

Ubuntu Kare Business Plan – Week #5

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Executive Summary

Business Overview

Ubuntu Kare is a childcare that will operate as a limited liability company with a mission to help children develop a collective mindset and at the same time develop their unique individual characteristics.

Industry Analysis

Ubuntu Kare will offer innovative elements to the traditional daycare to contrast to our competitors. Currently, the US child care market is expected to grow in the upcoming years and is valued at billions of dollars.

Customer Analysis

Our target customers are middle class full time working couples with children at the ages of 1 through 10.

Marketing Plan

Ubuntu Kare will market various child care services to our target customers as well as to market our certification program towards aspiring child care workers and the unemployed. In our day care, it will be priced through an innovative pricing model based on federal income brackets.

Operations

The departments that we will have at Ubuntu Kare include: Human Resource (HR) Department, Financial Department, Marketing Department, Department of Inclusion, and Daily Operations Department.

Financial Plan

Overall, we project that by year five, Ubuntu Kare is projected to have \$1,221,375.26 in total revenue and \$1,035,475.14 in total expenses, with a net income of \$185,900.12.

Business Case

Introduction

Did you know that the typical American family spends out-of-pocket \$6,000 annually, or about \$500 a month, for child care and early education for their little ones (Leonhardt)? For someone who is right at the nation's poverty line of an annual income of \$26,500, \$6,000 is approximately 26% of their income. Parents should not be penalized for wanting to give their children a head start towards a bright future. Nor should they have to pay for choosing to continue working instead of staying at home with their children. The child care industry is essential for the livelihood of the United States' current workforce as well as its future generations, and should be treated as the essential service it is.

History of the Child Care Crisis

Ever since our nation's early days, child care has been a highly controversial topic. Traditionally, it was the mother's sole duty and expectation that she was to sacrifice her time, efforts and career to raise her children "properly". Normally, most mothers would fulfill what was traditionally expected from them when it came to having children and put their children's development and needs above all else. Until around the early 1900s, child care was rarely addressed, since it was assumed that the mothers would be responsible for their child's upbringing. However, when the World Wars began, the majority of males left to go fight in the war or involved in the warfare efforts generally, leaving thousands of previously filled jobs unoccupied and countless mothers were forced to work outside the home while still trying to raise their children. Fortunately, charitable child care systems were established to assist mothers, but once the wars were over, moms were expected to resume their duty as the caretaker and the child care systems closed.

Another solution that was proposed was a mother's pension/widow's pension. This was the more favorable alternative because it did not challenge preexisting gender roles. The US Children's Bureau was founded in 1912, and concentrated their energy towards expanding the mother's pensions using only private funding (Michel). However, these pensions did little to relieve mothers, as most were not eligible to receive it or were outright denied it. Moreover, the US Children's Bureau was not open to the idea of using money from the government for the mother's pensions and instead chose to advocate towards strengthening these pensions. To make matters worse for low-income homes, middle class families began monopolizing the day nurseries and they started becoming a paid service rather than the free service they had started out to be.

Since child labor was becoming less prominent and education was receiving more emphasis around the early 1900s, after school programs for children of school-age began to spring up (Mahoney et al.). A higher percentage of parents were working outside the house and the time gap between when school ended for children and when the work day ended for adults resulted in a need for these kids to be supervised until their parents' work day ended. Through both public and private investments, after school programs have grown to become quite large, "with nearly 10.2 million children and youth [participating] in afterschool programs annually" (Interagency Working Group on Youth Programs (IWGYP)).

"The Works Progress Agency (WPA), a key New Deal agency, established a program of Emergency Nursery Schools (ENS)" (Michel). These schools were much more education-focused since most of the staff were unemployed teachers. Unfortunately, insufficient facilities and supplies, along with struggling to convince teachers to take on a more fluid approach and an

increasing staff turnover at the ENS resulted in a third of the schools shutting down by 1942; the ENS had started less than a decade before.

In 1954, “Congress introduced the child care tax deduction” (Child Care Aware® of America), allowing eligible households to deduct up to \$600 from their income taxes to be used for child care-related expenses. Today, the tax deduction has been changed to a tax credit and the maximum amount to be potentially received is \$2100 (Joughin); it is also referred to as the Child and Dependent Care Tax Credit (CDCC). However, middle to upper class families are the biggest beneficiaries of the tax credit, with low-income homes unable to fully take advantage of it. In 1965, the Head Start program was launched by Lyndon B. Johnson and his administration. It was designed to provide “preschool children from low-income families with a comprehensive program to meet their emotional, social, health, nutritional, and education needs” (U.S. Department of Health & Human Services). The program has expanded to include children with special needs, Migrant Head Start to focus on immigrant children as well, and Early Head Start, which focuses on younger children.

In spite of all the progress that has been made towards making child care more affordable, there are still numerous issues yet to be addressed. For instance, 95.6% of child care workers were female (Gould). The overrepresentation of females and underrepresentation of males highlights the gender inequality within the workforce. Furthermore, child care workers don’t receive job-based benefits often, with “only 15% [receiving] health insurance through their jobs and less than 10% benefit from a pension plan” (Parent Co.). Most workers do not have a college education, or never finished college and there is minimal training in order to be hired to be a child care worker. Because of this, unskilled workers are hired and quality workers opt for higher-paying careers.

Another concern is inflation and how quickly child care costs have risen. “Since the 1990s, child-care costs have grown twice as fast as overall inflation” (Thompson). Wages, unfortunately, do not increase at nearly the same pace, so child care costs eat up more of families’ budgets year after year. While this is a growing concern for middle class households, it is even more alarming for low-income families. The annual price of child care can easily exceed their annual salaries, causing unnecessary financial strain on these struggling families.

Impact of the Child Care Crisis

An affordable child care option should not be a source of heavy stress and anxiety for any family. The availability of affordable child care affects everyone from both a micro and macro viewpoint.

