	Child Care Centers	% of Average
Cloverdale	$533	34%	$2,033	49%
Cotati	$338	22%	$1,983	48%
Healdsburg	$2,686	172%	$2,736	66%
Rohnert Park	$1,329	85%	$1,244	30%
Petaluma	$219	14%	$1,952	47%
Santa Rosa	$4,787	307%	$14,660	352%
Sebastopol	$1,096	70%	$1,096	26%
City of Sonoma	$684	44%	$1,029	25%
Town of Windsor	$1,385	89%	$4,271	103%
Sonoma County	$2,554	164%	$10,632	255%
Averages	$1,561		$4,164	

Note: Based on current 2011 fee schedules, existing building use, and normal site conditions; additional fees may apply.

Sources: Child Care Planning County of Sonoma County; Brion & Associates.

The fees and taxes that can be required include:

- Project Application Fees
- Use Permit Fee (Major or Minor Conditional Use)
- Plot Plan Review
- Signage
- Health, Environmental, and Public Works
- Public Hearing
- Fire Permit
- Building Inspection (different from a Building Permit discussed below)
- Business License Tax

Some of these fees are one-time fees and others are annual, such as business license taxes and fire inspection fees.

Table 7 summarizes the fees by type for each area, as required for a large FCCH. The appeal fee is also listed, should you want to appeal a decision about your use permit or project. Seven of the ten jurisdictions require a Minor Conditional Use Permit for large family child care homes. The costs range from a low of $378 in the City of Sonoma to a high of $2,519 in Santa Rosa. And almost all require a fire inspection and business license. Cities normally charge for business license fees based on a "per employee charge" or a "gross revenues charge", with a base fee due. Fire inspection fees range from a low of $50 to a high of $318 and typically cover up to two hours for inspection. If the inspection takes longer, additional fees apply.

Project processing time can vary by location, with the shortest being 28 days in the City of Sonoma and the longest 120 days in Santa Rosa.

The County of Sonoma recently changed the permit requirements for large FCCHs. As of this year, they no longer require a use permit and are allowed with a simple zoning permit. This means no formal public hearing is required and the costs are lower. These types of changes make it easier for providers to start a large family child care home.

Table 8 summarizes the same information for a child care center. Overall, opening a child care center is more expensive than a FCCH for a variety of reasons. The city fees charged are just one example. As shown, the fees range in the $1,000s except for Rohnert Park and Sebastopol. As mentioned above, Santa Rosa has by far the most expensive fees for a child care center. Most cities require a fire inspection and business license fee.

Given that child care businesses do not generate much profit, these fees can be significant for a new business. It is always possible to request a fee reduction or waiver or fee payment plan from a city. The local planning department can explain the process of how to request such a waiver.

Appendix D provides a detailed table for each city and includes some brief information on the zoning districts that allow child care uses.

Table 7
Summary of Fees for Large Family Child Care Homes[1]
Child Care Facilities Development Hand Book - 2011

Fees or Taxes	Cloverdale	Cotati	Healdsburg	Petaluma	Rohnert Park	Santa Rosa	Sebastopol	City of Sonoma	Town of Windsor	County of Sonoma
Project Application Fee	$0	$0	$2,621	$0	$0	$54	$0	$0	$0	$1,553
Use Permit Fee	$0	$0	$0	$0	$1,000	$2,519	$956	$378	$1,178	$0
Plot Plan Review or Signage	$275	$0	$0	$0	$0	$466	$0	$0	$0	$0
Health Review Fee/Public Works	$0	$0	$0	$106	$0	$0	$0	$0	$0	$683
Public Hearing Fee	$0	$0	$0	$0	$0	$1,534	$0	$79	$0	$0
Fire Permit Fee	$190	$268	$50	$68	$120	$164	$50	$153	$140	$318
Building Inspection	$0	$0	$0	$0	$74	$0	$0	$0	$0	$0
Business License Tax	$68	$70	$15	$45	$135	$50	$90	$74	$67	$0
Total Est. Start Up Fees	**$533**	**$338**	**$2,686**	**$219**	**$1,329**	**$4,787**	**$1,096**	**$684**	**$1,385**	**$2,554**
Annual Fees or Taxes	**$258**	**$338**	**$65**	**$113**	**$255**	**$214**	**$140**	**$227**	**$207**	**$318**
Est. Processing Time	45-60 days	90 days	30-60 days	60 days	60 days	90-120 days	60-90 days	28-56 days	30-60 days	60-90 days
Appeal Fee Deposit[2]	$450	$300	$150	$193	$281	$412	$230	$100	$321	$1,052

[1]See individual tables for each city or county for more details and footnotes. All fees are subject to change and updated each year. Call to verify.
Sources: Child Care Planning Council of Sonoma County; Brion & Associates.

Table 8
Summary of Fees for Child Care Centers[1]
Child Care Facilities Development Hand Book - 2011

Fees or Taxes	Cloverdale	Cotati	Healdsburg	Petaluma[3]	Rohnert Park	Santa Rosa	Sebastopol	City of Sonoma	Town of Windsor[2]	County of Sonoma
Project Application Fee	$0	$0	$2,621	$0	$0	$54	$0	$0	$0	$0
Use Permit Fee	$1,500	$1,645	$0	$1,620	$1,000	$12,255	$956	$673	$4,064	$6,848
Plot Plan Review or Signage	$275	$0	$0	$0	$0	$466	$0	$0	$0	$0
Processing Fee/Health Review Fee	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Public Hearing Fee	$0	$0	$0	$0	$0	$1,671	$0	$79	$0	$0
Fire Permit Fee	$190	$268	$100	$287	$120	$164	$50	$203	$140	$318
Building Inspection	$0	$0	$0	$0	$74	$0	$0	$0	$0	$0
Business License Tax	$68	$70	$15	$45	$50	$50	$90	$74	$67	$0
Public Works/Storm Drainage/Environ Review	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,466
Total Est. Start Up Fees	**$2,033**	**$1,983**	**$2,736**	**$1,952**	**$1,244**	**$14,660**	**$1,096**	**$1,029**	**$4,271**	**$10,632**
Annual Fees or Taxes	**$258**	**$338**	**$115**	**$332**	**$170**	**$214**	**$140**	**$140**	**$207**	**$318**
Est. Processing Time	45-60 days	90 days	30-60 days	60 days	60 days	90-120 days	60-90 days	28-56 days	60 - 90 days	120 days
Appeal Fee Deposit[2]	$450	$300	$150	$193	$281	$412	$230	$100	$321	$1,052

[1]See individual tables for each city or county for more details and footnotes. All fees are subject to change and updated each year, normally July 1st. Call to verify current rates.

[2]Fee for center in residential area; see Windsor table for fees for center in commercial areas which are less.

[3]Minor CUP; a Major CUP in Petaluma is $4254

Sources: Child Care Planning Council of Sonoma County; Brion & Associates.

C. City/County Building, Health and Fire Safety Requirements



A building permit can also be required when constructing a new building or remodeling or expanding an existing building. The building permit is often issued through the Public Works Department, but can also fall under Community Development in some communities. These permits ensure that the building meets all applicable building codes for health and safety issues, including items like earthquake standards. Building permit cost normally relates to the value of the construction of the project, and each city has a varying rate depending on the type of construction as well. Thus, we have not estimated building permit fees in this Handbook, although one may be required for some projects.

When one is doing new construction, there will be a number of inspections required. Your general contractor is responsible for obtaining the correct inspections at the appropriate time in the building process, but it is a good idea for you to have an idea of what inspections will be required.

If you are considering buying an existing building, you will want to make sure that it has all the appropriate building permits and that it is in a zoning district that allows child care before you purchase it. Sometimes uses are "grandfathered in" when new zoning is adopted. This means that the use is a "non-conforming allowable use", but often there are restrictions about expanding this use. Planners can answer questions regarding these types of issues.

Once a project has passed all its inspections, the local jurisdiction will issue a Certificate of Occupancy or CofO. This normally comes from the building department. This means that your building meets all the local codes and requirements specific to your use as a child care facility. A CofO is not required for large FCCHs.



D. Public Hearings, Fielding Questions and Opposition

Public Hearing Process and Advocacy

Typically, when you submit an application and pay the fees, staff will then respond with a number of questions and comments and requests for additional information. The sooner this is provided the better, but be sure to clearly understand the deadlines for submitting letters and other materials.

When a project is going to have a public hearing, staff will prepare a staff report, which provides background information about the project and its particular circumstances, the staff findings about the project's conformity or lack of conformity with existing city or county regulation, and a set of recommendations for the decision-maker, which typically

includes a "staff recommends approval" of this project, or "staff recommends approval with the following conditions placed on the project". The staff report will be sent to the decision-making body at least week prior to the public meeting date.

It is recommended that you call planning commissioners and/or city council member and offer to meet with them to explain your project in detail before your scheduled hearing. It provides them with an opportunity to ask you questions about your project. This is commonly done with most development projects.

Most Major Conditional Uses Permits will require some type of public hearing process. The public hearing is where you will get a chance to present yourself and your project to local decision makers and provide key information about your project. The Institute for Local Government provides an excellent one page summary of how to prepare for a public hearing, and field challenges and questions about your project.[16] They stress:

- Focus your message
- Organize your materials
- Participate at the meeting.

There is normally a chance for the "proponent" - you - to make a short presentation about your project. The public and decision-makers respond to visuals, so it is helpful to have overheads or a power point of your key project information and drawings. This information should include:

- Site location
- Size
- Layout
- Overview of services offered
- Who your customers are
- Market information
- A bit about yourself and why you are developing this project
- If you are building a new building, you will have architect-prepared drawings of your proposed project; even if you are not building a new building, it is worth the time and effort to have some design ideas to present to staff and the public
- Stress that your business serves working families and children.

It is very important to have neighbors and others in the community write letters to the decision-makers supporting your project.

