



**Great Oaks Christian Ministry (GOCM)**

**橡樹播種協會**

# **After-School Program Feasibility Report**

**May, 2019**

***The After-School Program Task Team***

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## **A. Objective**

The objective of this report is to explore the possibility for establishing an after-school program (Hereby referred to as the "Program") by the Great Oaks Christian Ministry (GOCM) that provides enrichment activities, biblical teaching, and child care for the school children in the community.

This report is based on our findings, analyses, prayers, and group discussions. It is by no means a complete business plan. It is rather a collection of essential data, operating strategies, and risk/challenges that the GOCM Board can review and decide what to do next.

## **B. Executive Summary**

This after-school program will require spiritual, financial, and manpower support from the GOCM Board and staff.

Based on this feasibility study, we believe that it is possible to establish an after-school program by the middle of 2020. However, the staff recruiting, training, and licensing process would be lengthy and resource consuming, so the program and associated funding must get approved by the end of Q3, 2019.

Implementation will be done in three phases. The road maps are in Section D.

The program would be a full-year operation; after-school child care when school is in session, and summer camps from late June to the end of August. The students would be from 1<sup>st</sup> grade to 7<sup>th</sup> grade. No infants will be allowed in the program.

The program should be self-sustaining when the full operating infrastructure is in place. It is estimated that the startup costs would be around \$16,000.

Detailed financial analysis are in Section F.

GOCM must provide a safe and loving environment for the enrolled children. The program must obtain a California Child Care Facility License, and must meet all legal, insurance, and safety provisions. Those provisions are parts of the licensing requirements as described in Section G.

Based on the initial study on program and regulation requirements, the Chinese Christian Church of Thousand Oaks (CCCTO) facility at 218 W. Janss Road would be best equipped for setting up an after-school program.

## C. Background Information

On November 18, 2017, the CCCTO EB unanimously approved the formation of a task team for the preparation of an after-school program. The program would be a part of Great Oaks Christian Ministries where CCCTO is a key member and sponsor.

CCCTO has just completed a major renovation in February 2018 with expansion of the children's ministry facility; including a 750 sq-ft activity center (Kid's Church), adjacent classrooms, faster internet, A/V system, ADA compliant restrooms, and other supporting structures. The facility is able to accommodate 40-50 children at a time.

Neither CCCTO nor GOCM has prior experience running an after-school program. However, CCCTO has childcare experiences in the following areas:

- Children's Ministry: Averaging 30 kids attending each Sunday, the Children's Ministry is dedicated to partnering with parents in training and raising the next generation of Christ-followers. Each child can grow in their relationship with Christ through relevant biblical truths, singing, crafts and other fun and creative activities.
- AWANA: From October to May each year, CCCTO holds this program every Tuesday night. The program includes game time, handbook time, council time, and special events. It is similar to a typical after-school program.
- Vocation Bible Study (VBS): Every June, the CCCTO runs a VBS program from 8:45AM-12:15PM. Monday to Friday. More than 80 kids have attended each year. The program is similar to a typical summer camp.
- In summary, CCCTO has broad experience running similar type of programs.

Within the 15-miles radius of CCCTO facility, there are 5 unified school districts; Conejo, Simi Valley, Moorpark, Oak Park, and Las Virgenes. There are more than 60 elementary and middle schools in those districts. Student enrollment is around 25,000. (Appendix F). Therefore, the student supply is virtually unlimited. The number of students that the CCCTO facility can actually admit for the program would only be limited by the GOCM capacity and capabilities.

## **D. Program Road Map**

This is a brief road map that describes the necessary steps for reaching a steady state operation. It will be in three phases. A detailed implementation plan will be generated in Phase Two.

### Phase One: Feasibility Study

- An After-School Program Task Team was formed by CCCTO in January, 2018.
- Feasibility study was conducted by the team members. A report has been forwarded to the CCCTO Executive Board (EB) for review in March 2018.
- Process was on hold in 2018 pending the 501(c)(3) registration of GOCM who would manage the after school program instead of CCCTO.
- The feasibility study report was updated in May 2019.