Micro Impact. Many families cannot afford childcare because it is unaffordable or they do not have access to affordable childcare. Consequently, families who cannot afford child care are forced to struggle to find affordable alternatives to child care. For example, some mothers quit their career or jobs to become stay-at-home moms and some families may have to leave their children with family members or friends. Mothers who leave the workforce lose the potential of earning hundreds of thousands of dollars if they had continued to work (Jessen-Howard et al.). Additionally, children who grow up without access to affordable high quality child care may miss out on the opportunity to develop social skills, academic enhancement, behavior improvement, emotional and cognitive development, and immune system strengthening. All of these advantages promote children to be healthier and more successful individuals overall. Theatlantic.com states, “Neuroscientists and psychologists have established that the first five years of a child’s life are crucial for the development of logic and language skills,” (Thompson). Clearly, child care has a tremendous effect on a child’s development. As a result, children who

were unable to have access to high quality affordable childcare are at a great disadvantage compared to children who did have access to high quality affordable childcare (YMCA of Greater Cincinnati).

Macro Impact. Child care issues affect the U.S. as a whole. Americanprogress.org states, “The U.S. economy loses an estimated \$57 billion annually because of child care problems,” (Jessen-Howard et al.). Affecting economic growth and overall prices and inflation. The child care industry also contributes to the U.S. economy. Based on 2016 statistics from earlylearningpolicygroup.com, the total economic impact of the market-based child care industry in the US was \$99.3 billion, in total the industry’s earning impact was \$39.85 billion, and the total jobs impacted was 2 million (Early Learning Policy Group, LLC.). Relating back to the advantages of child care for children, it also affects a whole generation. Future generations would likely have gaps of development by whether families can afford child care. High quality child care has been proven by several studies that it has positive effects and advantages for children development. But not all families can afford it which widens the gap between economic classes even further. Those of a lower income are more likely to not be able to afford high quality child care which may cause future generations from lower income families to be at a disadvantage to those from higher income families that could afford child care. In addition, unequal access to affordable child care contributes to gender and racial inequality. Time.com states:

...[T]he child care landscape [is] full of options that are too expensive, too low-quality or that simply don’t work. Eventually one parent, usually the mother, gives up her job, often unwillingly. A 2005 Harvard Business Review analysis found that 43% of highly qualified women with children left the workforce. The

effect of this resonates through decades. If a 26-year-old American woman who earns \$40,508—the current average age for becoming a first-time mother, and the median salary for her age—leaves the labor force for five years for caregiving, she will lose more than \$650,000 in wages, wage growth and retirement benefits over her lifetime, according to a CAP tool that calculates the ‘hidden cost’ of childcare. And that doesn’t take into account the occupational toll: the lost years of experience and networking, the forgone promotions, the difficulties of re-entry.

(Reilly & Luscombe)

Accordingly, “of the 1.1 million people aged 20 and older who left the workforce between August and September, over 800,000 were women”, which included “324,000 Latina women and 58,000 Black women,” (Robeson). Often times in a heterosexual marriage, the spouse who makes the lesser amount of money is the one to leave the workforce to tend to the children; most of the time this is the wife. This highlights that the gender pay gap negatively affects gender equality in the workforce as well. Because females tend to be paid less than males, they are the ones who leave their careers when family-related stresses arise, causing the ratio of male and female workers to become skewed in favor of males. Additionally, “child care workers who work with infants and toddlers, are minorities, or have a lower educational attainment, receive even lower wages on average,” (Smith et al.). Not only does the child care workforce consist of a majority of women, but those who are ethnic minorities, don’t have a lot of formal education or even work with the younger age range of children, get paid less. Minority repression has become a systematic issue and it is especially apparent in the child care industry. If a worker is being compensated less than their peers because they are a part of a minority group, which is something that they cannot control, racial inequality has spread so far that it has

begun to infiltrate even the most overlooked occupation. To take it one step further, if this issue is not eliminated, racial inequality will be considered normal for the children participating in child care and ridding the system of racial inequality will become even more difficult.

The Affordability of Child Care

Affordable childcare is defined by the U.S. Department of Health and Human Services if it costs 7% or less of a family's income. However, according to Time.com:

[M]ost U.S. parents. Nearly two-thirds of them—and 95% of low-income parents—spend more than that, according to a 2018 report by the Institute for Child, Youth and Family Policy at Brandeis University. And the problem has been growing worse for decades. More than 60% of families surveyed by Care.com in 2019 reported that their childcare costs had increased in the past year. (Reilly & Luscombe)

Even with a set percentage that defines affordability, the costs of child care continue to rise and stay above the 7%. Child care is painstakingly unaffordable to such a large majority of families, yet families still have to find a way to work around this issue. Especially during and after COVID, there have been several changes to everyone's employment status and their income. According to the University of Minnesota, "The country has lost 20.6 million jobs since mid-March, resulting in an unemployment rate of 14.7%, a level not seen since the Great Depression in the 1930s," (Soucheray). The unemployment rate has been higher than ever before which has had a great impact on the affordability of child care. Millions of Americans have lost their source of income, therefore, many are also likely to not be able to afford child care. On a micro level, families are unable to afford child care because it is not within their budgets or child care prices are priced too high for a family to afford. Additionally, there are many other macro

factors to why child care is unaffordable. For example, salaries, regulation, and real estate. In the child care industry, a lot of domestic jobs and salaries are required which would lead to costs rising even faster than overall inflation. Some states have strict regulation laws that force parents legally to spend money on child care even if it is not affordable for their household to do so. Plus, child care facilities are usually located near high-income areas or in commercial districts where rent is high. This causes child care prices to increase and those who have primarily have access to child care in general are those in high-income areas and can afford to pay high rent prices (Thompson).

The Root Cause

Ultimately, the root cause of the child care crisis is that the federal government does not treat child care as an essential service. If it was, then child care workers would be paid more, higher quality child care, increase in government funding for child care support which would allow child care to be more affordable for working families. There is not a clear monitoring of child care services therefore it is not guaranteed for families to access high quality child care. Theconversation.com states, “as part of the 2021 American Rescue Plan the federal government has added \$39 billion to support child care providers, and an additional \$15 billion in flexible funding for states to make child care more affordable,” (Misra). The federal government has provided tremendous funding into child care; however, it may still now allow many families to have access to affordable child care. Yes, the funding may make child care more affordable but it does not mean that it truly is, which was earlier defined as 7% of a family’s annual income.

Communities Involved

Two major communities involved in this major societal issue are the affected communities and the communities responsible for access to affordable child care.

