BOOST (Business Operation & Optimization Support Tools)

by

WeeCare

prepared for

City of Madison, Community Development Division

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Applicant

Organization Name: WeeCare, Inc.

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Federal EIN: 82-2418770

Legal Status: Corporation

Will you present for 3-5 minutes at the virtual September 14th Early Childhood Care and Education Committee meeting at 2:30 PM? Yes

Proposal Narrative

Organizational Capacity

WeeCare is the largest network of licensed family child care providers in the United States. We are a tech-powered early learning child care marketplace for families, providers, employers, and municipalities with a mission to make child care accessible to all. In 2022, WeeCare was ranked within the top 6% of the Inc. 5000 List of Fastest-Growing Companies in America. and was honored as one of Inc's Best Workplaces in 2023. Our growth is a testament to the fact that people from all over the country have joined our team to realize our vision of creating a world where every family has access to child care and caregivers thrive. We do this by partnering with key stakeholders who contribute to the success of an early care and education system: child care providers, families, private businesses, and public government entities.

For our vital child care providers, WeeCare provides backend toolsets and matching services to help them operate more efficiently, become financially sound, and increase job satisfaction and longevity. WeeCare's unparalleled, real-time matchmaking technology increases successful enrollments and reduces administrative burdens. On average, providers who use the platform earn two to three times more income and save over ten hours per week by reducing administrative tasks. Over 200,000 child care providers ranging from family child care and child care centers to license-exempt providers, use WeeCare's software to conduct business.

WeeCare also serves as a marketplace that provides easy-to-search, flexible care options for families to access coverage 365 days a year. This includes non-traditional hours, overnight care, and emergency backup care services, providing the options families need to balance their work and personal needs. WeeCare has successfully matched over two million families with high-quality child care providers in all 50 states.

Employers like JC Penny, Chobani, and Dollywood utilize WeeCare's corporate services to offer child care benefit programs to thousands of their employees. Providing easy-to-use child care benefits promotes their wellness and health objectives, reduces absenteeism, and helps companies achieve their recruitment and retention goals. WeeCare currently partners with businesses in almost 5,000 different zip codes across the country and recently conducted a study that showed WeeCare's child

care benefits program increased the retention of a company's employed parents by 2-5% across all industries.

Today WeeCare has over 80 employees across its teams, including an in-house Engineering Department, Product & Tech Development, Family & Provider Success teams (led by several former child care professionals), Operations, and Business Development. There are a handful of competitors in the same child care space as WeeCare, but our flexibility and capacity to scale are unmatched. In 2020, WeeCare's operations were independently assessed by a third party, and it revealed that WeeCare had the highest funding efficiency of its rivals. WeeCare adds capacity roughly ten times more efficiently than its closest startup competitor, Wonderschool, and is 86 times more efficient with funding compared to Bright Horizons (Novak, 2020). Due to WeeCare's business model, technology backbone, and program structure, WeeCare has a proven track record of serving more children with less funding.

Est. at Mid-March 2020	WeeCare	Wonderschool	Bright Horizons
# of U.S. Locations	2,500	1,000	705
All-in Cost per Location	$2,300	$24,100	$2,500,000
Location Capacity	10	10	126
Cost per Child Slot	**$230**	**$2,410**	**$19,841**
Estimated Capital Efficiency Ratio	**1**	**10.48x**	**86.27x**
Cost to serve 10,000 children	$230,000	$2,410,000	$19,841,000
Given $10,000, # of kids served	43.5	4.1	0.5
	WeeCare	Wonderschool	Bright Horizons

Experience

During the 2021-2022 program year, WeeCare worked ██████████████████████████ ████████████████████████████████████ to implement three programs to benefit low-to-moderate income (LMI) persons. These programs were BOOST (Business Operation & Optimization Support Tools), CASE (Childcare Assistance for Small Enterprises), and Back2Work (tuition assistance for unemployed families seeking work). The total project budget amount for the first program year was $275,690, and all programs were completed successfully. In summary, the BOOST program assisted 40 LMI family child care home providers and 232 LMI families; CASE assisted 205 employers establish childcare benefits for 1,416 LMI employees/families; Back2Work assisted 15 unemployed LMI parents with backup childcare credits. In total, WeeCare assisted 1,703 LMI persons ████████████ ██████████████████████████████████████. An accomplishment report can be provided for more details.