It is very important to have neighbors and others in the community write letters to the decision-makers (planning commissions, city councils, and board of supervisors) supporting your project, or have them send emails outlining their

[16] See Institute for Local Government, "Preparing for Public Hearings" at http://www.ca-ilg.org/sites/ilgbackup.org/files/resources/25908.preparing_for_public_hearings.pdf as downloaded on October 8, 2010.

support. These letters and emails make a difference! Letters can be provided directly to decision-makers or sent to staff for inclusion in the "packet" to the decision-making body.[17]

It is also extremely important and effective to gather support and have friends, neighbors and child care advocates come out in person and give brief comments in support of your project.

It is also extremely important and effective to gather support and have friends, neighbors and child care advocates come out in person and give brief comments in support of your project. City councils and other boards are here to serve the community and listen to the community. This sort of verbal support in a public setting helps council members make informed decisions about what the community wants. Elected officials like to see and hear why others in the community support the project.

Normally the property owners who surround your proposed site will be notified about the public hearing. It is a good idea to go out and meet your neighbors, tell them about your project, generate a dialogue with them, and address as many of their questions as possible before the meeting. For larger projects, holding a community meeting to answer questions, present your draft concept and drawings for the project, and gather feedback can be useful.

You will encounter three types of members of the public who will comment on your project:

1) Those who support your project (most likely people you have invited to speak on your behalf
2) Community members or public agency staff who may have questions about your project
3) People that are indifferent or opposed to your project. There is also often the community member who comments on all projects and takes issue with all decisions of the local city council.

Try to be prepared for all the questions you might receive. The Institute for Local Government stresses to conduct yourself professionally: "Questioning other's motives or intelligence, being hostile, engaging in name calling or making threats will not reflect well on you or the position you are urging."[18] You may experience this sort of behavior from others and it is important to stay calm, and clear about your project and business. Take copious notes when others, especially decision-makers, are speaking, so you can be prepared to answer their questions during or after the hearing if a decision is delayed. Often after the public is allowed to speak, the applicant or proponent is asked to address the commission or council and respond to the public's questions and comments.

[17] Packets going to council or planning commission members typically are sent out 7 to 10 days before the public hearing; so it is important to provide staff with any documents, including letters of support, before this point. Letters and emails should be sent any time after the packet has been released and reference the agenda number and date. They can be presented up to and during the hearing, but it is more likely they will be read if they are in the packet.
[18] Ibid.

When you receive outright opposition, try to get the individual name and contract information and try to follow up with them to address their concerns. This is only useful if the decision about your project is postponed to another hearing due to the comments received on your project.

While there is an appeal process should your project be denied, this is the last option and should be avoided. Unfortunately if you have not done enough outreach in the community, sometimes unexpected things happen at public hearings. One cranky neighbor can derail a project or send it back to staff for further work and revision.

Working with the Advocacy Committee of the Child Care Planning Council (CCPC) when you are submitting a project application can be a way to have more support for your project. A representative of the Advocacy Committee may be able to attend public hearings to provide some comments about the need for child care supply development in a particular community. Contact the CCPC for more information.

Once you have secured all the entitlements, permits, and licenses you are ready to move to the next phase, actual development.

V. DEVELOPMENT

At this point, a huge amount of work has already taken place, including securing all your permits and entitlements, preparing your business plan, evaluating the market supply and demand in your community, and identifying a site or existing building, and you are ready to proceed with development of your project. (If you are opening a large FCCH in your existing home, some of this work does not apply to you.)

At this point, your tasks are to identify development costs including construction, renovation, equipment, and supply costs, and develop a financing strategy to meet these needs. The focus of this last chapter is thus on Development Costs and Development Financing. Given that each project and site will have its own unique costs, we can only provide information on typical costs. Unusual costs may exist for your project. This section provides good information on the range of items that have to be funded and provides for assumptions on items such as contingencies and what is called "soft costs" (permits fees, architectural and design costs, etc.).

A. Typical Development Costs



There are many ways to estimate the costs of starting a child care business and developing a new facility. The most common method is to look at the total cost per child care space. It is important to note that the number of child care spaces in a project will influence the overall average cost per space. A center that serves a large number of children, such as 72, will have an overall lower cost per space than a project that serves for instance, 24 children. So any figures discussed below are only estimates of potential costs; your actual costs may vary. Family child care homes are much less expensive to develop and operate than formal child care centers.

The Low Income Investment Fund (LIIF) has prepared a very thorough guide called "Preparing Facilities for Child Care: A Guide to Evaluating Existing Facilities", which includes a discussion of using public schools, commercial buildings, modular buildings and family child care homes.[19] This guide includes multiple worksheets that can be printed and used.

LIIF also has prepared a useful document discussing how to evaluate purchasing an existing child care center[20] and they have a blank development cashflow or proforma in excel that can be downloaded and adapted to your project.

[19] "Preparing Facilities for Child Care: A Guide to Evaluating Existing Facilities" can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-6-liif-exisiting-facilities.pdf

[20] See LIIF's "What to Consider Before Purchasing a Child Care Center" at http://www.scoe.org/files/ccpc-2-liif-what-to-consider.pdf and LIIF's Child Care Proforma at http://www.scoe.org/files/ccpc-8-proforma-worksheet.pdf

Small Family Child Care



The costs associated with a small FCCH should be fairly minimal compared to that of a new child care center. There may be some minor purchases for toys, equipment and supplies, storage containers or cabinets, child sized furniture and cubbies, coat hooks and outdoor play equipment. Generally, the start-up costs, excluding licensing, could be a few thousand dollars at most, but it depends on the preferences of the provider and how much play equipment one already has in the yard. Small FCCH providers often have their own children and already have outdoor play equipment.

Large Family Child Care



Developing a large FCCH in your own home is fairly straightforward. There may be some improvement costs depending on the condition of your home and your desires for the business.

Opening a large (or small FCCH) in a rented apartment or home may trigger a series of legal and liability questions. Family child care homes are considered a residential use and not a business per se. Landlords often do not know that they cannot restrict a renter from opening a small FCCH, and that a large FCCH is allowed assuming certain conditions are met as described in Pre-Development. The Child Care Law Center has an excellent resource that addresses many of these issues.[21] Family child care homes are also ideal for low and moderate income residential projects and mixed income affordable housing projects. Some of these projects even encourage such uses for their projects to serve their tenants' needs.

The development costs for a large FCCH home could range from $2,000 to $10,000 or more, depending on what type of renovations are needed or required. Sometimes fire doors and alarm systems, fencing around open sources of water, stair guards, etc., are required. Some providers convert a particular room to a play room for children and the cost of this work can vary depending on what is needed, i.e. new flooring such as carpet or tile, new cabinets, storage, or improvements to restrooms, etc. The list of space and other requirements for FCCHs is discussed in **Chapter III.**

Child Care Centers



There are a variety of published reports and studies on child care costs. Most of these exclude land costs which can vary significantly from area to area and site to site. Kristen Anderson in her book, **Planning for Child Care in California** (2006) gathered data from a variety of studies and finds the following average costs by type of project. Although several years have passed since its publication, given the state of the construction industry in California today and the number of construction companies looking for work, these prices may still be in line with today's costs.

[21] http://www.childcarelaw.org/docs/Q%20&%20A%20Tenants%20Rights%20and%20Responsibilities%202009.pdf as seen August 25, 2011.

Brion & Associates has prepared several Child Care Impact Fee Nexus Studies in California. These studies required the collection of information on average costs per space by type of child care. While every site and situation is different, child care centers, excluding land, typically cost between $17,000 to $27,000 per child care space. Applying these figures to a 54-space child care center would result in a total project cost of $900,000 to $1.5 million. Projects can cost more, however, depending on the site conditions. Sites with slopes and in hilly areas may cost substantially more. These costs assume onsite work only. They do not assume that any infrastructure improvements are required, such as water and sewer system improvements.

Table 9
Summary of Typical Child Care Center Costs per Sqft and Space by Type (2006$$)

Type of Project	Cost per Sqft of Space	Cost per Child Care Space	Notes:
Leasing Existing Space – Tenant Improvements & Renovations	$47 to $214	$2,800 to $16,500	Excludes land costs
Portable Classrooms	$97 to $176	$4,900 to $13,700	Excludes land costs
Purchase Existing Building & Renovations	$68 to $400	$3,400 to $62,500	Includes land and building
New Site and Building	$221 and up	$11,000 and up	Includes land and new construction

Source: Planning for Child Care in California, by Kristen Anderson, Solano Press, (2005), page 129

A proforma is a financial analysis that tests the feasibility of a project, based on a specific set of assumptions. The following chart prepared by LIIF lists the items that are typically included in a development pro forma for a child care project. Not all of these items will apply to every project, but many will. A blank child care pro forma was developed by LIIF to assist child care providers (see **Appendix B**).[22] A proforma includes a lot of the same information included in a business plan, but this tool tests for a series of financial measures, such as whether or not the project will generate enough monthly income after expenses to cover any potential debt secured for the project. It can also calculate a rate of return on the project's investment called an Internal Rate of Return or IRR. It may be that the typical child care provider does not have the expertise to prepare such a financial analysis, but organizations such as LIIF and LINCC can assist in these efforts or provide a list of consultants that can assist in this type of work.

[22] LIIF's Child Care Proforma can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-8-proforma-worksheet.pdf

School Age and License-Exempt Care



School age facilities that occur in stand-alone buildings have costs that are about the same as child care centers. If they occur at existing school sites in existing portables, then the start-up costs can be much less. A new portable classroom typically costs from $150,000 to $300,000 depending on the quality, and amount of site work required, including hooking into existing sewer and water systems.

Table 10
Childcare Provider
Development Budget

TOTAL DEVELOPMENT COSTS
ACQUISITION
Land
Building
Seller's Costs
Broker's Commission
Subtotal Acquisition
HARD COSTS
Offsites
Site Preparation
Construction Costs
Parking
Construction Contingency
Subtotal Construction Costs
SOFT COSTS
Accounting
Acquisition Loan Interest & Fees
Appraisal
Arch/Eng - Design & Supervision
Arch/Eng - Reimburs & Add'l Services
Const Loan Fees & Expenses
Const Loan Interest
Construction Management
Consultants - Other
Deputy Inspector
Developer Fee
Environmental Audit
Furnishings
Holding Costs
Insurance
Legal - Organizational
Legal - Transaction
Marketing & Leasing
Organizational Costs
Perm Loan Fees & Expenses
Permits & Fees
Predev Loan Int & Fees
Real Estate Taxes
Relocation
Reserves - Operating
Reserves - Replacement
Reserves - Other
Soils Report
Start-up Costs
Survey
Title & Recording
Soft Cost Contingency
Subtotal Soft Costs
TOTAL DEVELOPMENT COSTS

B. Financing Strategy and Financial Assistance



Once you have your summary of development costs prepared, you need to determine how to finance or fund your project. You have probably given this a lot of thought throughout the entire planning and pre-development process, but now is the time to finalize the plan and secure financing.