The Primary Affected Community. The affected communities are families who are unable to have access to affordable child care and they tend to be working and low-income families. Heller.brandeis.edu states, “majority of full-time working parents — 63 percent — would have a hard time paying for market-price full-time care. For low-income parents, that percentage balloons to 95 percent,” (Shih). It is certain that the majority of both working and low-income families struggle to have access to affordable child care.

The Parties Responsible for the Child Care Crisis. The communities who are largely responsible are the industry and the government itself. Theatlantic.com states, “France and Denmark, spend three to five times more than America on their young children’s care and education,” (Thompson). Compared to other nations, the US is lacking in the investment in child care and education. This reflects the struggle of many families to have access to affordable child care.

Why does the Child Care Crisis Matter?

Why is this an issue? Child care has been an issue for decades now, and this is because it is extremely unaffordable, making it difficult for parents, especially those who earn a low-income, to be able to afford it. The reality for most parents is that they have to put food on the table, pay the bills, pay the rent or mortgage, along with other various expenses; child care is not one of their most pressing expenditures. Because of this crisis, nearly 2 million parents have lost a source of income in order to reduce or eliminate the cost of daycare, an annual expense of \$9,238 in Florida (World Population Review), resulting in a total of \$57 million of unearned money every year.

Apart from the extremely high cost, another issue is the short amount of time that parents have to save money for daycare. Parents have approximately eighteen years to save money for

their child's college tuition, but they only have about forty weeks to save for daycare, along with other baby-related costs. The financial strains of the child care crisis on new parents have been the number one reason why people are opting to not have children (Reilly & Luscombe). This issue has not been solved yet due to the reason that the United States economy has failed to invest in child care because it does not provide returns as strong as other investments have (Malik).

Another reason could be that a lot of research and time is required to be invested and taken into consideration when it comes to child care. The United States still is too attached to the misconception that mothers should not be participating in the workforce and should be at home taking care of the children instead. However, not all families have the luxury of staying at home and taking care of the kids while the father works, including single and teenage mothers.

Females bring special traits and skills to the workforce and the U.S. is unable to benefit from their insight if they are continually left no option but to take lower-paying jobs or pushed into the house to raise the kids. Once people begin to recognize child care as a service essential for the economic wellbeing of our nation as well as its future outlook, only then can steps be taken to resolve this issue. Of the top ten most productive countries in 2020, eight are located in Europe; the United States is seventh on the list (Binns). Of the nations that are more productive than the United States, four of them are currently considered to be the most family-friendly states in the entire world (U.S. News & World Report). This shows that there is a correlation between affordable, quality child care and a nation's productivity. Imagine how much more productive we could be if we gave mothers ample opportunities to excel in the labor force while not having to worry about their kids and whether they are receiving proper treatment, enough supervision, or enough attention to develop into intelligent young children.

Business Overview

Company Description and Purpose

Ubuntu Kare is a childcare facility located in Orlando, Florida and will operate as a limited liability company. We at Ubuntu Kare are passionate about providing quality child care to families, ensuring that the children we serve have the brightest future possible, as well as providing opportunities for child care workers to earn credentials rather than a college degree that distinguishes them as qualified professionals within the child care industry. As part of our mission, we strive to help children develop a collective mindset while still fostering their unique individual characteristics. Additionally, we aim to cultivate a pipeline of qualified child care workers who will not only have the understanding and skills required to meet the basic needs of children, but also be trained to support children during their developmental stage. We envision for there to be an evolution of culture from a highly individualistic culture to a more collective culture where individuals not only prioritize their own wellbeing but the wellbeing of others.

Today, child care is more expensive than ever, especially for families that only have one income source, are minorities, or are already financially struggling. Child care workers often do not have the same amount of formal education that a teacher is required to have and cannot afford to invest in college courses to receive that level of formal education. Additionally, there are countless individuals out in the world who do not understand the concept of community and the idea that our actions impact others. Ubuntu Kare works to address these issues by offering a daycare that ensures the children receive quality care and an early education that sets the child up for success and a certification program that allows child care workers to become more qualified in their industry.

Our Logo

Ubuntu Kare is centered around the South African philosophy of Ubuntu, which means, “I am because we are.” We promote this ideology within our entire daycare, emphasizing the concepts of unity, humanity towards others and interconnectedness; core elements of the ubuntu philosophy. All of the activities we have the children do are completed together, and if it is an independent activity, the children sit together in a circle. If and when a conflict arises, the group circles up and works through the problem together. We believe that implementing this ideology into the nation’s future generation ensures that the United States will maintain its strong sense of unity while still keeping its highly individualistic perspective.

Our logo represents our child friendly energy and the collective mindset based off of ubuntu. We included a design of parents guardians holding hands with their children to represent that we are all connected no matter your background and culture. "Building Your Child's Future Together" demonstrates to our audience our dedication to supporting early development for their children and doing it together as a collective. Overall, we emphasized and reflected our sense of unity and commitment to the children we serve.

Industry Analysis

Market Overview

Ubuntu Kare offers innovative elements to the traditional daycare through the incorporation of ubuntu elements, focusing on a collective mindset, and creating a certification program to ensure high quality service and safety for children. Currently, the US child care market is expected to grow in the upcoming years and is valued at billions of dollars. According to Grand View Research:

The U.S. child care market size was valued at USD 54.3 billion in 2019 and is expected to expand at a compound annual growth rate (CAGR) of 3.9% from 2020 to 2027. The increase in the number of working parents and the subsequent demand for child care are factors that are expected to drive the market in the coming years. (Grand View Research)

Overall, there is evidence and research for the child care market to grow despite setbacks and growth delay from COVID-19. Viewing the child care market at a global viewpoint,

The global market for child care reached a value of nearly \$339.1 billion in 2018, having grown at a compound annual growth rate (CAGR) of 8.3% since 2014, and is expected to grow at a CAGR of 11.3% to nearly \$520.4 billion by 2022.