### Phase Two: Program Planning and Licensing

This is from the time of GOCM Board approval for implementation to the time of operation start. This would take around 9 months to complete.

- Determine the focus of the program. Consideration should be given to educational goals and spiritual goals.
- Set up a separate business account for the Program, track revenue, expenses, cash flow, and tax reporting. The net income would be treated as Unrelated Business Income or UBI. Please refer to Appendix B for details.
- Generate a business and operating plan with a SOP (Standard Operating Procedure) that governs the day-to-day operations of the Program.
- Recruit the After-School Principal as a part-time paid position. The principal's scope includes staff recruiting, training, licensing application, and facility setup with the assistance from CCCTO General Affairs Department.
- Generate class curriculum and student handbook, advertising, and day-to-day operations.
- Attend the child care orientation class (see Section G)
- Complete all paperwork and site inspection, and obtain the Child Care Facility License
- Determine how many children the program can effectively support.
- Advertise the after-school program enrollment to the target audience through word of mouth, church Sunday bulletin, church website, radio announcements and the newspaper.

- Lease enough shuttle vans that will transport children from school to the church.
- Set up registration process

### Phase Three: Steady State Operations

This is from the actual operation start date.

During the school session, the operating time would be 3-6PM, Monday to Friday. In the summer, the program will be in the form of a full-day summer camp. This is to generate income for covering the expenses of paid staff during the summer recess.

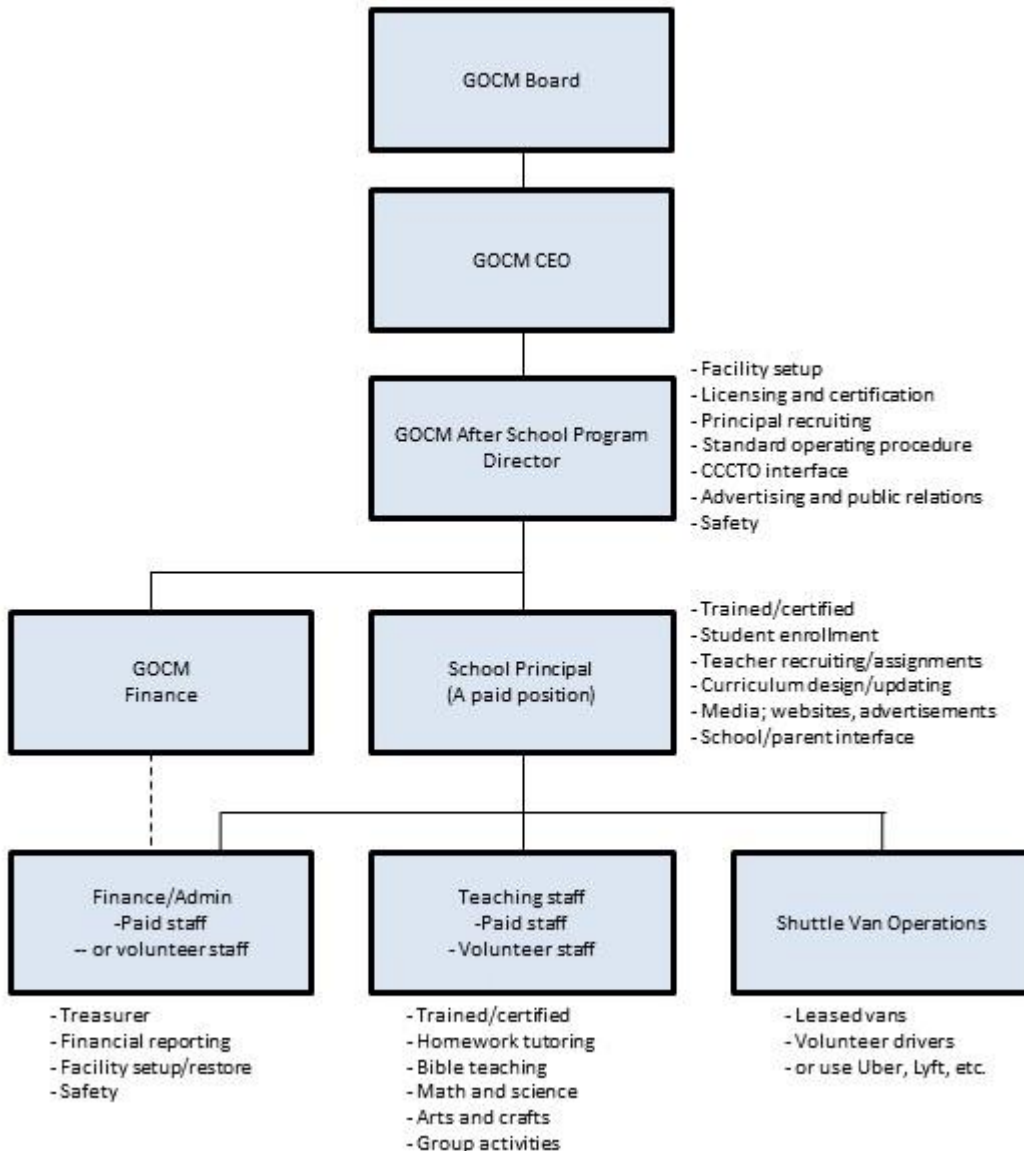
The students would be from 1<sup>st</sup> grade to 7<sup>th</sup> grade (7-13 years old). No infants will be allowed in the program.