Given that child care often has a small profit margin, normal construction financing is often too expensive for most child care businesses. Depending on the amount of financing you need, your local bank or credit union may be a good place to start. If you believe you require a below-market-rate/low-interest loan or you want to secure a grant, there are several organizations that can provide funding and assistance. LIIF has a range of programs and staff that are specifically devoted to financing and developing child care facilities. Their website offers a wealth of information on this topic as noted in **Appendix B** on resources.

LIIF has prepared a useful document called the "Five Cs of Credit" which pertains to financing in general and for child care facilities in particular.[23] These include the following:

1. **Cash flow/Capacity to Repay**: Will the child care business be able to meet its monthly payment? This includes evaluating the potential revenue and expected expenses of the business and whether there is enough net revenue to pay back any loan offered.
2. **Character/Capacity to be a Responsible Borrower**: Is this a sound child care business? Is there leadership and technical capacity to effectively operate the business? This includes consideration of other aspects of the business plan besides revenue and expenses and cash flow, such as experience, training, market demand, etc.
3. **Capital/Equity Investment**: What is the business' cash investment? What other equity sources are they investing? Typically equity requirements are higher for projects that are deemed more risky. A typical equity requirement on a real estimate development project might be 25% to 35%. For child care businesses, equity contributions can be met with grants and other donations through fund raising, and the ratio of equity-to-debt can be higher than in typical development situations.
4. **Collateral**: What is the value of the property being pledged for repayment? If property isn't being pledged, what form of collateral will be used? This means what are the assets of the business owner that can be used to secure the loan should the business not be able to make its debt service payments.

[23] See LIIF's "A Guide to Underwriting Child Care" for more discussion at: http://www.scoe.org/files/ccpc-10-liif-underwriting.pdf

5. **Credit History**: What is the credit history of the business owner, principals, or non-profit board members? If you are an existing child care business but do not have a credit history, you can use your existing relationships with vendors to prove credit worthiness or your personal credit history.

Loans



Banks and Credit Unions can offer construction loans, but in today's economy getting credit and financing for any project is a challenge. Any lender's primary concern is your ability to repay the loan. The Business Plan you develop during your pre-development process is key to demonstrating that you have a sound plan, understand your market, have priced your product or services appropriately and have planned for contingencies. Your credit worthiness is also of crucial concern.

Affordable Buildings for Children's Development Fund (ABCD Fund) managed by the Low Income Investment Fund (LIIF)

We suggest going through an organization such as LIIF. LIIF is a national nonprofit community development financial institution (CDFI) dedicated to providing financing and technical assistance to organizations working to alleviate poverty in low-income neighborhoods. LIIF runs the Affordable Buildings for Child Care Development fund, which is a multifaceted and collaborative initiative supporting the development of quality child care facilities in California by employing a combination of public capital, private investment, technical expertise, streamlined local regulations and state policy.

The purpose of LIIF's ABCD Fund is to assist in creating a financing system for child care center facilities by providing capital for the planning, acquisition, construction, expansion, rehabilitation and refinancing of new or existing child care centers. The ABCD Fund provides financing that is tailored to the needs of licensed child care centers – nonprofit, for profit, and public agencies– serving at least 20% low-income children.

The ABCD Initiative has four distinct strategies: Loans and Grants, Development Assistance, Local Facilities Resources and Child Care Policy. [24]

The ABCD Fund offers three types of financial assistance:[25]

Repayable planning grants: Max $20,000. These are available for early-stage project readiness activities and cover expenses such as:

- Site feasibility
- Financial Analysis and fund development planning
- Market studies
- Third party work to determine project feasibility

[24] See "LIIF's Affordable Buildings for Children's Development Initiative Leaflet" at http://www.scoe.org/files/ccpc-11-liif-abcd-leaflet.pdf

[25] For more information contact Jon Dempsey, Senior Program Officer, (213) 627-9611, extension 122, jdempsey@liifund.org.

Interest-only development loans: Max $1 million. These loans are designed to enable worthwhile facilities projects to come to fruition, providing capital on an interim basis until the project can be financed with a permanent loan. The terms include average rate of 7.5 %* deferred interest and repayment periods of up to 2 years. Qualified borrowing uses:

- Acquisition
- Rehabilitation
- Construction
- Bridge financing

Amortizing loans: Max $1 million. These loans provide permanent financing for projects that have successfully completed the facilities development process and can be used to repay acquisition, construction, rehabilitation and bridge loans. These loans have amortizations of up to 20 years, repayment periods of up to 5 years, and average interest rates of 6.5% (rates and terms are subject to change and current market conditions).

Financing Consultation. Child care operators who are seeking funding to improve, expand or construct a child care facility can receive support with:

- Identifying public and private sources of funding
- Putting together an effective funding request
- Preparing necessary documents to apply for grants and loans
- Connecting with local business and facility development resources

Grants



Grants are funding that are typically provided by foundations and government agencies as a means of addressing the funding needs of projects that are not financially viable without such assistance. Grants do not need to be paid back and thus are more desirable than loans but harder to secure. Grants can be for a wide variety of purposes but typically are used for hard construction costs, planning and development costs, and sometimes operational costs. There are several grant programs available in San Francisco and Alameda County. To our knowledge we do not know of any grant programs specific to Sonoma County child care. Organizations that offer grants are typically trying to achieve some particular objective such as serving low income children, children with special needs, or serving children in remote areas. You should read the grant requirements carefully to determine if you can meet the conditions and requirements. Some grants have matching fund requirements too.

Developer Funding and Financing

Some large scale projects, either residential or mixed use, will want to include child care as an amenity for their residents. Sonoma Mountain Village, as discussed above, clearly understands the benefit of having child care near their new residents, businesses and employees. Some more progressive developers throughout the Bay Area recognize that

providing for child care directly on their site can help present a marketing advantage for their project. Developers have often constructed schools and parks within their projects because it is cheaper for them to do so as opposed to paying fees, and they have more control over the design and quality of the improvements. In addition, the improvements can come online sooner than if they wait for the public sector to construct such improvement. There are many subdivisions throughout California with empty fields where a public park is slated but for which there is no funding. At Gale Ranch in San Ramon, developer Shapell Homes constructed both an elementary school and a before and after school facility on that site that serves 120 children. They constructed this after school facility for about $5,600 per space, or substantially lower than a stand-alone facility. They also developed a child care center within a mixed income apartment complex that is run by the YMCA. Both of these projects serve both project families and families from the community.

Cities can request that child care be included as a condition of approval on large projects and that the developer construct the facility.

While it may be challenging for a provider to find a developer interested in having child care included in their project, cities can request that child care be included as a condition of approval on large projects and that the developer construct the facility as well.

C. CONCLUSION

After you complete the **Development phase**, you will move into the **Start Up phase**, which will include staffing, equipment purchasing, furnishing, curriculum planning and marketing. The Resource and Referral agencies (4Cs and RCCS) can provide support and technical assistance to you regarding program start-up issues.

There are also links to a wide range of valuable resources in **Appendix B** related to all the phases of development described in this Handbook.

For more help with Child Care Facility development, you may contact our county's Child Care Resource and Referral agencies: Community Child Care Council (4Cs) and River to Coast Children's Services (RCCS). (See Resources on page 66 for contact information.)

We hope that this Handbook has provided some helpful guidance and direction to those considering child care facility development or expansion. Sonoma County is a trend-setting community in many arenas. We are optimistic that growing community awareness of the critical importance of high-quality child care to support children's growth and development, families' self-sufficiency and a thriving economy will lead to increasing investments and improvements, resulting in a greater supply of child care facilities to meet the needs of Sonoma County citizens.

VI. ACKNOWLEDGEMENTS AND AUTHORS

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This Handbook was written by Joanne Brion, of Brion and Associates, which is a private consulting firm working in all facets of urban planning and economics. Brion & Associates has a unique expertise regarding the important public policy issue of child care facility development and demand forecasting.

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APPENDICES

A. **Glossary of Terms**: Planning and child care terms and acronyms

B. **Resources:** A comprehensive list of resources, publications, and websites

C. **Licensing:** Community licensing requirements for educations, training and staff ratios

D. **Zoning and Permit Information by City/County:** Detailed information on the zoning and permit requirements and costs of each city and Sonoma County

APPENDIX A: GLOSSARY OF TERMS AND ACRONYMS

Zoning Terms Relevant to Child Care

Allowed Use:
A use which is allowed or permitted by the local jurisdiction in a particular zooming district without obtaining an administrative or conditional use permit.

Child Care Facility:
There are three types of state licensed child care establishments.

- **Small Family Child Care Home**
  A private residence where care, protections, and supervision are provided, for a fee, at least twice a week, to no more than eight children at one time, including the children of the provider. Care must be for less than 24 hours per day. Small family child care is an allowed use throughout the State of California. State law exempts small family child care in homes from local zoning regulations.
- **Large Family Child Care Home**
  A private residence where care, protection, and supervision are provided, for a fee, at least twice a week, to no more than 14 children at one time, including the children of the provider. Care must be given for less than 24 hours per day. (Note: State law was amended in January 1997 to allow for 8 rather than 6 children for small family child care homes, and 14 rather than 12 children in large family child care homes, provided that two of the eight and fourteen children are school-age).
- **Child Care Center**
  (Formerly known as Day Care Centers and Nursery Schools, but generally accepted in the professional child care community as Child Care Centers): A building or structure in a non-residential building where care, protection, and supervision are provided to children less than 24 hours. Centers are most often permitted in all districts, in residential districts, or in light industrial districts.
- **Community Center:**
  A place, structure, area, or other facility used for and providing religious, fraternal, social and/or recreational programs generally open to the public and designed to accommodate and serve significant segments of the community.