(The Business Research Company)

Clearly, the child care market both nationally and globally has a current trend of growth and will continue to have a very high value as a market. Allowing our business to strive in its growth and take a position in the growing market. “According to Florida Business Statistics, 84.6% of licensed child care facilities succeed and make a profit in their 1st year of operation. Nationally, this number is 66.7%,” (Palo Alto Software, Inc.). This shows that starting our own

licensed child care facility has a high rate of success in Florida. Not only would Ubuntu Kare have a high success rate but a high success rate as a child care facility rather than a family child care provider (home based). The U.S. Department of Health and Human Sources states:

Survey response data from state licensing agencies show that more than 97,000 licensed family child care homes closed in the United States between 2005 and 2017. However, these same survey responses show an estimated increase of 7 percent in overall licensed capacity (number of slots for children) across all types of licensed child care facilities—from 9.3 million to nearly 10 million. (U.S. Department of Health & Human Sources)

The survey shows that there is another trend in the child care market where parents are more likely to admit their children into licensed child care facilities proven by the increase in percentage of overall licensed capacity across all types of licensed child care facilities whereas thousands of family child care homes closed between 2005 to 2017.

Relevant Market Size

If Ubuntu Kare were to have owned the entire child care market, Ubuntu Kare would be valued at 54.3 billion dollars, according to 2019 statistics (Grand View Research). This statistic is on a national level and includes all forms of child care.

SWOT Analysis

Due to several internal and external factors, Ubuntu Kare considers its strengths, weaknesses, opportunities, and threats to strategize in order to reach our milestones and objectives. Ubuntu Kare's strengths: collective-mindset focused, certified workers, high-quality service, parent involvement, and a high emphasis on childhood-development. Ubuntu Kare's weaknesses: high startup costs, lack of capital, and lack of reputation. Ubuntu Kare's

opportunities: online certification program, national accreditation of certification program, merchandise/supply store, provide scholarships for low-income families, expansion of facility, partnerships with other businesses, and online children content. Ubuntu Kare threats: COVID-19, large volume of both direct and indirect competitors.

In the Orlando local area, our direct competitors will be large established day care centers who have been in the market for several years. For example, Rosemary's Learning Center, a child care facility in Orlando, Florida, with 10 years+ in business, a maximum capacity of 36 children, and participates in a subsidized child care program. Rosemary's Learning Center provides various services similar to ours: VPK, after and before School, meals, full and half day, and is open all year round (ChildcareCenter.us). Whereas our indirect competitors would be online child care and babysitting services. For instance, Care.com connects their customers to local child care and babysitting services (Care.com, Inc.) and VeeBee is an online babysitting service (VeeBee LLC).

Our indirect competitors would be family members who are able to watch our target market's children for free. Some family members could be aunts, uncles, or grandparents. While not all families have others who they can rely on for child-watching help, some do and these alternative - and much cheaper - options would pose a threat to Ubuntu Kare's operations. Moreover, family members and/or family friends are trusted and families may feel safer leaving their child in the hands of someone they know and trust versus a daycare where their kid is in the hands of an adult they may or may not know/trust.

Customer Analysis

Target Customer Profile

Ubuntu Kare's target customers are middle class full time working couples with children at the ages of 1 through 10. The age groups are: toddlers (1-3), VPK/Pre-K (4-5), and school age (6-10). Their household size would be at a minimum of 3 where there are two working parents and one or more children. Additionally, the working couple would have to support our collective mindset.

Customer Needs

The needs of Ubuntu Kare's target customers: high-quality child care service and customer service, reliable staff members, affordable prices, and the day care to be conveniently located to their homes/workplace. Our target customers consider the needs and desires of their child first and foremost. This includes high-quality child care service, high quality customer service, and reliable staff members. All of these qualities are reflected in Ubuntu Kare. Ensuring that their children are safe, learning, and satisfied in our day care. Not only meeting the basic needs of children but we also encourage and support their early development with a collective mindset focus. However, Ubuntu Kare will also have to be affordable and convenient to commute to for our target customers. Working parents/guardians have to factor in their schedule and commute to work and/or home when considering our daycare. Working parents/guardians have a busy schedule so a 10–30-minute range is optimal where a 20–60-minute commute would not interfere with their schedule drastically. Meaning, the daycare's prices have to be affordable for working parents but also within a 10–30-minute range of their home or workplace.

Marketing Plan

Products, Services, and Pricing

Ubuntu Kare will provide day care services for parents/guardians with children ages 1-10 and will be priced through an innovative pricing model based on federal income brackets that goes more in depth in our financials. To our customers we will offer:

- VPK for eligible children
- Free lunches for kids ages 4 and up
- Before and after school care for school age children
- Year-round daycare services, with hours our of operation being Mon-Fri from 6am - 6pm
- Half-day care for the remainder of the day for VPK kids
- Full-day care for all children, including during school breaks
 - Depending on how long the break is, the children would be taken to places such as museums and parks via our 12-passenger vans
- Constant communication about the children to keep parents updated throughout the day
 - We would be utilizing Class Dojo
- A little garden for the VPK kids and elementary children to “work” in

Despite our limited capacity, we will only require our families to pay for our daycare services weekly. Families will have to pay for the entire week, regardless of whether or not the child actually attends the daycare for the whole week. Our prices vary based on the family’s tax bracket and the group the child falls into. To illustrate, for a family that falls into bracket 1 and has a child that is 4 years old who will be attending Ubuntu Kare, they will only have to pay \$19.77 per week, but a family in bracket 2 with a 4-year-old also attending Ubuntu Kare will

have to pay \$98.64 a week. See Figure 3 for all of the weekly prices for each age group depending on the tax bracket.

Our certification program will be conducted mostly online and will offer three different certification levels, with each increasing level incorporating more classes to be completed before earning the certification. The topics covered in the top-tier Ubuntu Kare Certification are:

- Basic child care
- Child psychology
- How to be culturally responsive
- Emergency preparedness (e.g., CPR, first aid)
- Special needs training
- Ubuntu philosophy

The top-tier certification would cost \$800 to enroll and take part in. It would be 7 weeks long, with one 6-hour session occurring each week. The final session would be the final exam of the program, which would be held in person at an Ubuntu Kare daycare facility. If an individual cannot attend face-to-face for any reason, a solution specific to their situation will be created.