- Ask the parents to fill out the application form, sign liability waivers, acknowledge and abide by the student handbook.
- Pick up the students with the GOCM shuttle vans immediately after the school dismissal time. See Appendix A for the bell schedule.
- Manage the Program per SOP. The plan should end at 6.00 PM unless the parents need to pick up the student earlier.
- Update the Program information on the church website
- Keep all paperwork updated for government inspection agencies.
- Maintain a breakeven operation and a balanced cash flow.
- Report to the GOCM management promptly for any issues or incidents that cannot be handled by the Program staff.
- Attend the quarterly GOCM board meeting by the Program Director, and report status on activities, issues, and financials.

## E. Proposed Organization

Following is a proposed organization in Phase Three when the Program is in full operation.

The chart will be refined and updated when the program is in the Phase Two planning stage. It is illustrated here for feasibility and cost analysis only. Actual number of teaching staff would be determined according to student enrollment.





## F. Financial Analysis and Tax Consequences

### 1. Start Up Costs

Item	Cost Estimate	Notes
Facility upgrade	\$2,000	CCCTO already has the basic classroom furniture and A/V equipment. The facility costs would be for any upgrades in order to obtain facility license.
Equipment	\$4,000	Major part of the teaching equipment would be computers. It would be a good idea to ask the GOCM member churches to donate their aging computers because only very basic computing functions will be utilized during the after-school classes.
Training	\$3,000	Staff training and certification for licensing and regulation compliance
Salary	\$7,000	School principal and teaching staff on board. This is a prerequisite for child care licensing.
Total	\$16,000	

### 2. Running Costs Per Year (See Appendix G for tuition references)

Item	Cost Estimate	Notes
Income		
Tuition	\$195,000	40 students at \$25/day, 3pm-6pm, 39 weeks.
Summer Camp	\$90,000	40 students at \$500/person, 8am-6pm, 9 wks
Total	\$285,000	
Expense		
Salary	\$93,600	3 teachers and one principal, all part-time.
School days		\$30X4hrs=\$120/day/person, 39 weeks
Summer camp	\$48,600	3 teachers and one principal, \$270/day/person
Utility	\$3,000	Allocated expenses from the CCCTO utility pool
Insurance	\$4,000	Additional insurance
Van lease	\$28,800	4 vans at \$400/van/month
Pick-ups	\$39,000	\$200/day for 9 months, 4 vans
Snack, meal	\$7,920	\$3/day/kid (After-school) + \$9/day/kid (summer)
Miscellaneous	\$30,000	Training, license renewal, etc.
Total	\$254,920	

Net income for the after-school program cannot be treated as charitable donation. IRS has specific rules in reporting the income as "Unrelated Business Income" or UBI. Please refer to Appendix B for details.