In July 2023, WeeCare launched its ████████████ BOOST program throughout cities and counties in California, including Sonoma County, Palo Alto, Garden Grove, and Tustin. Later this year, WeeCare will launch its BOOST program in Rancho Cordova, CA, Escondido, CA and Clearwater, FL.

WeeCare is currently contracted with the State of California to administer child care subsidies to income-eligible families. It is sponsored by General Child Care and Development (CCTR) expansion funds through the Child Care and Development Block Grant (CCDBG) for FY 2021-2022. WeeCare was

awarded $2.065 million to provide direct tuition subsidies for children from birth to age three and school-aged children. Through its program WeeSubsidy, WeeCare will enhance and expand quality infant and toddler services throughout California in areas experiencing significant shortages. The WeeSubsidy Program is set to provide support services and tuition reimbursement for child care slots across high-priority zip codes in two major counties. The program supports and prioritizes high-need, low-income children and families that face higher risk factors for displacement or adverse experiences. The main goal of WeeSubsidy is to establish a modern and efficient approach to an antiquated subsidy system. WeeCare compensates providers faster than typical programs, encouraging more providers to accept subsidy-enrolled children and increasing equity for all families. By 2024, WeeCare is projected to manage over $40 million in government-funded child care tuition subsidies.

Most recently, WeeCare is participating in North Carolina's Department of Health & Human Services pilot program for family child care homes to offer business coaching and WeeCare's Child Care Management System. Also, WeeCare's soon-to-launch Weekend Warrior program will find child care placement during non-traditional hours for National Guard and Army Reserves families in Iowa and Missouri.

WeeCare's experience in successfully implementing pilot-to-large-scale projects and meeting federal reporting requirements has strengthened its position in the Early Care and Education (ECE) field. It has also invigorated leadership to find innovative ways to apply the latest technology to long-standing challenges in child care.

Staff

Program Director

Oversee the successful implementation of WeeCare's BOOST (Business Operation & Optimization) program, including process refinement and ongoing support to external partners. Responsible for monitoring, data collection, and reporting within compliance with program requirements.

Care Coach

Manage a caseload of 50 providers and oversee their success. Focus on quality improvement and providing support. Closely monitor quality and safety, conduct assessments, and assist with resources and training. Support efforts to expand provider licensed capacity through licensing requests and assistant teacher recruitment. Strong written and verbal communication skills required.

Billing Specialist: Responsible for verifying and processing transactions and records and analyzing financial information. Assist with daily, monthly, and annual financial reports. Responsible for the accounting and billing of 140 Providers and their families.

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Care Manager

Manage a caseload of 240 families and oversee their success. Responsible for assessing, planning, and coordinating child care and family services. Monitor an appropriate and effective family-centered care plan based on assessment rankings. Encourage family engagement and provide resources and referrals for additional services. Strong written and verbal communication skills required.

Staff: **To Be Hired**

Experience:

- n/a

Product Manager: Responsible for successful product launches and continuous enhancement of BOOST offerings.

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Head of Marketplace, Supply: Responsible for recruiting families and onboarding them into the program.

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Director of Marketing: Responsible for strategizing and executing marketing campaigns on the BOOST program.

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Early Childhood Community Relationships

WeeCare offers childcare benefits to over 50 employers in the State of Wisconsin, including the Promega Corporation.

WeeCare is in constant communication with its child care provider and family clients via phonecalls, text messages and in-app alerts. With the 24/7 support provided, participants can always get a hold of a WeeCare staff member. In Madison, WeeCare is partnered with three licensed family child care providers: [Kids World Ink And Nursery](#), [Little Big Things FCC Daycare](#), and [My Little Big World Child Care Preschool](#), as well as 39 license-exempt nannies and sitters.

Impact on Poverty and Racial Equity

WeeCare's BOOST program addresses poverty and racial equity by strengthening the business foundations of family child care centers, which are the primary child care option for low-to-moderate income families.