Conditional Use:
a. A use that, owing to some special characteristics attendant to its operation or installation (for example, potential danger, smoke or noise) is permitted in a district subject to discretionary approval by jurisdictions, and subject to special requirements, different those usual requirements for the district in which the conditional use maybe be located.

-Or-
b. A use that would not be appropriate generally or without restriction throughout the zoning district but which, if controlled as to number, area, location, or relation to the neighborhood, would not be detrimental to public health, safety, or general welfare.

General Plan:
A compendium of city or county policies regarding long-term development, in the form of maps and accompanying text. The General Plan is a legal document required by the State.

Home Occupation:
A commercial activity conducted solely by the occupants of a particular dwelling unit in a manner incidental to residential occupancy.

Multifamily Dwelling:
A building or portion thereof used for occupancy by three or more families independently of each other and containing three or more dwelling units. Includes apartment buildings, but not groups, row, or townhouses or condominiums.

Nonconforming Use:
A lawful use of land that does not comply with the use regulations for its zoning district but which complied with applicable regulations at the time the use was established.

Ordinance:
A law or regulation set forth and adopted by a government authority, usually city or county.

Parcel:
A continuous quantity of land in the possession of or owned by, or recorded as the property of, the same person or persons.

Planned Development (or Planned Unit Development):
Land under unified control to be planned and developed as a whole in a single development operation or a definitely programmed series of development operations phases.

Setback:
The required minimum horizontal distance between the building line and the related front, side, or rear property line.

Single Family Dwelling:
A residential building containing not more than one dwelling unit, or one or two or more residential buildings, containing dwelling units (which may be attached), each which houses a single family, and which has access to the outside (as in the case of townhouses or duplexes).

Site ("Lot"):
A parcel of land used or intended for one use or a group of uses and having frontage on a public or an approved private street.

Use Permit:
The discretionary and conditional review of an activity or function or operation on a site or in a building or facility. Administrative Use Permit is approved in-house rather than by a judicial or executive body (Planning Commission, Zoning Board of Adjustments, or City Council). Conditional Use Permit may impose extra conditions that accompany the application and may require approval by a judicial or executive body.

Variance:
A variation in requirements permitted on individual parcels of property as method of alleviating unnecessary hardship by allowing a reasonable use of the building, structure or property, which, because of unusual or unique circumstances, is denied by the terms of the zoning code. Usually applicable to deviations from the dimensional requirements of the ordinance (i.e. height, yard), not to establish a use of land that is otherwise prohibited in that zoning district.

Zoning:
The division of a city or county by legislative regulation into areas, or zones, that specify allowable uses for real property and size restrictions for building within these areas; a program that implements policies of the General Plan.

Zoning District:
A designated section of a city or county for which prescribed land use requirements and building and development standards are uniform, such as "R-1" Single Family Residential, or "C" Commercial.

(Sources: A Survey of Zoning Definitions, American Planning Association, Planning Advisory Service Report Number 421, The California General Plan Glossary, California Planning Roundtable, 1990. As cited in the Alameda County Child Care Land Use and Zoning Report, December, 1999)

List of Child Care Acronyms

Updated April 2011

Acronym	Definition
21st Century	21st Century Community Learning Centers Program
4Cs	Community Child Care Council
AB	Assembly Bill
ACCF	Affordable Child Care Fund, aka Child Care Capital Fund
ACF	Administration for Children and Families (Federal)
ACL	All County letter (notification from State Departments)
ADA	Americans with Disabilities Act; Average Daily Attendance
AFDC	Aid to Families with Dependent Children (this program has been replaced by TANF)
AMI	Area Median Income
APE	Adaptive Physical Education
API	Academic Performance Index
APP	Alternative Payment Program
ARC	Association for Retarded Citizens
ASESP	Afterschool Safety and Education Program
ASQSE	Ages and Stages Questionnaire: Social Emotional
BCC	Building Child Care
BCP	Budget Change Proposal
BOS	Board of Supervisors (county)
C2AP	CalWORKS Stage 2-Alternative Payment Program
C3AP	CalWORKS Stage 3-Alternative Payment Program
CAA	Community Action Agency
CACFP	Child & Adult Food Program
CAEYC	California Association for the Education of Young Children
CalSAC	California School Age Consortium
Cal-SAFE	California School Age Families Education

Acronym	Definition
CalWORKs	California Work Opportunity and Responsibility to Kids (state name for TANF)
CAN	Community Action Network
CAO	County Administrators Office
CAP	Community Action Partnership
CAPP	Alternative Payment Program (contract through CDE-CDD)
CAPPA	California Alternative Payment Program Association
CARES	Comprehensive Approaches to Raising Educational Standards (formerly known as Compensation and Retention Encourage Stability)
CARES	Comprehensive Approaches to Raising Educational Standards Program
CASH	California Community Adequate School Housing
CBO	Community Based Organization
CBP	California Budget Project
CCCCA	California Child Care Coordinator's Association
CCCR&RN	California Child Care Resource and Referral Network (often referred to as "the Network" or the "R and R Network")
CCDAA	California Child Development Administrators Association
CCDBG	Child Care and Development Block Grant
CCDF	Child Care and Development Fund
CCFF	Child Care Facilities Fund
CCHP	California Child Care Health Program
CCICP	Child Care Inclusion Challenge Project
CCIP	Child Care Initiative Project
CCL	Community Care Licensing
CCLC	Child Care Law Center
CCPC	Child Care Planning Council (counties may use this instead of LPC)
CCR	Contract Compliance Review; California Code of Regulations
CCR&R	Child Care Resource & Referral
CCS	California Children's Services
CCTC	California Commission on Teacher Credentialing, aka CTC

Acronym	Definition
CCTR	California Center Based Child Care Contracts (through CDE-CDD)
CDA	Child Development Associate
CDBG	Child Development Block Grant
CDC	Child Development Center
CDD	Child Development Division (of the California Department of Education)
CDDS	California Department of Developmental Services
CDE	California Department of Education
CDF	Children's Defense Fund
CDP	Child Development Program of SFUSD
CDPI	Child Development Policy Institute
CDSS	California Department of Social Services
CDTC	Child Development Training Consortium
CEL	Centralized Eligibility List
CFCC	CDD Code for Family Child Care Home Educational Network Contract
CFDP	Full Day Preschool Program
CHAN	Handicapped Programs Contract (through CDE-CDD)
CHIS	California Health Information Survey
CIHS	California Institute on Human Services
CLRN	California Learning Resource Network (often pronounced Cal learn)
CMA	California Medical Association
CMAP	Migrant Alternative Payment Program
CMIG	Migrant Program
CMR	Contract Monitoring Review by Cal. Dept. of Ed.
COE	County Office of Education
COLA	Cost-of-Living Allowance or Adjustment
CP	Cerebral Palsy
CPEI	Center for Prevention & Early Intervention
CPI	Consumer Price Index

Acronym	Definition
CPIN/CalPIN	California Preschool Instructional Network
CPKP	Pre-Kindergarten and Family Literacy (Part-Day)
CPS	Child Protective Services
CSOC	Children's System of Care
CSPP	California State Preschool Program (contract through CDE-CDD)
CSS	County Superintendent of School
CTC	Commission on Teacher Credentialing
CUP	Conditional Use Permit
CWDA	County Welfare Director's Association
CWS	Child Welfare Services (state/county)- formerly Child Protective Services
DCYF	Department of Children, Youth and their Families
DD	Developmental Disabilities
DIS	Designated Instructional Services
DMH	Department of Mental Health
DOE	Department of Education (federal)
DOF	Department of Finance (state)
DOJ	Department of Justice (federal)
DPH	Department of Public Health (state/county)
DR	Desired Results
DRDP	Desired Results Development Profile
DREDF	Disability Rights Education & Defense Fund
DSS-CCL	Department of Social Services- Community Care Licensing
ECC	Every Child Counts
ECE	Early Care and Education
ECERS	Early Childhood Environment Rating Scales (also known as Harms Scales)
ECMH	Early Childhood Mental Health
ED	Executive Director
EDAB	Economic Development Alliance for Business

Acronym	Definition
EDD	Employment Development Department
EHS	Early Head Start
EIR	Economic Impact Report
ELAC	Early Learning Advisory Council
ELL	English Language Learners (previously known as LEP- Limited English Proficient)
ELOA	Early Learning Opportunities Act
ELQIS	Early Learning Quality Improvement System
EPSDT	Early Periodic Screening Diagnosis Treatment
ERS	Environment Rating Scale (also known as Harms Scale)
FAPE	Free Appropriate Public Education
FCC	Family Child Care
FCCH	Family Child Care Home
FCCRS	Family Day Care Rating Scales
FCHEN	Family Child Care Home Education Network
FPL	Federal Poverty Level
FRC/N	Family Resource Center/Network
FSA	Family Service Agency
FT&C	Funding Terms and Conditions
G2Q	Gateway to Quality
GAIN	Greater Avenues to Independence (pre-welfare)
GSA	General Services Agency
HHS	Health and Human Services
HS	Head Start
HUD	Housing and Urban Development
IDEA	Individuals with Disabilities Education Act
IEP	Individualized Education Plan
IFSP	Individualized Family Service Plan

Acronym	Definition
IHSS	In Home Support Services
ITERS	Infant/Toddler Environmental Rating Scales
JEP	Joint Education Partnership
JPA	Joint Powers Authority
LAO	Legislative Analyst Office (county, state or federal)
LD	Learning Disabled
LEA	Local Education Agency
LIIF	Low Income Investment Fund
LINCC	Local Investment in Child Care
LPA	Local Planning Area
LPC	Local Planning Council (for child care)
LRE	Least Restrictive Environment
MCH	Maternal and Child Health
MDO	Minimum Days of Operation
MFCC	Marriage, Family and Child Counselor
MHAB	Mental Health Advisory Board
MIS	Management Information Systems
MSW	Masters in Social Work
MWEI	Marian Wright Edelman Institute
NACCRRA	National Association of Child Care Resource & Referral Agencies
NAEYC	National Association for the Education of Young Children
NAFCC	National Association for Family Child Care
NBRC	North Bay Regional Center
NCCIC	National Child Care Information Center
NCLB	No Child Left Behind
NEDLC	National Economic Development and Law Center
NGO	Non-Governmental Organization
NLCI	National Latino Children's Institute