Just because an individual participates in the entire program, their certification is not guaranteed UNTIL they pass the final exam The topics covered in the middle-tier Ubuntu Kare Certification are:

- Basic child care
- Child psychology
- How to be culturally responsive
- Emergency preparedness (e.g., CPR, first aid)
- Ubuntu philosophy

The middle-tier certification would cost \$600 to enroll and take part in. It would be 6 weeks long, with one 6-hour session occurring each week. The final session would be the final exam of the program, which would be held in person at an Ubuntu Kare daycare facility. If an individual cannot attend face-to-face for any reason, a solution specific to their situation will be created. Just because an individual participates in the entire program, their certification is not guaranteed UNTIL they pass the final exam. The topics covered in the basic-tier Ubuntu Kare Certification are:

- Basic child care
- Child psychology
- Emergency preparedness (e.g., CPR, first aid)
- Ubuntu philosophy

The basic-tier certification would cost \$450 to enroll and take part in. It would be 5 weeks long, with one 6-hour session occurring each week. The final session would be the final exam of the program, which would be held in person at an Ubuntu Kare daycare facility. If an individual cannot attend face-to-face for any reason, a solution specific to their situation will be created. Just because an individual participates in the entire program, their certification is not guaranteed UNTIL they pass the final exam.

For all levels of the certification program, installments would be accepted prior to the start of each session; refusal to pay the installment would result in immediate failure to complete the program and the individual would receive no discount to retake the program. The exception to this is if the individual expresses that some sort of emergency has arisen in their family that results in them not being able to pay. At this point, the issue will be handled in a case-by-case

manner. Of course, the individual could always opt to pay for the program completely up-front if they have the money to do so.

The sessions would consist of:

- 2 hours of instructional learning on one of the topics by a teacher/professional in that area
- 2 hours of independent and group-based research to deepen understanding of the topic
- 2 hours of reflection/application of the topic learned; this would be done through a group discussion and by typing a reflection on what the individual learned and how they will apply this new knowledge

Promotion/Distribution Plan

In the child care industry, its marketing relies heavily on reputation and referrals. Ubuntu Kare's reputation will become rooted in our community involvement and commitment. Ubuntu Kare expects to reach out to our target market of working couples within a 10-mile radius of our facility. Additionally, we expect to connect with aspiring child care workers or the unemployed with our certificate program. Although we may depend on customer referrals, we will also use other advertising techniques: direct mail, public relations, community involvement, and social media.

Direct Mail. Ubuntu Kare will distribute direct-mail fliers through a large mailing service to neighborhoods in a 10-mile radius around our location. The mailed flyers will provide general information about Ubuntu Kare, promotions, and other incentives to encourage people to come to our facility; for example, free trials and seasonal discounts may be advertised.

Public Relations. We will contact all local and area newspaper and television stations to request to discuss our unique ubuntu elements implemented in our day care. Additionally, we will contact organizations and attend conferences who are interested in philosophy and early

children development to discuss the Ubuntu philosophy where we will also be able to share information about Ubuntu Kare.

Community Involvement. We will stay involved in the local Orlando area. We would be supporting and donating to events in our community that support various issues that we care about such as environmental, social, and educational issues.

Social Media. Creating our own social media accounts on platforms such as Instagram, Facebook, LinkedIn, and TikTok will allow us to connect to a larger demographic faster and more efficiently. Using these platforms will enable us to showcase our services, company, and events. We will also reach out to celebrity moms who deeply care about early child development with requests for exposure and celebrity endorsement.

Operations

Key Operational Processes

The departments that we will have at Ubuntu Kare include:

- Human Resource (HR) Department - responsible for employee life cycle (recruitment, onboarding, training, etc.) and administering employment benefits. The person responsible for this department will be Yu Wei, one of the founders of our business. As we open up our second facility, we will be hiring people to fill in this department.
- Financial Department - responsible for all of the financial activities such as payroll, managing funds and taxes, bookkeeping, etc. The person responsible for this department will be Rebekka D'Auria, one of the founders of our business.
- Marketing Department - responsible for, among other things, the face of the company, ensuring our message is delivered to the world and finding ways to maximize our budget, managing all of our social media platforms (e.g., Instagram, Facebook, Tik Tok,

LinkedIn), and engaging with our customers. The person responsible for this department is Thais Sallaberry, one of the founders of our business.

- Department of Inclusion - tasked with finding creative ways to ensure that our Ubuntu ideology is being implemented in our activities and interactions with the children. In addition to serving as a Research & Development Department, it would also ensure Ubuntu Kare is continuously improving.
- Daily Operations Department - responsible for making sure that both the physical daycare and certification program components of Ubuntu Kare run smoothly. They would oversee the operations and ensure that we are meeting our standards in all aspects of our business.

Milestones

Our facility will open a merchandise store by year six. We will provide a variety of different products like hats, T-shirts, hoodies, pants, pajamas, onesies, baby bottles, among other items. Our ultimate goal for the opening date of Ubuntu Kare is early 2022. Our plan is to reach \$1.2 million in revenue by the year 2027, which would be our fifth year of operation.

Nonetheless, we plan on partnering up with United Way, as well as the Head Start and Early Head Start programs. We would also accept 4C. For our daycare, we would require every parent to sign a contract; this way we would be able to build a close relationship with each of them. The contract would include all of the information of their child, contact information, specific details of how we operate on a daily basis, overall pricing and different payment options, fees, special holiday & vacation rates, as well as the agreements with all of the policies of our business. At Ubuntu Kare, we reach for professionals that are highly passionate about working with children. The qualifications required for the child care workers would be:

- to reach the minimum age requirement of at least 18 years old
- to have a high school diploma or GED
- to be able to obtain the Local and Federal Background clearance
- to be willing to work with children of ages ranging from 1-10 years old
- to be passionate about working with children
- to have a positive and energetic attitude
- to have flexible availability between our operation hours of 6am - 6pm, Monday - Friday
- to have great communication skills

Lastly, we will not require any type of certification because all workers will be able to get certified with the certification program that we offer to them for free. One of the benefits our employees will receive is a total of ten days off, five days for sick days and the other five for vacation/paid leave. The daycare employees are also able to have their children attend Ubuntu Kare at no additional cost to them. For our child care workers, we strongly encourage them to complete our certification program. Depending on which tier they choose to complete, they would receive a specified raise in their hourly wage; completion of the highest level would result in a raise of \$1 per hour. Some of the duties that include for the child care workers are:

- supervising the children
- facilitating the activities (e.g., focusing on a specific topic every week and doing all the activities based on that)
- teaching the kids about how to work collaboratively with one another

As our company grows, we plan on hiring more people in each department as well as opening up more facilities throughout Florida and hopefully across the nation. This way it will be easier to operate our business and it will help us grow even more.