In Wisconsin 99.6% of family child care providers are women, 21% are African-American, 7% are Hispanic, and the average median age is 51 years old.[1] In addition, 14% work with children in a language other than English.[2] The average earning of a child care worker in Madison is $14.70 an hour or about $30,576 a year, qualifying them as low-income individuals.[3] Inequities persist, as these providers earn less than their counterparts in elementary schools. **Wisconsin early educators with a bachelor's degree are paid 9.8% less than K-8 school teachers. The poverty rate for early educators is 19.7%, which is much higher than for Wisconsin workers in general (9.5%) and 8.2 times as high as for K-8 teachers (2.4%).[4]**

BOOST directly addresses these challenges by creating and retaining jobs in the child care industry. By optimizing existing family child care businesses and facilitating the hiring of full-time assistants, BOOST helps providers meet Wisconsin's licensing regulations and improve their services. Many providers struggle to find and hire reliable assistants due to various reasons, such as lack of time for candidate vetting or uncertain enrollment. **The typical family child care provider cares for approximately 5 children and works approximately 60 hours each week.[5] Only 54% of family child care providers are operating at full-capacity in Madison.[6]**

Access to affordable, high-quality childcare is essential for working parents, enabling them to engage in the labor force while promoting community economic productivity. The significance of this need is underscored in Madison, where 4,140 children are raised in single-parent households. Single-headed

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[1] [Wisconsin's Early Care and Education Workforce: Summary Report on the Survey of Family Providers, September 2021.](#)

[2] Ibid.

[3] Zippia, 2022

[4] [Center for the Study of Child Care Employment, 2020.](#)

[5] [Wisconsin's Early Care and Education Workforce: Summary Report on the Survey of Family Providers, September 2021.](#)

[6] WeeCare, 2023.

households and renter households with low-income and significant child care costs are at a high risk of becoming homeless.[7] Providing child care to this vulnerable population can prevent homelessness, eliminate generational poverty, improve housing affordability, and promote upward economic mobility. **Notably, in Madison, childcare expenses represent the largest share of the budget for a family of four, accounting for approximately 22% of their total income.[8]**

Family child care providers in Wisconsin are racially and linguistically diverse and serve a wide thousands of Wisconsin families, particularly those with limited incomes. BOOST's personalized coaching and technical assistance empower these providers to enhance their earning potential, invest in staff development, improve program quality, and prepare for unforeseen emergencies. This approach contributes to poverty reduction, racial equity, and improved economic mobility within the community.

Proposed Programs/Services

WeeCare proposes supporting 13 family child care providers located throughout Madison by implementing the **BOOST (Business Operation & Optimization Support Tools)** program. BOOST focuses on providing specialized business coaching and technical assistance to family child care providers who offer offer crucial early care and education services to children aged 0-5. BOOST aims to equip family child care providers with essential skills and tools to enhance their business operations, expand capacity, increase revenue, and ensure stability in the child care industry. Therefore, **WeeCare requests $156,000 of Early Childhood Funding** to pay for the program expenses to run BOOST for one year. **This will benefit 13 family child care owners/providers and 104 low-to-moderate income families seeking child care services, create approximately four new full-time assistant jobs in the child care industry, and increase providers' skillset and program quality.**

The BOOST program can be scaled up or down according to the decision of the governing body. Its operation is not dependent on full award funding and can be adjusted to the desired amount of coverage for the proposed area. If it were to be phased in or partially funded, an appropriate number of daycare providers would be accepted into the program. WeeCare already provides its services to child care providers all over the country. Therefore, the operational systems and tools are in place and ready to be expanded in Madison.

Many family child care providers operate during non-traditional hours (evenings and weekends) and therefore put in well over 60 hours of work per week to care for the children. On top of that is the administrative work that comes with running a business and consistently having to attract new child enrollments. This burdensome model often leads to inefficient business practices, often leaving enrollment strategies to fall through the cracks. When providers do not fill all their child care slots, they are "leaving money on the table" and miss out on revenue and a potential customer referral.

BOOST aims to increase family child care provider wages by tackling all three sides of the Iron Triangle: Enrollment, Fee Collection, and Revenue/Expense Ratio. It does so by teaching child care providers how to use WeeCare's robust Child Care Management System that automates enrollments and waitlists, tracks attendance, facilitates tuition payments,

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[7] National Alliance to End Homelessness, 2022.
[8] Economic Policy Institute Family Budget Calculator, 2022.

and much more. Additionally, BOOST aids providers in marketing themselves effectively to maximize child enrollment, thereby increasing revenue.