Acronym	Definition
OSERS	Office of Special Education and Rehabilitation Services
OT	Occupational Therapy
OTCD	On the Capital Doorstep
PACE	Professional Association for Childhood Education; Policy Analysis of California Education
PACE-APP	Professional Association for Childhood Education-Alternative Payment Program
PACT	People Acting in Community Together
PAES	Personal Assisted Employment Service
PAI/ P&A	Protection and Advocacy
PEP	Preschool Education Project
PERS	Public Employees Retirement System
PFA	Preschool for All
PHP	Parents Helping Parents
PIC	Private Industry Council
PITC	Program for Infant/Toddler Caregivers
POS	Purchase of Service Agreement
Prop 10	Proposition implementing tobacco tax & California Children and Families Commissions
PRWORA	Personal Responsibility and Work Opportunity Reconciliation Act
PSA	Public Service Announcement
QA	Quality Assurance
QII	Quality Improvement Initiative
QRS	Quality Rating System
R&R	Resource and Referral
RFA	Request for Application
RFP	Request for Proposal
RFQ	Request for Qualification
RMI	Regional Median Income
RMR	Regional Market Rate

Acronym	Definition
ROI	Return on Investment
RSP	Resource Specialist Program
SB	Senate Bill
SBDC	Small Business Development Corporation
SCAEYC	Sonoma County Association for the Education of Young Children
SCCCA	Sonoma County Child Care Association
SDC	Special Day Class
Section 108	Loan guarantee provision of the Community Development Block Grant (CDBG) program
SED	Severely Emotionally Disturbed
SEIU	Service Employees International Union (labor union)
SELPAs	Special Education Local Plan Area
SMI	State Medium Income
SNP	Special Needs Project
SRR	Standard Daily Reimbursement Rate
SSA	Social Services Agency (county)
SSU	Sonoma State University
TANF	Temporary Assistance to Needy Families (Federal name for CalWORKs)
Title 22	California Health and Safety code governing licensing of child care programs
Title V (five)	California Education Code governing most state-funded child care programs
TPC	Teen Parent Connections
UAP	University Affiliated Program
UCPA	United Cerebral Palsy Association
UPK	Universal Preschool; Universal Pre-Kindergarten
USDA	United States Department of Agriculture
VH	Visual Handicaps
VISTA	Volunteers in Service to America
West Ed	Institute for Early Childhood Professional Development
WIB	Work Investment Board

Acronym	Definition
WIC	Women, Infant, Children; Welfare and Institutions Code
WOYC	Week of the Young Child

APPENDIX B: RESOURCES, PUBLICATIONS AND WEBSITE LINKS

This appendix includes a list of resources, links and publications organized in the same fashion as the overall Handbook. General resources are listed under Chapter I. More specific resources provided by the agencies and organizations listed here are presented in their appropriate section, e.g. Business Plans.

Chapter I: Introduction

- Child Care Planning Council of Sonoma County (CCPC)
  http://www.scoe.org/ccpc
  Sonoma County Office of Education
  5340 Skylane Boulevard
  Santa Rosa, CA 95403
  (707) 524-2792

- CCPC Statement of Quality Child Care:
  http://www.scoe.org/files/statement_of_quality_child_care.pdf

- CCPC Statement of Culturally Responsive Early Care and Education
  http://www.scoe.org/files/ccpc_diversity_statement.pdf

- Community Child Care Council of Sonoma County (4Cs)
  (Resource & Referral for Central, North and South County)
  http://www.sonoma4cs.org/
  131-A Stony Circle, Suite 300
  Santa Rosa CA 95401
  (707) 544-3077

    - **4Cs Resource Library Resources for Facilities Development**
      4Cs operates a Resource Library for anyone working with children. It is currently available by appointment only. Please call (707) 522-1413 x 156 to arrange for your appointment. For non-licensed programs there is a $25.00 membership fee, for all licensed programs it is free. In addition to resource books there are assorted toys for all developmental arenas of a child's life (cognitive, large motor, social-emotional).

        - Sciarra, Dorothy June and Anne Dorsey, *Developing and Administering a Child Care Center*, Delmar Publishers (1998)
        - Fulton, William and Paul Shigley, *Guide to California Planning*, Solano Press Books (2005)
        - Olds, Anita Rui, C*hild Care Design Guide,* McGraw Hill (2001)

  - Bush, Janet, *Dollars and Sense/ Planning for Profit in your Child Care Business*, Delmar Thomson Learning (2001)

- River to Coast Children Services
  (Resource & Referral for West County)
  http://rccservices.org/
  P.O. Box 16
  Guerneville, CA 95446
  (707) 869-3613

- Community Care Licensing Division
  http://www.ccld.ca.gov/

- Low Income Investment Fund – Child Care Department
  http://www.liifund.org/PROGRAMS-NEW/CHILDCARE/ChildCareOverview.htm

- Local Investment in Children
  http://www.lincc-childcare.com/

- The Next American Opportunity: Facilities for Early Care and Education Programs Investment Publication
  http://www.nextamericanopportunity.org/ncfs/ecep/

- Building Child Care – Website and Resources
  http://www.buildingchildcare.org/

Chapter II: Development Process Overview

- LIIF's Planning Roles and Authority
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-3-roles-authority.pdf

Chapter III: Planning

A. Market Supply and Demand Links

- Sonoma County Community Child Care Council (4Cs) (Resource & Referral for Central, North and South County)
  http://www.sonoma4cs.org/

- River to Coast Children Services (Resource & Referral for West County)
  http://rccservices.org/

- California Department of Finance – Population, Households, and Dwelling Units by City and County
  http://www.dof.ca.gov/research/demographic/reports/estimates/e-5/2001-10/
  http://www.dof.ca.gov/research/demographic/reports/projections/p-1/

- Association of Bay Area Governments – Demographic data and population forecasts by city, and zip code and 2000 US Census data for Bay Area counties
  http://www.abag.ca.gov/

- American Community Survey for US Census data
  http://www.census.gov/acs/www/

- 2009 Child Care Needs Assessment for Sonoma County and Community Profiles
  http://www.scoe.org/pub/htdocs/child-care-needs-assess.html

- LIIF's Developing a Child Care Market Study – Los Angeles
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-1-market-study.pdf

B. Site Selection

- LIIF's What to Consider before Purchasing a Child Care Center
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-2-liif-what-to-consider.pdf

- LIIF's Finding a Child Care Center site by LIIF
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-5-finding-center.pdf

C. Design, Green Building and Sustainability

- First 5 Riverside's Child Care Design and Siting Guidelines
  http://www.rccfc.org/documents/REPORTS/Child%20Care%20Design%20and%20Siting%20Guide%202010.pdf

- LIIF's Preparing Facilities for Child Care: A Guide for Preparing Existing Facilities
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-6-liif-exisiting-facilities.pdf

- LIIF's Roles of an Architect
  Can be downloaded from SCOES website at http://www.scoe.org/files/ccpc-7-liif-roles-architect.pdf

- Green Child Care Building Resources from Alameda County Child Care Planning Council
  http://www.acgov.org/childcare/green_childcare.htm

- Accountable Development Coalition's Green Building Policies Best Practices Report
  http://www.accountabledevelopmentcoalition.org/

- Top 10 Mistakes Made in the Interior Design of Child Care Centers
  http://www.whitehutchinson.com/children/childcaremistakes.shtml

- California Office of Historical Preservation
  http://ohp.parks.ca.gov/?page_id=21747

- National Register of Historic Places for Sonoma County, California
  http://www.nationalregisterofhistoricplaces.com/CA/Sonoma/state.html

- Recycle Now
  http://www.recyclenow.org/

- Eco-Healthy Child Care Checklist
  http://www.oeconline.org/our-work/kidshealth/ehcc

- Outdoor Learning Environments
  www.outdoorlearningenvironments.com

D. CHILD CARE LICENSING REQUIREMENTS

- California Community Care Licensing: Apply for a License
  http://www.ccld.ca.gov/PG484.htm

  Title 22 Regulations apply to all community care facilities regulated by the Community Care Licensing Division except where specifically exempted and are available at the California Department of Social Services website at:

  - Child Care Centers
    http://www.dss.cahwnet.gov/ord/PG587.htm
  - Family Child Care Homes
    http://www.dss.cahwnet.gov/ord/PG296.htm

  The Community Care Licensing office in Sonoma County is located at:

  Redwood Empire office
  101 Golf Course Dr, Suite A230
  Rohnert Park, CA 94928
  (707) 588-5026

E. Business Plans and Related Links

- First Children's Finance (Minnesota): *Developing a Business Plan for Your Child Care Center* http://www.firstchildrensfinance.org/Getting_Started.html

- First Children's Finance (Minnesota): *This is the full document on development a business plan for a child care center.* http://www.firstchildrensfinance.org/Business_Planning2.html

- LIIF http://www.liifund.org/PROGRAMS-NEW/CHILDCARE/ChildCareOverview.htm

- LIIF's Business Practices to Keep You in Business
  Can be downloaded from SCOES website at http://www.scoe.org/files/ccpc-13-liif-business-practices.pdf

- Sonoma County Economic Development Board (SCEDB): *The SCEDB offers free on line business tools:* http://www.toolsforbusiness.info/success/index.cfm?action=businessplan&cx=sonomaco

- Local Investment in Child Care (LINCC) links and resources (Bay Area, California http://www.lincc-childcare.com/Content/10005/resources.html

- LINCC's Business Plan Summary http://www.lincc-childcare.com/docs.php?oid=1000000010&ogid=1000000003

Chapter IV: Pre-Development

A. Zoning Regulation by Type of Child Care

Each city and the County of Sonoma has websites with information on planning and permits. These sites are listed on each table in Appendix D. The pertinent departments include planning, building, fire, and economic development or finance.