## **G. Regulations and Licensing**

This is the work that is most time and resource consuming.

According to the California state law, after-school program needs a Child Care Facility License. The Licensing ensures that after-school facilities operate according to the California Health and Safety Code and Title 22 of the California Code of Regulations.

There are some exemptions such as elementary or middle school operating their own after-school program, child care program for family members, or heritage language/cultural schools, etc. GOCM does not qualify for those exemptions. Therefore, GOCM must get a license before start.

The license application can be found through the State of California - Health and Human Service Agency, Department of Social Services (CDSS) Community Care Licensing Division, Child Care Offices Santa Barbara Regional Office, Regional Manager, Maria Valencia 6500 Hollister Avenue, Suite 200, MS 29-09, Goleta, CA 93117 (805) 562-0400, FAX (805) 685-1820

Detailed information is also available on line:

<http://www.cdss.ca.gov/inforesources/Child-Care-Licensing/How-to-Become-Licensed>

In order to obtain a child care facility license, the after-school program staff must attend an orientation. Orientation classes are scheduled at the CDSS local regional offices 4 times per year. However, individuals may participate in an online orientation any time at:

<https://secure.cps.ca.gov/cdss/default.aspx>.

There is an orientation fee and it is nonrefundable. Licensed child care facilities are required to pay an annual licensing fee, as well as other fees such as for a change in location, change in capacity, and change in corporate status; and late fees, probation fees, and dishonored check fees.

The CDSS staff has advised all first time program starters to attend the orientation in person, so that questions can be answered right away. The next available date for orientation is May, 2019. After that, it will be August 2019.

The child care licensing process may take 90 days or more, depending on the CDSS case load.

As a part of the child care facility licensing requirements, the after-school program staff must meet certain qualifications; including childhood education and development, administration or staff relations, and teaching. The program director must have at least 6 months working experience in a licensed child care center or comparable group child care program.

The detailed lists of qualifications are in Appendix D.

## H. Risks, Challenges, and Managing Strategies

Following is a list of risks and challenges, as well as the strategies to manage them:

### 1. Commitment from the GOCM leaders

The after-school program, once started, must continue as a long term project for GOCM. The program would certainly add more work for the GOCM staff and member churches (CCCTO, etc.); spiritual guidance, staff recruiting, financial reporting, safety record keeping, licensing, certification, inspection, children safety, etc.

### 2. Safety and liability

Safety procedures must be in place and reinforced. The CCCTO does have a rigorous and written safety and emergency procedure. Adequate liability insurance coverage is also a pre-requisite for the program.

### 3. Financial and cash flow

After-school programs in general are profitable. However, skillful program management is critical for the profitability. Several factors will have major impact on the balance sheet; number of students, teachers' salary, summer time revenue, etc. Even though GOCM does not intend to run the program for profit, every effort need to make for avoiding financial losses.

### 4. Government inspection

The government agencies would conduct random and unannounced site inspections. CCCTO building has many rooms and equipment. It would be a challenge to ensure regulation compliances for all of them. On the positive side, regulation compliance would also make CCCTO facility a safer place for its own members.

## I. Conclusions and Recommendations

What we have already:

- Adequate facility at the CCCTO
- Supporting GOCM Board
- Similar child focused programs in place at CCCTO - AWANA, VBS, etc.

What we need to do:

- A detail implementation team
- Adequate resources and financial backup
- Trained and licensed staff
- Child Care Facility License

GOCM should use this opportunity to provide care services to the local community, and minister the next generation of Christians.

*"Train up a child in the way he should go, Even when he is old he will not depart from it". Proverbs 22:6.*

With proper resource and planning, we believe that that the GOCM can have a successful after-school program by the end of Q4 of 2018.