BOOST also provides customer leads for each provider and teaches them how to market themselves, so their child enrollment can reach its full capacity and stay there. By learning time-saving business automation tools and reaching full child enrollment, family child care providers will earn more money and reach a state of financial equilibrium. **A family child care in Madison charges an average of $300 a week for full-time care (WeeCare, 2022). If they were to operate at the full licensed capacity for a large daycare, serving 8 children full time, they could generate about $120,172 a year. This drastic change turns a low-wage job into a lucrative career.** Reaching this healthy model, year after year, will lift daycare providers out of low-income brackets and put them on a track to financial freedom. They can then invest in their staff development and program quality, try new innovative practices, and save up for unexpected emergencies.

Method of Programming

- **Increase availability and access to high-quality care for children especially those who face multiple barriers to success (i.e. children living in poverty or facing housing insecurity, children with special needs, English language learners, etc.):** BOOST focuses on empowering family child care providers to cater to children facing various obstacles to success, including those from poverty-stricken backgrounds, dealing with housing insecurity, children with special needs, and English language learners. WeeCare's language translation services, enables providers to communicate effectively with families in their preferred language and vice versa. We can accommodate languages such as Hmong, Ojibwe, Oneida, and Spanish to meet the needs of Madison's communities.
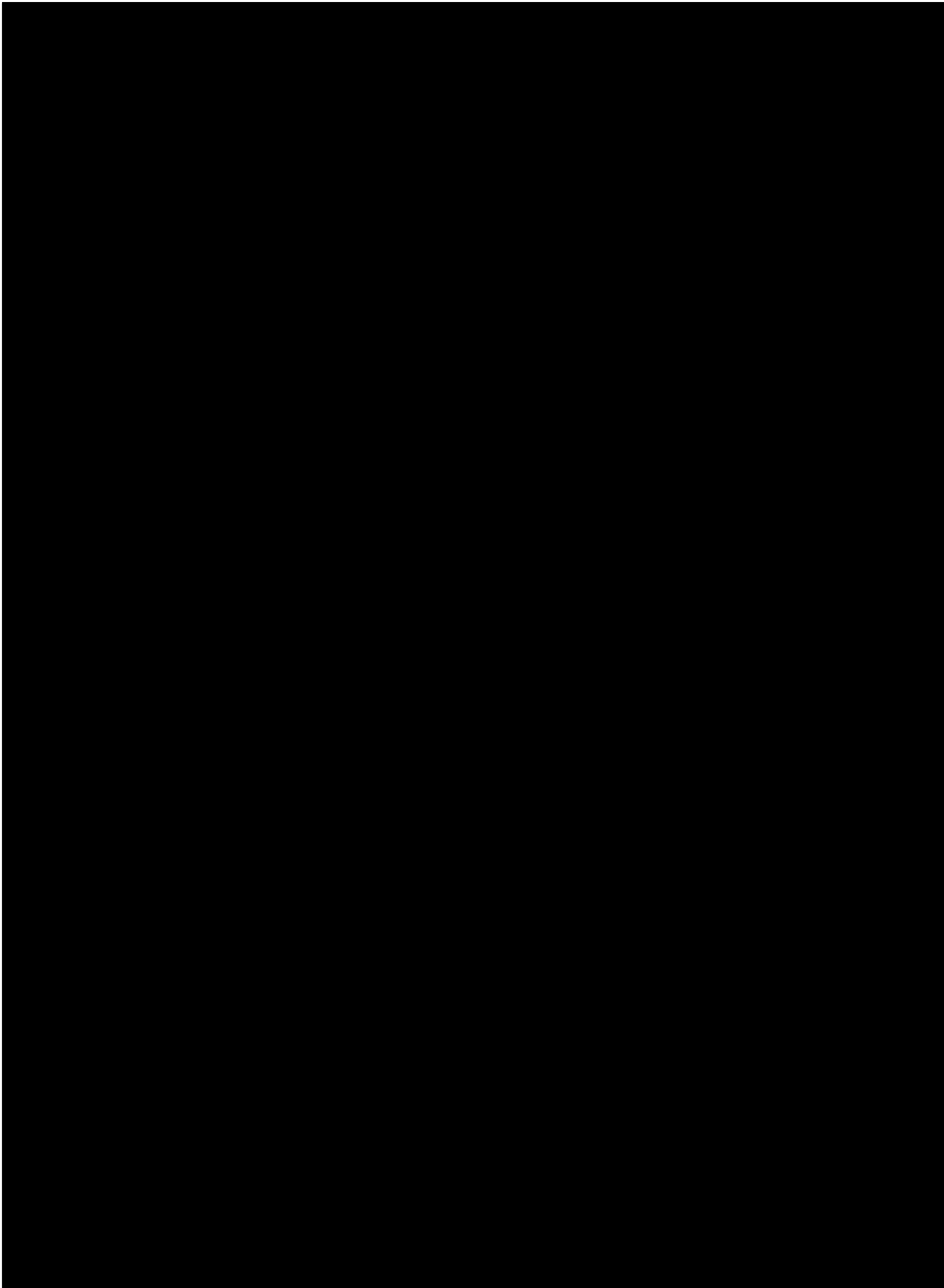
  BOOST actively targets specific areas within Madison where families face high-risk or high-need circumstances. By evaluating factors like income, housing status, race/ethnicity, and pandemic impact, the program ensures that its support is channeled to those who require it the most. Regular reporting and assessment processes enable ongoing adjustments to ensure equitable distribution of resources.