See Kristen Anderson's "Planning for Child Care in California" Solano Press (2006)

B. Local Development Fees and Requirements

See individual tables in Appendix D.

C. City/ County Building, Health and Safety Requirements

See individual tables in Appendix D.

D. Public Hearings, Fielding Problems and Opposition

- Institute for Local Government: Preparing for Public Hearings
  http://www.ca-ilg.org/sites/ilgbackup.org/files/resources/25908.preparing_for_public_hearings.pdf
- LINC Related documents:
  - http://www.lincc-childcare.com/docManager/1000000035/Being%20a%20Good%20Neighbor2.pdf
  - http://www.lincc-childcare.com/docManager/1000000036/Sample%20Courtesy%20notification%20of%20FCCH.pdf
  - http://www.lincc-childcare.com/docManager/1000000176/LFCCHPermitHearingTrainingFlyer.pdf

E. Pre-Development Resources and Links

- Comprehensive List of Planning Terms
  http://www.ca-ilg.org/PlanningTerms

- LIIF Planning and Conditional Use Permit Flowcharts
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-9-liif-flowchart.pdf

Chapter V: Development

A. Development Costs and Developing Child Care Facilities

- LIIF's Preparing Facilities for Child Care: A Guide to Evaluating Existing Facilities
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-6-liif-exisiting-facilities.pdf
- LIIF's Child Care Pro forma Template– Generic Child Care Peforma - SCOE
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-8-proforma-worksheet.pdf
- LINCC's Linking child care and Public Sector Redevelopment
  http://www.lincc-childcare.com/docs.php?oid=1000000066&ogid=1000000002
- LINCC's Building Child Care Centers in Transit-Oriented Developments
  http://www.lincc-childcare.com/docs.php?oid=1000000191&ogid=1000000002
- LINCC's Linking Child Care Development and Housing Development
  http://www.lincc-childcare.com/docs.php?oid=1000000034&ogid=1000000016
- LIIF and Bridge Housing's Child Care Handbook: A guide for Developing Child Care Facilities with Affordable Housing
  http://www.liifund.org/wp-content/uploads/2011/03/30-BRIDGE-Child-Care-Handbook.pdf

- Building Child Care: Child Care Facility Development Budget Guide
  http://www.liifund.org/wp-content/uploads/2011/03/30-BRIDGE-Child-Care-Handbook.pdf

B. FINANCING STRATEGY AND FINANCIAL ASSISTANCE

- LIIF's Potential Grant and Loan Resources - SCOE
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-12-liif-grant-loan.pdf
- LIIF'sChild Care Facility Development and the Community Development Block Grant Program
  http://www.liifund.org/PROGRAMS-NEW/CHILDCARE/TOOLS/(21)%20Block%20Grant%20program.pdf
- LIIF's A Guide to Underwriting Child Care - SCOE
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-10-liif-underwriting.pdf
- LIIF's Potential Grant and Loan Resources
  Can be downloaded from SCOE's website at http://www.scoe.org/files/ccpc-12-liif-grant-loan.pdf
- Building Child Care: Loan Resources Child Care Facilities Development in California
  http://www.buildingchildcare.org/uploads/pdfs/Financial%20Loan%20Resource.pdf
- Loan and Mortgage Calculators from Building Child Care
  Web-based loan and mortgage calculators can help you figure out: a) how much you can afford to borrow when you estimate the maximum monthly mortgage cost you can take on over a given period of time or b) how much your monthly payments (mortgage) will be based on the size of the loan, interest rate and length of term. When using these calculators, keep in mind that you will also have other monthly expenses that might go up after a facility acquisition, renovation, or expansion, such as property taxes, or increased insurance or utility costs. The following website has a good loan or mortgage calculators:
  http://asbdc.ualr.edu/scripts/loan/

- Building Child Care and LIIF Glossary of Loan Terms
  http://www.buildingchildcare.org/uploads/pdfs/GLOSSARY-of-LOAN-TERMS.pdf

APPENDIX C: CHILD CARE LICENSING REQUIREMENTS

The following provides more detail on State licensing requirements of child care centers and family child care homes.

Child Care Centers

State Licensing Requirements
Child Care centers are regulated by a state agency called Community Care Licensing (CCL). The agency is a part of the California Department of Social Services (DSS). Child Care centers are programs that are located in a public or private building providing non-medical care and supervision for infants to school-age children in a group setting for less than 24 hours per day. Child Care centers are regulated under the California Code of Regulations called Title 22.

The Orientation and Application
The potential child care center operator must attend a two part orientation with CCL. The orientations review the policies for child care center operations that are subject to CCL regulations and cover how to complete the application. There is a non-refundable orientation fee, so attendees should become familiar with what CCL will require to receive a license and be serious about completing the entire licensing process before registering for an orientation. The operator must pre register and pay for the orientation prior to the presentation date by contacting their regional licensing office (see Resources and Link section below).

The licensing orientation is valid for only one year. If an operator does not submit an application within one year of attending the orientation, the operator will forfeit the orientation fee, and must attend another licensing orientation and pay the fee again. In 2010, the center orientation fee was $50.00 per person.

The application can be submitted when the operator has secured a facility. The license number is for the specific facility site with the site director's name on the application. The site director must meet all the educational requirements. The application also requires a "personnel report," showing all planned employees, including the site director, and their days and hours of employment. If the site director is not the applicant, a "personnel record" for the site director will be required. If the center staff is not yet identified, an application may not be submitted.

Staffing Educational Requirements
The following three charts summarize the education requirements for Directors, Teachers and Teachers Aids. There are a variety of ways, as noted that a person can meet these requirements, labeled as options. Requirements common to each option are noted below.

For Directors, in all options the child care director shall complete 15 hours of health and safety training.

A Teacher, under all options, shall complete 8 hours of CPR and First Aid training, and if she is to be the back up for the site director she will complete the 7 hours of Health and Safety.

A Teacher's Aide may assist a fully qualified teacher in the supervision of up to 18 preschool-age children when she/he meets the following criteria:

A Teacher's Aide can only work under the direct supervision of a teacher. In addition an aide who is 18 years of age or older may escort and/or assist children in going to the bathroom, and may supervise napping children without being under the direct supervision of a teacher as long as she has the completion of her six units.

Staffing Ratios
One teacher can visually observe and supervise no more than 12 children, unless license capacity is less than 12 children. If there is an aide who is fully qualified she and the teacher can observe and supervise no more than 18 preschool children. This does not apply to infant centers or school-age centers.

Nap Time Ratios
One fully qualified teacher can supervise 24 napping children, as long as the remaining teachers are immediately available at the center (performing housekeeping or maintenance duties). An aide who is 18 years of age and has met all the requirements may supervise 24 napping children in place of a teacher as long as the staff is immediately available.

Preschool programs may have a Toddler component. Toddlers are between ages of 18 months and 30 months. The ratio for a toddler program is six children to each teacher. An aide may be substituted for a teacher when directly supervised by a fully qualified teacher. The maximum group size, with two teachers, or one fully qualified teacher and one aide, shall not exceed 12 toddlers.

Licensing Staffing Requirements

1. Infant Care Center (birth to 2 years, with a ratio of one adult per four infants maximum)
2. Child Care Center (2 to 5 years, with ratio of one adult to 12 children maximum)
3. School–age child care (5 to 12 years, with a ratio of one adult to 14 children maximum)
4. Mildly-ill child care center (all ages, with unique staffing qualifications and ratios)

Staff Position	Educational Requirements Options #1	Educational Requirements Options #2	Educational Requirements Options #3	Educational Requirements Options #4
Site Director Requirements	High School Graduation or GED completion	An associate of Arts degree from an accredited or approved college or university with a major or emphasis in early childhood education or child development, and at least two years of teaching experience in a child care center or comparable group child care program.	A bachelors degree from an accredited or approved college or university with a major or emphasis in early childhood education or child development and at least one year teaching experience in a licensed child care center or comparable group child care program.	A child Development Site Supervisor Permit or Child Development Program Director Permit issued by the California Commission on Teaching Credentialing.
	Fifteen semester or equivalent quarter units from an accredited or approved college or university. Three of the 15 units shall be in administration or staff relations, 12 of the 15 units required shall include courses that cover the general areas of child growth and development, or human growth and development, child, family and community, or child and family, and program/curriculum.	Three semester or equivalent quarter units in administration or staff relations.	Three semester or equivalent quarter units in administration or staff relations	
	Four years of teaching experience in a licensed child care center or comparable group child care program			

Staff Position	Educational Requirements Options #1	Educational Requirements Options #2	Educational Requirements Options #3
Teacher Requirements	Twelve semester or equivalent quarter units in early childhood education or child development from an accredited or approved college or university, and at least 6 months of work experience in a licensed child care center or comparable group child care program.	A current and valid Child Development Associate (CDA) credential with the appropriate age-level endorsement issued by the CDA National Credentialing Program if the Council for Early Childhood Professional Recognition, and at least 6 months of on 6the job training and/ or work experience in a licensed child care center or comparable group child care program. The CDA credential will show the appropriate preschool or infant/toddler age level endorsement to qualify an individual for employment in a preschool or infant care center.	One of the following Child Development Permits issued by the California Commission on Teacher Credentialing: a. Child Development Associate Teacher Permit b. Child Development Teacher Permit c. Child Development Master Teacher Permit
	The units shall include courses that cover general areas of child growth and development, or human growth and development, also child, family, and community, or child and family, and program/curriculum	The CDA credential is valid for three years from the date of award. A renewal may be granted every five years thereafter upon approval by the DCA National Credentialing program.	A teacher shall complete 8 hours of CPR and First Aid training, and if she is to be the back up for the site director she will complete the 7 hours of Health and Safety.
	Experience includes at lest three hours per day for a minimum of 50 days in a six month period, as a paid or volunteer staff member under the supervision of a person who would qualify as a teacher or director.	Experience includes at lest three hours per day for a minimum of 50 days in a six-month period, as a paid or volunteer staff member under the supervision of a person who would qualify as a teacher or director.	