Financial Plan

Revenue Models

Ubuntu Kare's revenue model consists of two main parts but Ubuntu Kare will have three sources of revenue. Ubuntu Kare functions as a regular community-focused daycare in addition to operating a rigorous certification program that serves as an alternative route to becoming recognized as a qualified child care worker.

Daycare Revenue Model

Our community-based daycare centers take on a unique approach in terms of our pricing structure. The price each family pays is based off of the Federal Income Tax Bracket that they fall into. Refer to Figure 1 to see the Federal Income Tax Bracket for 2021. An average annual income is determined for each bracket based on the averages of each of the separate filing statuses. Then, the flat fee for the specific age groups is a certain percentage of the average annual income of each of the averages for each of the filing statuses (excluding unmarried individuals) in each tax bracket: ages 1-3 are 15%, ages 4-5 are 14%, and elementary children are 12%. See Figures 2 and 3 for a visual representation of the daycare's respective annual and weekly prices. However, our school age children would be charged double for when they are being cared for the entire day as opposed to the prices listed on Figures 2 and 3, which is for before and after school care only. Our VPK/Pre-K children who are currently enrolled in VPK would only be charged half of the prices listed on Figures 2 and 3 because they would only be receiving half of a day's care; the other half would be free since VPK is paid for by the government. Any children ages 4-5 who are NOT enrolled in VPK or cannot enroll again because they have already completed VPK must pay the price listed on Figures 2 and 3.

Ubuntu Kare's pricing structure is similar to a sliding fee scale while still providing families of all income levels with affordable prices. Furthermore, by basing our prices off of a government scaling system, critics are much less likely to argue that our structure is a form of price discrimination. Everyone who falls in the same bracket pays the same prices as another who falls in the same bracket as them. The prices would be adjusted annually when the Federal Income Tax Bracket is modified by the federal government.

We will have a registration fee of \$25 per child in order to ensure we do not accidentally take on too many children in addition to a \$30 materials fee to help in purchasing supplies for the daycare. The registration and materials fee would be a one-time expense; however, families would have to re-register each child every year and as a result, pay both the registration and materials fee again. While this may be tedious for our families, the long-term childcare savings caused by our prices should be sufficient enough of a reason to pay those small fees. We considered offering a discount for families who are registering multiple children, but we would have to increase our prices in order to obtain that goal. Families would be charged weekly and required to pay for that week whether their child(ren) attend(s) every day or not.

Please note that the revenue projections were based on the average price for the second tax bracket. Furthermore, the price variations for the VPK/Pre-K and elementary children are not incorporated in the financial predictions. This was to make calculating our predicted revenues less complex.

Certification Revenue Model

Orange Technical College offers a Child Care Center Operations career certificate that costs approximately \$270 (Orange Technical College). However, our certification program offers three different levels of certification: low-tier certification, middle-tier certification and top-tier certification. See below for a visual representation of the certificates. Each component of the certification has the monetary value of \$150, so naturally the higher the certification the more expensive it is. The lowest tier certificate costs \$450, the middle tier is priced at \$600 and the highest tier is offered at \$800. While our certifications may seem overpriced, the components covered in the programs are essential and relevant to today’s society as well as the child care industry.

When predicting how much revenue we would generate through the certificate program, I did not take into consideration those who do not earn the certificate the first time around and are attempting to do so a second time, for they receive a 20% discount on their second attempt. Moreover, for those who wish to earn a higher certificate, they would only need to pay the difference between the price of their current certification and the cost of the certificate they wish to earn. Indeed, these two options will generate more revenue for us. However, the projected earnings from these avenues likely is not significant enough to noticeably increase our revenue, so they are not put into consideration in the financial projections.



Rent Revenue Model

This revenue model is not part of our main operations, but it serves as another revenue stream that can help our business stay afloat our expenses. Assuming that our landlord grants us permission to do so and that we would find someone to sign our sublease, we would rent out our facility on weeknights after we have closed and all day on the weekends. Our tenant would pay us \$67,680 in the first year. Our tenant's rent would increase by less than 1% each year. This income would greatly assist in keeping Ubuntu Kare profitable while still keeping our prices from increasing greatly over time.

Financial Highlights

In our first year, our total revenue is anticipated to be \$413,289.67. Our expenses would be \$471,018.60 and we would realize a loss of \$57,728.93. However, it is important to note that most of these costs are only start-up costs and will either not be regular expenses or would be a much more minuscule expense each year. Based off of Figure 4, approximately \$127,300.00 of our expenses for year one are start-up costs.

Ubuntu Kare's certification program would grow by an annual rate of 62.5% and in our third year of operation we will:

- Rent-to-buy another building of similar size, doubling our daycare revenue
- Have a total increase of \$2 per hour for our staff
- Hire 3 employees to work in the corporate side of Ubuntu Kare

While our revenues for year three will not be great enough to cover the entire cost of expanding (see Figure 6), Ubuntu Kare will generate a net income of \$85,522.84 in year four, as seen in Figure 7.

In our second year of operations, we will generate a net income just shy of \$14,000.00 (see Figure 5). However, we would be using that money to make up for our net loss of our first year and would still have an overall net loss of \$44,021.82 across the first two years since the opening of Ubuntu Kare.

Overall, our biggest expenses are:

- Payroll & payroll taxes
- Building lease
- Utilities

Paying our employees is our greatest expense; even more than our building lease. This is because Ubuntu Kare strives to have low adult-to-child ratios so each child gets the attention they deserve. Furthermore, our low daycare prices make it difficult for our brand-new company to offer our employees much more than a small raise every year. Ubuntu Kare's payroll & payroll taxes expense grows from \$326,018.60 in year one to \$931,700.56 in year five.