  Additionally, WeeCare offers Early Learners, an ECE program that teaches children lessons in art, math, social-emotional learning, STEM, and purposeful play. The program is available to providers at no additional cost, and it also allows parents to reinforce learning at home through free activities.

- **Create additional capacity for children ages birth to five in regulated care through individual coaching, training and technical assistance:** Through tailored coaching, training, and technical assistance, BOOST equips family child care providers with the tools to streamline and automate their enrollments, specifically for children aged birth to five. WeeCare's Child Care Management System (CCMS) offers key operational tooling to increase capacity such as:

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Location

The service area will be confined to family child care homes located within Madison's city limits. WeeCare's services are conducted remotely and are available to family child care providers and families 24/7.

Demographics

The BOOST program is designed to accept participants based on High-Risk/High-Need Assessments that reflect their personal situation and the areas they serve. High-Risk factors include income, housing ownership (renters vs. owners), race/ethnicity, and the impact of the COVID-19 Pandemic. High-Need Areas include zip codes with high populations of single-headed households, Black and Hispanic families with children under six years old, and schools with high participation in free or reduced-lunch programs.

BOOST will measure and track its participants' various demographic and population characteristics to ensure accurate reporting and to measure the program's effectiveness. WeeCare will submit monthly and/or quarterly reports to the City of Madison to evaluate the success of the objectives and ensure the communities being served are those that need it most. If reports indicate that the desired populations are not being reached and/or served, WeeCare will adjust its methodology to make the program more accessible and equitable to all providers and families in need.

Equity & Promotion of Diversity

Demographic Focus: BOOST's participant selection is guided by key factors including income levels, housing ownership status (renters vs. owners), race/ethnicity, and the impact of the COVID-19 pandemic. The program particularly seeks to address the needs of individuals and families in high-need areas, identified by zip codes with significant populations of single-headed households, Black and Hispanic families with children under six years old, and schools with high participation in free or reduced-lunch programs.

Language and Cultural Diversity: BOOST acknowledges the importance of language and cultural diversity. WeeCare recognizes that effective communication is essential for providing meaningful support. The program leverages its experience in working with diverse populations across the country. Staff members with backgrounds in childhood development and child care, along with bilingual team members, are available to ensure effective communication and understanding. Verbal guidance and written materials are adaptable to cater to different languages, ensuring that providers and families can access and comprehend the program's offerings. BOOST staff have access to language translation services to facilitate effective communication in languages most commonly spoken in Madison, such as Hmong, Ojibwe, Oneida, and Spanish.

Collaboration & Duplication of Services

WeeCare provides all its direct services to its clients and does not subcontract any work. However, WeeCare does work with several partner organizations by accepting referrals and by referring its providers and families to additional resources when a need is identified. Examples include business requests like licensing questions or personal matters such as food insecurity or concerns about

developmental delays. BOOST stands to benefit from WeeCare's partnerships with these other community organizations that facilitate child care services, workforce development initiatives, and efforts to support working families.