Staff Position	Educational Requirements Options #1	Educational Requirements Options #2
Teacher's Aide Requirements	Completion of six semester or equivalent quarter units in early childhood education or child development.	Completion of at least two semester units or equivalent quarter units in early childhood education or child development each semester or quarter following initial employment.
		Continuing participation in an educational semester or quarter program until six units are been completed.

Family Child Care Homes

Family child care is provided in the provider's home for less than 24 hours, with mixed age groups. Small family child care is up to 8 children and one caregiver. The caregiver must be 18 years old. The care giver's children will be included in the ratio until the child's 10th birthday. The application fee in 2010 was $60.00 for a small family child care license. For a large family child care license the application fee was $115.00.

To expand from a small to a large family child care, the provider needs an assistant with clear finger prints, clear TB test, CPR, First Aid and Health and Safety classes. They may have no more than 14 children in their care at one time; and must follow additional requirements. For a large family child care, a use permit from city or county zoning department is required; in addition, a fire marshal will need to do an inspection to meet building fire codes regulations. A pull down fire bell is also required.

APPENDIX D: ZONING AND PERMIT REQUIREMENTS BY LOCATION/CITY

Summary tables of the fees and zoning requirements for following jurisdictions are provided in this appendix. The information is from 2010 and collected through phone calls, websites and email.

However, the fees often increase annually and some fees that apply were not provided, so it is important to check with your local jurisdiction about the cost of fees and whether any additional or special fees would apply to your particular site or project.

Because the fees and requirements are subject to regular revisions, the most current versions of these Summary Tables can be found in the online version of this handbook at http://www.scoe.org/files/child-care-facilities-handbook.pdf. This section will be updated annually in July.

Contact information and city websites are also listed.

1. Cloverdale
2. Cotati
3. Healdsburg
4. Petaluma
5. Rohnert Park
6. Santa Rosa
7. Sebastopol
8. City of Sonoma
9. Town of Windsor
10. County of Sonoma

CITY OF CLOVERDALE

Name	City of Cloverdale
Address	126 N. Cloverdale Blvd., Cloverdale, CA 95425
Phone	707-894-1701
Websites:	
Planning	http://www.cloverdale.net/index.aspx?nid=73
Building	http://www.cloverdale.net/index.aspx?nid=64
Fire	http://www.cloverdalefiredistrict.com/
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$0	$0	one time
Use Permit Fee[1, 7]	$0	$1,500	one time
Plot Plan Review - GC Zone[2, 7]	$275	$275	one time
Processing Fee	$0	$0	one time
Public Hearing Fee[3]	$0	$0	one time
Fire Permit Fee[4]	$190	$190	annual
Business License Tax[5]	$67.50	$67.50	annual
Total Est. Start Up Fees	**$533**	**$2,033**	
Annual Fees or Taxes	**$258**	**$258**	
Est. Processing Time	45-60 days	45-60 days	
Appeal Fee Deposit[6]	$450	$450	

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]The Use Permit Fee is required for all Child Care Centers serving the M-1 industrial district, those within the DTS, TOD, O-R and GC commercial districts, and those within all residential district zones R-R, R-1, R-2, R-3.

[2]The Plot Plan Review Fee applies to Large Family Child Care Homes in all residential districts serving zones R-R, R-1, R-2, R-3 and only those Child Care Centers serving the M-P district. Additional fees may apply.

[3]Cost of first notice is included in the Use Permit and Plot Plan Review Fees. There is a $125 fee per notice thereafter.

[4]Fee covers min. two hours ($95/hr); with centers covers first 3,000 sqft with $0.02 per sqft thereafter. Fire protection is provided by the Cloverdale Fire Protection District, which is separate from the city.

[5]Represents minimum annual tax; additional tax may apply based on gross receipts.

[6]$450 applies if the Appeal is made on a fee based application. The Appeal Fee Deposit is only $125 if the Appeal is made by a person other than the applicant. Send letter to the City within 10 days.

[7]Notes: The Fee Schedule reflects the City's minimum processing costs. If there are costs incurred in excess of the minimum, a deposit for future processing will be required. City services over and above the minimum project costs specified herein are recoverable on a time and materials basis. Failure to timely replenish deposits may delay project processing. All fees are charged per the current City of Cloverdale billing rates applicable to the position and department completing the services. Overtime rates apply. Additional fees may apply.

Sources: City of Cloverdale; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF COTATI

Name	City of Cotati
Address	201 West Sierra Avenue, Cotati, CA 94931
Phone	707-792-4600
Websites:	
Planning	http://www.ci.cotati.ca.us/sections/departments/commdev.cfm
Building	http://www.ci.cotati.ca.us/sections/departments/commdev.cfm
Fire	http://www.rancho-adobe-fire.org/
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$0	$0	one time
Use Permit Fee[1, 2]	$0	$1,645	one time
Processing Fee	$0	$0	one time
Public Hearing Fee	$0	$0	one time
Fire Permit Fee	$268	$268	annual
Business License Tax[3]	$70	$70	annual
Total Est. Start Up Fees	**$338**	**$1,983**	
Annual Fees or Taxes	**$338**	**$338**	
Est. Processing Time	90 days	90 days	
Appeal Fee[2]	$300	$300	one time

Notes - some fees may not apply; thus totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]Large Family Child Care Homes are allowed by right in the RR, RVL, and NL residential districts subject to zoning clearance and a business license. Child Care Centers are allowed with a Use Permit in the NM and NU residential districts, and the SPD, CE, CG, CD, CI and PF non-residential districts.

[2]Additional processing fees may apply.

[3]Represents minimum annual tax; additional tax will apply based on number of employees: $10 per employee up to 10 then $5 for each employee thereafter.

[4]Fire services are provided by the Sonoma County Department of Emergency Services and not the City.

Sources: City of Cotati; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF HEALDSBURG

Name	City of Healdsburg
Address	401 Grove Street, Healdsburg, CA 95448
Phone	707-431-3332
Websites:	
Planning	http://www.ci.healdsburg.ca.us/index.aspx?page=157
Building	http://www.ci.healdsburg.ca.us/index.aspx?page=173
Fire	http://www.ci.healdsburg.ca.us/index.aspx?page=85
Date Updated:	August 2011

Type of Fee or Permit	Large Family Child Care Home	Child Care Center	Notes
Project Application Fee[1, 2]	$2,621	$2,621	one time
Use Permit Fee[1]	$0	$0	one time
Processing Fee[1]	$0	$0	one time
Public Hearing Fee	$0	$0	one time
Fire Permit Fee[3]	$50	$100	annual
Business License Tax[4]	$15	$15	annual
Total Est. Start Up Costs	**$2,686**	**$2,736**	
Annual Fees or Taxes	**$65**	**$115**	
Est. Processing Time	30-60 days	30-60 days	
Appeal Fee deposit[5]	$150	$150	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]The Project Application Fee includes the Use Permit and Processing Fees.

[2]A Conditional Use Permit is required for Large Family Child Care Homes and Child Care Centers. Large Family Child Care Homes are allowed in standard residential areas, and require design review, notification of neighbors, a public hearing and a fire inspection. Child Care Centers require design review, building permits as necessary, and a fire inspection and are not allowed in residential zones.

[3]$50 fee applies for sites serving less then 25 children. $100 fee applies for sites serving more than 25 children.

[4]Represents minimum annual tax; additional tax may apply based on annual revenue.

[5]Represents deposit; actual costs apply. Send letter to city council within 10 days business days.

Sources: City of Healdsburg; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF PETALUMA

Name	City of Petaluma
Address	11 English, Petaluma, CA 94952
Phone	707-778-4301
Websites:	
Planning	http://cityofpetaluma.net/cdd/plan-permits.html
Building	http://cityofpetaluma.net/cdd/permits.html
Fire	http://cityofpetaluma.net/firedept/index.html
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$0	$0	one time
Conditional Use Permit Fee[1]	$0	$1,620	Minor CUP
		$4,254	Major CUP
Home Occupation Fee	$105.73	$0	one time
Public Hearing Fee	$0	$0	one time
Fire Permit Fee	$68	$287	annual
Business License Tax[2]	$45	$45	annual
Total Est. Start Up Fees	**$219**	**$1,952**	**Minor CUP**
		$4,586	**Major CUP**
Annual Fees or Taxes	**$113**	**$332**	
Est. Processing Time	60 days	60 days	
Appeal Fee deposit[3]	$193	$193	one time

Notes - some fees may not apply; thus totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]A Conditional Use Permit (CUP) is required for a Child Care Center in the T4, T5, T6, D1, and D4 zoning districts which are governed by the Central Petaluma Specific Plan (CPSP). Child Care Centers are not allowed in the D2 or D3 zoning districts. Depending on the specifics of the project, location, site layout, etc. the required CUP could be processed as a Minor CUP or a Major CUP. Minor CUP is $1620 deposit; Major CUP is $4,254 deposit. Additional charges can apply in both cases. All fees subject to 9% City Administrative Overhead Fees.

[2]Represents minimum annual tax; additional tax may apply based on gross receipts.

[3]Represents deposit; additional processing fees may apply. All fees subject to 9% Administrative Overhead Fees.

Sources: City of Petaluma; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF ROHNERT PARK

Name	City of Rohnert Park
Address	6750 Commerce Blvd., Rohnert Park, CA 94928
Phone	707-588-2230
Websites:	
Planning	http://www.ci.rohnert-park.ca.us/index.aspx?page=82
Building	http://www.ci.rohnert-park.ca.us/index.aspx?page=83
Fire	http://www.ci.rohnert-park.ca.us/index.aspx?page=152
Date Updated:	August 2011

Type of Fee or Permit	Large Family Child Care Home	Child Care Center	Notes
Project Application Fee[1]	$0	$0	one time
Conditional Use Permit Fee[1, 2]	$1,000	$1,000	deposit
Processing Fee[1]	$0	$0	one time
Public Hearing Fee[1]	$0	$0	one time
Fire Permit Fee[3]	$120	$120	annual
Building Inspection	$74	$74	one time
Business License Tax[4]	$135	$50	annual
Total Est. Start Up Fees	**$1,329**	**$1,244**	
Annual Fees or Taxes	**$255**	**$170**	
Est. Processing Time	60 days	60 days	
Appeal Fee deposit[5]	$281	$281	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]The Conditional Use Permit Fee includes the Project Application Fee, Processing Fee and Public Hearing Fee.