Our other expenses pale in comparison, with each individual expense amounting to less than \$5,000 annually. Our two smallest expenses are:

- Accreditation cost: \$550
- Miscellaneous expenses: \$700

The National Association for the Education of Young Children (NAEYC) charges an annual fee of \$550 in order to retain their accreditation status (National Association for the Education of Young Children). Miscellaneous expenses go toward minor costs incurred through the year such as purchasing cleaning supplies, paper towels, toilet paper, minor purchases for our daily operations, etc.

While creating the financial projections, it is important to note that key assumptions were made, such as:

- Every employee receives a \$1 raise to their hourly wage at the end of each fiscal year
- All of our child care workers choose to complete the top-tier certification program, and as a result, they would start off with a \$10.00 hourly wage as opposed to the \$9.00 hourly wage they are initially hired on with
- All expenses excluding the accreditation cost, miscellaneous expenses, marketing & advertising expense, and building lease increase by an annual rate of 5%
- Ubuntu Kare's daycare side operates at capacity of 50 children all year long

By year five, Ubuntu Kare is projected to have \$1,221,375.26 in total revenue and \$1,035,475.14 in total expenses, with a net income of \$185,900.12 (see Figure 8). We would be able to recover the remaining net loss accumulated from previous years and still have \$98,012.51 left over to be used at the discretion of the owners of Ubuntu Kare.

Funding Requirements & Use of Funds

Ubuntu Kare requires an investment of \$127,280.00 in order to open their daycare doors and spread the word about the certificate program. \$30,000.00 in equity will be invested by the owners of Ubuntu Kare; each owner will contribute \$10,000.00 towards making Ubuntu Kare a reality. The remaining \$97,280.00 will come from either investments made by others or through bank loans. It is preferred that the rest of our funds come through investors. Additionally, any interest incurred from taking a bank loan has not been incorporated into our projected financials, so should Ubuntu Kare receive its funding through that method, our expenses and profit margin would decrease. The money collected would be used toward the following expenses (see Figure 9 for a visual representation of the breakdown):

- Lease
- Vehicles and related expenses
- Furnishing of the building
- Marketing and advertising
- Children toys and daycare-related expenses
- Office-related materials and furniture
- Insurance
- Internet

Appendix

Figure 1

2021 Income Tax Brackets

Tax Brackets and Rates, 2021				
Rate	For Unmarried Individuals	For Married Individuals Filing Joint Returns	Married filing separately	For Heads of Households
10%	\$0 to \$9,950	\$0 to \$19,900	\$0 to \$9,950	\$0 to \$14,200
12%	\$9,951 to \$40,525	\$19,901 to \$81,050	\$9,951 to \$40,525	\$14,201 to \$54,200
22%	\$40,526 to \$86,375	\$81,051 to \$172,750	\$40,526 to \$86,375	\$54,201 to \$86,350
24%	\$86,376 to \$164,925	\$172,751 to \$329,850	\$86,376 to \$164,925	\$86,351 to \$164,900
32%	\$164,926 to \$209,425	\$329,851 to \$418,850	\$164,926 to \$209,425	\$164,901 to \$209,400
35%	\$209,426 to \$523,600	\$418,851 to \$628,300	\$209,426 to \$314,150	\$209,401 to \$523,600
37%	\$523,601 or more	\$628,301 or more	\$314,151 or more	\$523,601 or more

Note. Screenshot taken from the Forbes Advisor article written by E. Chang.

Figure 2

Annual Daycare Prices

Income Bracket	Toddlers (ages 1-3)	VPK/Pre-K (ages 4-5)	School age (ages 6-10)
1 (lowest bracket)	\$ 1,101.25	\$ 1,027.83	\$ 881.00
2	\$ 5,495.70	\$ 5,129.32	\$ 4,396.56
3	\$ 13,031.33	\$ 12,162.57	\$ 10,425.06
4	\$ 25,128.83	\$ 23,453.57	\$ 20,103.06
5	\$ 37,433.83	\$ 34,938.24	\$ 29,947.06
6	\$ 57,593.20	\$ 53,753.65	\$ 46,074.56
7 (highest bracket)	\$ 109,538.17	\$ 90,207.90	\$ 77,321.06

Figure 3

Weekly Daycare Prices

Income Bracket	Toddlers (ages 1-3)	VPK/Pre-K (ages 4-5)	School age (ages 6-10)
1 (lowest bracket)	\$ 21.18	\$ 19.77	\$ 16.94
2	\$ 105.69	\$ 98.64	\$ 84.55
3	\$ 250.60	\$ 233.90	\$ 200.48
4	\$ 483.25	\$ 451.03	\$ 386.60
5	\$ 719.88	\$ 671.89	\$ 575.91
6	\$ 1,107.56	\$ 1,033.72	\$ 886.05
7 (highest bracket)	\$ 2,106.50	\$ 1,734.77	\$ 1,486.94

Figure 4*Year One Projected Income Statement*

Ubuntu Kare Income Statement For the Year Ending 20XX		
Revenues:		
Daycare services		\$253,109.67
Certification program		\$ 92,500.00
Rent revenue		\$ 67,680.00
Total revenue		<u>\$413,289.67</u>
Expenses:		
Payroll & payroll taxes	\$326,018.60	
Lease	\$ 70,200.00	
Vehicles & related expenses	\$ 31,940.00	
Utilities	\$ 14,400.00	
Furnishing of the building	\$ 7,000.00	
Marketing & advertising	\$ 5,000.00	
Children toys & daycare-related expenses	\$ 5,000.00	
Office-related materials and furniture	\$ 4,000.00	
Accreditation costs	\$ 2,620.00	
Insurance	\$ 3,000.00	
Internet	\$ 1,140.00	
Miscellaneous expenses	\$ 700.00	
Total expenses		<u>\$471,018.60</u>
Net income/loss:		<u>\$ (57,728.93)</u>

Figure 5
Year Two Projected Income Statement

Ubuntu Kare Income Statement For the Year Ending 20XX		
Revenues:		
Daycare services		\$253,109.67
Certification program		\$150,312.50
Rent revenue		\$ 68,265.00
Total revenue		<u>\$471,687.17</u>
Expenses:		
Payroll & payroll taxes	\$357,926.06	
Lease	\$ 70,200.00	
Utilities	\$ 15,120.00	
Marketing & advertising	\$ 5,000.00	
Vehicles & related expenses	\$ 4,137.00	
Insurance	\$ 3,150.00	
Internet	\$ 1,197.00	
Miscellaneous expenses	\$ 700.00	
Accreditation cost	\$ 550.00	
Total expenses		<u>\$457,980.06</u>
Net income/loss:		<u><u>\$ 13,707.11</u></u>