There are many resources that complement each other in the child care field. To the best of WeeCare's knowledge, other child care resources in the area do not provide 24/7 support to each family child care provider or family looking for care, nor do other child care resources in the area provide a Child Care Management System. WeeCare works in tandem with other relevant services to build a provider resource "toolbox." If a provider is already using similar services successfully, their low level of need would rank them lower on our eligibility list. The applicants with a high level of need will be prioritized to ensure services are not duplicated.

Measurement of Success

WeeCare's BOOST program aims to support family child care providers by helping to build and sustain a healthy child care business model. By stabilizing and enhancing their work, the health and well-being of child care providers and the families they serve will improve and can have an incredible ripple effect across the City of Madison. The System Level Indicators and Population Level Indicators will be measured by the following:

System Level Indicators

- **Expansion of the capacity of all early childhood professionals to serve children with high barriers to success**
  - Considering that family child care providers are the primary child care option for low-to-moderate income families, **100% of participating providers** will receive business coaching and technical assistance to operate more efficiently, and by doing so these providers **will serve families and children facing high barriers to success**, offering higher-quality child care services to children dealing with housing insecurity, children with special needs, and English language learners.

- **Reduction in turnover of the early care and education workforce:**
  - Through BOOST, participating family child care providers efficiently manage openings, enrollments, and licensing ratios. Around 10,000 ECE workforce individuals seek employment through WeeCare monthly. BOOST's Care Coaches aid in hiring qualified staff, easing ratios and staffing shortages. We track referrals, interviews, offers, and acceptances. We guide effective marketing and introduce enrollment tools, enhancing financial growth and stability, enabling competitive wages, and fostering career growth. An estimated **30%** will need to hire additional staff to meet the increased child enrollment, and the BOOST program **will actively minimize turnover** by enabling providers to offer competitive wages

- **Development of new programs and support for expansion of currently regulated providers:**
  - WeeCare recommends stabilizing and expanding a focus group of **13 licensed family child care providers in Madison.** WeeCare will analyze demographic date in-depth and performance a needs assessment of to identify target areas for establishing new

programs.

Population Level Indicators

- **Increased number of children served by high-quality child care programs:**
  - **100% of participating family child care providers** in WeeCare's BOOST program **will offer flexible operating hours, care for infants, toddlers, and subsidy-enrolled children, and will be located in underserved areas of Madison.** WeeCare's language translation services allow providers to communicate with families in their preferred language and vice versa. We can accommodate languages such as **Hmong, Ojibwe, Oneida, and Spanish** to meet the needs of Madison's communities.

- **Increase in family and group providers participating in City of Madison Accreditation:**
  - WeeCare is committed to encouraging family child care providers in pursuing and obtaining the **Madison Child Care Accreditation,** and we will collaborate with the Satellite Family Child Care System to successfully meet this requirement.

- **Increased child care capacity throughout the City:**
  - **100% of participating family child care providers** will maximize license capacity and/or adult-to-ratio limits through WeeCare's real-time capacity, drop-in scheduling, and enrollment management capabilities to **increase the availability of child care capacity.**

Evaluation

BOOST thoroughly evaluates each daycare provider's business before, during, and after the program. WeeCare is capable of capturing thousands of data points and will create reports and live dashboards for the CDBG staff. The preliminary evaluation will be used as a baseline to compare a daycare's progress throughout the program. Demographic information collected upon intake includes income, household size, industry experience, certifications and level of education, race/ethnicity, and age. The Care Coaches who assist the family child care providers use a centralized database to observe local trends and will communicate with the providers through app push notifications, text, or by phone. This means they can verify that a family child care provider has successfully received, read, and comprehended the information. With real-time data and feedback, Care Coaches can make nimble adjustments as needed.

BOOST will also obtain qualitative data via quarterly anonymous feedback surveys so participants, both child care providers and families, can freely respond to questions about their experience. Family participants will have a similar pre and posttest collection of data that records income, employment, and frequency of child care use.