[2]In residential districts, Large Family Child Care Homes are required to hold a Conditional Use Permit (they are not allowed in commercial or industrial districts); Child Care Centers are allowed in all districts. New Structures require a $1200 deposit plus time & material charges for staff time.

[3]Contact the Rohnert Park Fire Department for more information.

[4]Represents minimum annual tax; additional tax will apply based on additional employees at $15 each. The $135 fee for Large Family Child Care Homes includes a one time $85 occupation fee with a $50 annual fee thereafter.

[5]Represents a deposit; additional proccessing fees may apply. $281 applies if the applicant is a city resident; $1125 applies if the applicant is a non-resident.

Sources: City of Rohnert Park; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF SANTA ROSA

Name	City of Santa Rosa
Address	100 Santa Rosa Avenue, Santa Rosa, CA 95404
Phone	707-543-3200
Websites:	
Planning	http://ci.santa-rosa.ca.us/departments/communitydev/development/Pages/default.aspx
Building	http://ci.santa-rosa.ca.us/departments/communitydev/building/Pages/default.aspx
Fire	http://ci.santa-rosa.ca.us/departments/fire/Pages/default.aspx
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$54	$54	one time
	Miner Use Permit	Conditional Use Permit	
Use Permit Fee[1]	$2,519	$12,255	one time
Sign Permit Fee	$466	$466	one time
Public Hearing Fee[2]	$1,534	$1,671	one time
Fire Permit Fee	$164	$164	annual
Business License Tax[3]	$50	$50	annual
Total Est. Start Up Fees	**$4,787**	**$14,660**	
Annual Fees or Taxes	**$214**	**$214**	
Est. Processing Time	30-60 days	90-120 days	
Appeal Fee deposit[4]	$412	$412	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]The type of Use Permit required is dependent on the zone that the subject property is located within. A proposed Large Family Child Care Home could require a Minor Use Permit, a Conditional Use Permit, or not be allowed. Child Care Centers are not allowed in residential zones and must meet the American Disabilities Act standards. Noise, parking and traffic are considered for both Large Family Child Care Homes and Child Care Centers.

[2]The amount of the Public Hearing Fee for Large Family Child Care Homes is dependent on the type of Use Perrmit required; fee for a Minor Use Permit is $1534, fee for a Conditional Use Permit is $1671.

[3]Represents minimum annual tax; $25 for first $25,000 in revenues plus $25 Compliance Review Fee; additional tax may apply based on gross receipts.

[4]Represents deposit; additional processing fees may apply.

Sources: City of Santa Rosa; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF SEBASTOPOL

Name	City of Sebastopol
Address	714 Johnson Street, Sebastopol, CA 95472
Phone	707-823-6167
Websites:	
Planning	http://www.ci.sebastopol.ca.us/planning.shtml
Building	http://www.ci.sebastopol.ca.us/buildingandsafety.shtml
Fire	http://www.ci.sebastopol.ca.us/fire.shtml
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$0	$0	one time
	Minor CUP[1]	Minor or Major CUP[1]	
Use Permit Deposit	$956	$956	one time
Processing Fee	$0	$0	one time
Public Hearing Fee	$0	$0	one time
Fire Permit Fee	$50	$50	annual
Business License Tax[2]	$90	$90	annual
Total Est. Start Up Fees	**$1,096**	**$1,096**	
Annual Fees or Taxes	**$140**	**$140**	
Est. Processing Time	60-90 days	60-90 days	
Appeal Fee	$230	$230	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]Large Family Child Care Homes are subject to a Minor Conditional Use Permit (CUP), including, notification of neighbors, a public hearing, a fire inspection and business license. For Child Care Centers, the City Planner determines if it is a Minor or Major Conditional Use (CU), including building permits as necessary, a fire inspection, and are not allowed in residential zones. Major CUP is $1315.

[2]Represents minimum annual tax; additional tax may apply based on gross receipts.

Sources: City of Sebastopol; Child Care Planning Council of Sonoma County; Brion & Associates.

CITY OF SONOMA

Name	City of Sonoma
Address	#1 The Plaza, Sonoma, CA 95476
Phone	707- 938-3681
Websites:	
Planning	http://www.sonomacity.org/default.aspx?PageId=33
Building	http://www.sonomacity.org/default.aspx?PageId=23
Fire	http://www.sonomacity.org/default.aspx?PageId=27
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Project Application Fee	$0	$0	one time
	Minor CUP[1]	Major CUP[1]	
Use Permit Fee	$378	$673	one time
Processing Fee	$0	$0	one time
Public Hearing Fee	$79	$79	one time
Fire Permit Fee[2]	$153	$203	annual
Business License Tax[3]	$74	$74	annual
Total Est. Start Up Fees	**$684**	**$1,029**	
Annual Fees or Taxes	**$227**	**$277**	
Est. Processing Time	28-56 days	28-56 days	
Appeal Fee Deposit[4]	$100	$100	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]Large Family Child Care Homes are allowed in all residential zones with a Minor Conditional Use Permit (CUP), fire inspection and business license fee; may be allowed in commercial zones and may not require Minor Conditional Use Permit (CUP). Child Care Centers (more than 15 children) require a Major CUP, building permits as necessary, fire inspection and a business license fee.

[2]Includes $50 permit application fee for Child Care Centers and inspection is $153 per hour.

[3]Represents minimum annual tax; an additional $31 for each full time staff is also charged.

[4]Represents deposit; additional processing fees may apply.

Sources: City of Sonoma; Child Care Planning Council of Sonoma County; Brion & Associates.

TOWN OF WINDSOR

Name	Town of Windsor
Address	9291 Old Redwood Hwy., Windsor, CA 95492
Phone	707-838-5332
Websites:	
Planning	http://www.ci.windsor.ca.us/index.aspx?nid=173
Building	http://www.ci.windsor.ca.us/index.aspx?nid=163
Fire	http://www.windsorfire.net/index.html
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Use Permit Fees			
Residential Districts	$1,178	$4,064	one time[3]
Commercial Districts	$1,178	[1]	one time[3]
	Minor CUP[2]	Use Permit[2]	
Processing Fee	$0	$0	one time
Public Hearing Fee	$0	$0	one time
Fire Permit Fee	$140	$140	annual
Business License[4]	$67	$67	one time
Total Est. Start Up Fees	**$1,385**	**$4,271**	**for Res.**
Annual Fees or Taxes	**$207**	**$207**	
Est. Processing Time	30-60 days	60 - 90 days	
Appeal Fee Deposit[5]	$321	$321	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]Use Permit Fees for a Child Care Center in a Commercial District is determined based on each unique instance and are subject to approval.

[2]Large Family Child Care Homes are allowed in all residential and most commercial zones with Minor Conditional Use Permit (CUP), fire inspection, annual business license fee and public hearing. Child Care Centers are allowed in all residential and some commercial zones subject to a Use Permit (UP), building permits as needed, fire inspection, and a business license fee. Particular zoning requirements are determined on a site specific basis. Additional fees may apply for Child Care Centers.

[3]Also required is a deposit for City Attorney cost recover, equal to 20% of fees, which is returned if not used.

[4]Represents minimum annual tax with $22 annual renewal fee.

[5]Represents deposit; additional processing fees may apply. Send Appeal within 10 calendar days.

Sources: Town of Windsor; Child Care Planning Council of Sonoma County; Brion & Associates.

COUNTY OF SONOMA

Name	County of Sonoma
Address	2550 Ventura Avenue. Santa Rosa, CA 95403
Phone	707-565-1900
Websites:	
Planning	http://www.sonoma-county.org/prmd/index.htm
Building	http://www.sonoma-county.org/prmd/divpages/bldginspdiv.htm
Fire	http://www.sonoma-county.org/des/
Date Updated:	August 2011

Type of Fee or Permit	**Large Family Child Care Home**	**Child Care Center**	**Notes**
Zoning Permit Fee[1]	$1,553	$0	one time
Use Permit Fee[1, 2]	$0	$6,848	one time
Health Review Fee	$0	$0	one time
Public Works Fee	$650	$650	one time
Storm Drainage Review Fee	$0	$0	one time
Environmental Review[3]	$33	$2,816	one time
Fire Permit Fee[4]	$318	$318	annual
Business License Tax[5]	$0	$0	
Total Est. Start Up Fees	**$2,554**	**$10,632**	
Annual Fees or Taxes	**$318**	**$318**	
Est. Processing Time	60-90 days	120 days	
Appeal Fee deposit[2]	$1,052	$1,052	one time

Notes - some fees may not apply; totals represent total estimated fees. Most fees are increased or updated each year. Call to verify current fees. Assumes use of existing buildings and no new construction.

[1]A zone by zone detail of "by right", "zoning permit" or "use permit" requirements can be found here: http://www.sonoma-county.org/prmd/docs/zoning/index.htm. Definitions are found in Article 2 under family day care home and day care center; Large Family Child Care Home standards are found in Article 88. Fees assume use of existing buildings with sewer and water service and adequate capacity. For sites served by wells, assuming all health standards are being met.

[2]Represents deposit; additional processing fees may apply; assumes Level II Use Permit Application for Child Care Center.

[3]It is expected that Child Care Centers can do a Negative Declaration; a m mitigated Neg Dec is more.

[4]Includes 2 hour minimum charge for fire inspections.

[5]The County does not levy a business license tax.

Sources: County of Sonoma; Child Care Planning Council of Sonoma County; Brion & Associates.

Link to the Sonoma County Child Care Facilities Development Handbook
http://www.scoe.org/files/child-care-facilities-handbook.pdf

Child Care Planning Council of Sonoma County
Sonoma County Office of Education
5340 Skylane Boulevard • Santa Rosa, CA 95403
Phone: (707) 524-2792 • Fax: (707) 524-2666
ccpc@scoe.org • http://www.scoe.org/ccpc