Figure 6
Year Three Projected Income Statement

Ubuntu Kare Income Statement For the Year Ending 20XX		
Revenues:		
Daycare services		\$ 506,219.34
Certification program		\$ 244,257.81
Rent revenue		\$ 143,337.60
Total revenue		<u>\$ 893,814.75</u>
Expenses:		
Payroll & payroll taxes	\$ 799,592.48	
Leases	\$ 140,400.00	
Utilities	\$ 31,752.00	
Vehicles & related expenses	\$ 38,687.70	
Marketing & advertising	\$ 5,000.00	
Insurance	\$ 3,307.50	
Internet	\$ 2,513.70	
Miscellaneous expenses	\$ 1,400.00	
Accreditation cost	\$ 550.00	
Total expenses		<u>\$ 1,023,203.38</u>
Net income/loss:		<u>\$ (129,388.63)</u>

Figure 7
Year Four Projected Income Statement

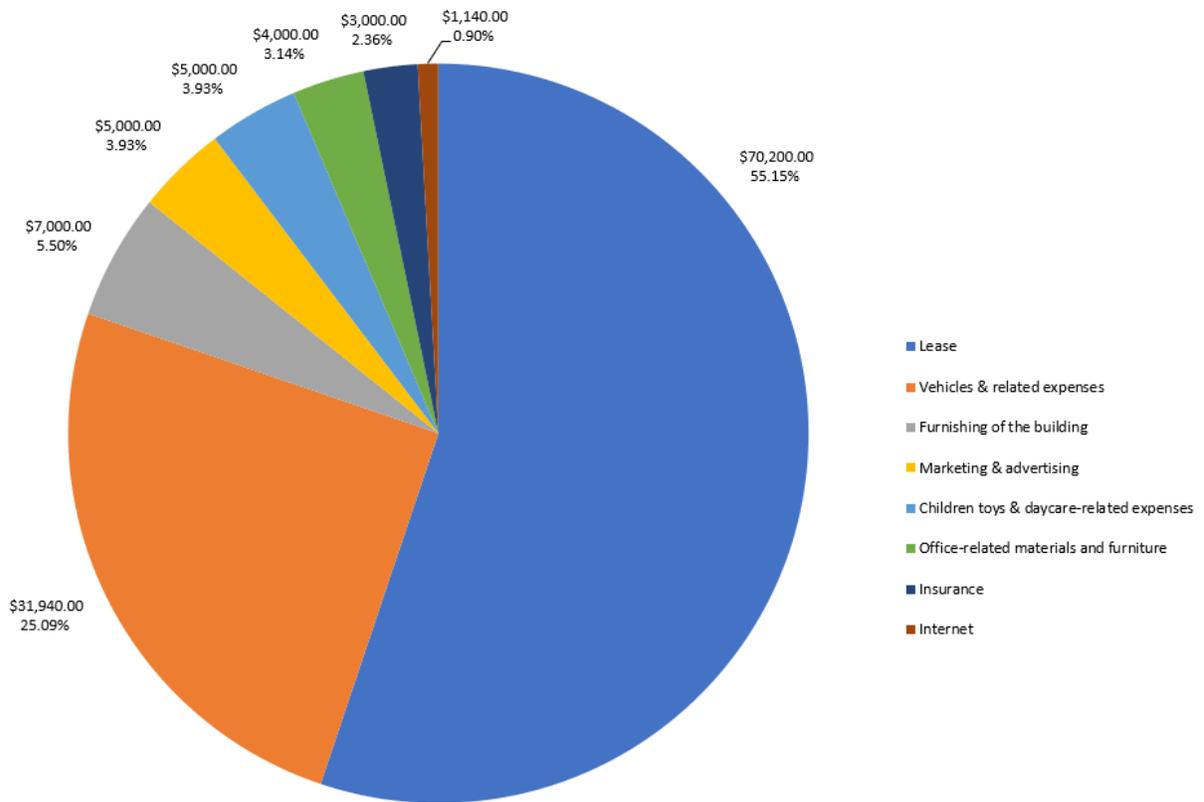
Ubuntu Kare Income Statement For the Year Ending 20XX		
Revenues:		
Daycare services		\$ 506,219.34
Certification program		\$ 396,918.95
Rent revenue		\$ 150,504.48
Total revenue		<u>\$ 1,053,642.77</u>
Expenses:		
Payroll & payroll taxes	\$865,646.52	
Lease	\$ 70,200.00	
Utilities	\$ 16,669.80	
Marketing & advertising	\$ 5,000.00	
Vehicles & related expenses	\$ 4,561.04	
Insurance	\$ 3,472.88	
Internet	\$ 1,319.69	
Miscellaneous expenses	\$ 700.00	
Accreditation cost	\$ 550.00	
Total expenses		<u>\$ 968,119.93</u>
Net income/loss:		<u><u>\$ 85,522.84</u></u>

Figure 8*Year Five Projected Income Statement*

Ubuntu Kare Income Statement For the Year Ending 20XX		
Revenues:		
Daycare services		\$ 506,219.34
Certification program		\$ 644,993.29
Rent revenue		\$ 70,162.63
Total revenue		<u>\$ 1,221,375.26</u>
Expenses:		
Payroll & payroll taxes	\$931,700.56	
Lease	\$ 70,200.00	
Utilities	\$ 17,503.29	
Marketing & advertising	\$ 5,000.00	
Vehicles & related expenses	\$ 4,789.09	
Insurance	\$ 3,646.52	
Internet	\$ 1,385.68	
Miscellaneous expenses	\$ 700.00	
Accreditation cost	<u>\$ 550.00</u>	
Total expenses		<u>\$ 1,035,475.14</u>
Net income/loss:		<u><u>\$ 185,900.12</u></u>

Figure 9

Projected Use of Funds Pie Chart



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