Timeline

Date Range	Task/Activity	Description
1st Quarter	Conduct Public Outreach and Marketing	Launch marketing and outreach campaigns to existing and potential Family Child Care (FCC) providers and families to ensure all persons within the region's limits have an equal opportunity to participate in the program.
1st Quarter	Accept and Process Program Participant Applications	Document the size, ethnicity, and annual income of the FCCs and families receiving the benefit. Confirm eligibility.
1st Quarter	Start BOOST Program	Begin program operations and connect FCC providers to their Care Coach.
1st Quarter	Conduct surveys & evaluations	Conduct an evaluation of each provider to identify each FCC's strengths and weaknesses.
1st Quarter	Child Care Provider Onboarding	Train FCC providers on how to use the WeeCare's Child Care Management Software.
1st Quarter	Eligible Family Onboarding	Outreach to new and existing families already enrolled in the FCC locations to onboard them to the WeeCare mobile app.
2nd Quarter -	Ongoing: Business Support & Capacity Building Activities	Provide 24/7 dedicated business, technology, matching, enrollment, and post-enrollment support. Monitor when participants are ready to expand their licensing capacity and hire additional staff.
2nd Quarter – 4 Quarter	Ongoing: Marketing Activities to New Families	Continue marketing activities to attract new families in need of child care. This is to provide leads to consistently fill home daycare vacant slots to ensure an increase in revenue and business capacity.
2nd Quarter – 4th Quarter	Ongoing: Reporting & Monitoring	Collect feedback surveys each quarter for evaluation purposes & submit quarterly reports to monitor progress
9	Complete BOOST Program	Close the program and evaluate its effectiveness. Prepare required end of year funding and programming reports.

Budget

See next page.

Early Childhood Funding RFP Total Budget

Name of Agency: WeeCare, Inc.

Name of Proposal: BOOST (Business Operation & Optimization Support Tools)

Instructions

Complete the table below by filling in the yellow cells. Formulas within this spreadsheet will autofill into the white Total Revenue cells.

Proposals for a Single Program/Service: If you are proposing one program, for example, direct child care programming at a single location, you will only n in columns B and C.

Proposals for Multiple Programs/Services: If you are proposing to include multiple methods of services or programs, for example, on-site child care progr and separately provide consultation services for other programs, two proposals (each with a separate budget) should be submitted separately. If you are proposing to do the same service at multiple locations, for example, child care at two different locations, one proposal and budget may be submitted. In use columns C, D and E below to deliniate the budget for each program within your proposal. You may insert more columns, if needed.

Please contact Monty Marsh (mmarsh@cityofmadison.com) for any questions about clarifications regarding joint or singular proposals.

Revenue Source	Agency 2024 Total	Program A	Program B	Program C
Dane County	$ -	$ -	$ -	$ -
United Way of Dane County	$ -	$ -	$ -	$ -
City of Madison-This program	$ -	$ -	$ -	$ -
City of Madison-Other Funding	$ -	$ 156,000.00	$ -	$ -
Other Government*	$ -	$ -	$ -	$ -
Fundraising/Donations**	$ -	$ -	$ -	$ -
User Fee	$ -	$ -	$ -	$ -
Total Revenue	$ -	$ 156,000.00	$ -	$ -

Early Childhood Funding RFP Program Budget Breakout

Name of Agency:

Account Category	Agency 2024	Program A Budget	Program B Budget	Program C Budget	Total City Request
A. Personnel					
Salary					
Taxes/Benefits					
Subtotal					
B. Other Operating					
Training Materials					
Marketing for Providers					
Marketing for Program					
Software & Office Supplies					
Equipment					
Telecommunications					
Training/Conferences					
Food/Household Supplies					
Travel					
Vehicle Costs/Depreciation					
utilities, software, office supplies					
Subtotal					
B. Space					
Rent/Utilities/Maintenance	$ -	$ -	$ -	$ -	$ -
Mortgage Principal/Interest	$ -	$ -	$ -	$ -	$ -
Depreciation/Taxes	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ -
D. Special Costs					
Assistance to Individuals	$ -	$ -	$ -	$ -	$ -
Payment to Affiliate Orgs.	$ -	$ -	$ -	$ -	$ -
Sercie/Program Subcontrs.	$ -	$ -	$ -	$ -	$ -
Other*	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ 156,000.00	$ -	$ -	$ 156,000.00

*If costs are included in Other rows, please provide an explanation of those costs below:

    Other Operating:

    Other Special Costs:

Early Childhood Funding RFP Staffing List

Name of Agency:

Title of Staff Position	Program	Full Time Equivalent for this Proposal	2024 Annualized Salary	2024 Taxes and Benefits (Fringe Benefits)	2024 Total	2024 Hourly Wage	2024 Amount Requested in this Proposal
			$ -	$ -	$ -	$ -	$ -
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