**Appendix A. Bell Schedule for the Conejo Valley Unified School District**

	M,T,Th, F	W
Warning Bell	8:10 am	8:10 am
School Begins	8:15 am	8:15 am
School Dismissal	2:40 pm	1:30 pm

**Kindergarten Neighborhood & OCLM Schedule**

Morning Recess	9:35-9:55
Lunch	11:45-12:30
Dismissal	1:30 pm

**1<sup>st</sup>- 3<sup>rd</sup> Grade Neighborhood & OCLM 1-3**

Morning Recess	9:35-9:55
Lunch	11:45-12:30
Afternoon Recess	1:30-1:50

**4<sup>th</sup>-5<sup>th</sup> Grade Neighborhood & OCLM 4-5**

Morning Recess	10:00-10:20
Lunch	12:15-1:00

## **B. Nonprofit Unrelated Business Income**

Tuitions or fees collected by this program cannot be treated as charity donation because the donors get material return from it.

Following are some of the articles description the UBI and tax implications:

<https://www.501c3.org/nonprofit-unrelated-business-income/>  
<https://501c3go.com/2014/01/26/nonprofit-unrelated-business-income/>  
<https://www.thebalance.com/tax-implications-for-nonprofit-business-activities-2502318>

## **C. After-School Program Licensing Process**

Starting a Child Care Business in California:

<https://www.nolo.com/legal-encyclopedia/starting-child-care-business-california.html>

Application Booklet for Child Care Centers:

<http://www.cdss.ca.gov/Portals/9/FMUForms/I-L/lic281a.pdf?ver=2017-05-24-142108-043>

Other helpful reading materials:

<http://ccl.d.ca.gov/res/pdf/CCCRegulationHighlights.pdf>  
<http://www.cdss.ca.gov/inforesources/Child-Care-Licensing>  
<http://ccl.d.ca.gov/res/pdf/childcarecentersaguide.pdf>

## D. Child Center Provider Requirements



STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**



EDMUND G. BROWN JR.  
 GOVERNOR

### COMMUNITY CARE LICENSING DIVISION CHILD CARE LICENSING

#### CHILD CARE CENTER PROVIDER REQUIREMENTS

In order to obtain a child care facility license, interested individuals must attend an orientation. Orientations are scheduled at the local regional offices on a regular basis, statewide, or individuals may participate in an online orientation at: <https://secure.cps.ca.gov/cdss/default.aspx>. There is an orientation fee and it is nonrefundable.

Licensed child care facilities are required to pay an annual licensing fee, as well as other fees such as for a change in location, change in capacity, and change in corporate status; and late fees, probation fees, and dishonored check fees.

#### STAFF QUALIFICATIONS

##### DIRECTOR QUALIFICATIONS

<ul style="list-style-type: none"> <li>❖ <b>Directors</b></li> <li>✓ 12 core semester units early childhood education/development</li> <li>✓ 3 semester units in Administration or Staff Relations</li> <li>✓ 4 years teaching experience in a supervised group Child Care Center</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>Infant Director</b></li> <li>✓ 12 core semester units                             <ul style="list-style-type: none"> <li>○ 3 semester units related to infant care</li> </ul> </li> <li>✓ 3 semester units in Administration</li> <li>✓ 4 years teaching experience with children under age 5 years</li> </ul>	<ul style="list-style-type: none"> <li>❖ <b>School-Age Director</b></li> <li>✓ 12 core semester units early childhood education/development</li> <li>✓ 3 semester units in Administration or Staff Relations</li> <li>✓ 4 years teaching experience in a supervised group Child Care Center</li> </ul>
<p><b>Alternatives</b></p> <ul style="list-style-type: none"> <li>✓ A degree in child development, 3 units Administration and 2 years teaching experience</li> <li>✓ BA degree in child development, 3 units Administration and 1 year teaching experience</li> <li>✓ Child Development Site Supervisor Permit or Program Director Permit</li> <li>✓ School-Age Director – See Health and Safety Code Section 1597.21</li> </ul>		



## D. Child Center Provider Requirements (continued)

### TEACHER QUALIFICATIONS

<ul style="list-style-type: none"> <li>❖ Fully Qualified Teacher</li> <li>✓ 12 core semester units in early childhood education/development semester units</li> <li>✓ 6 months experience in a licensed child care center or comparable group child care program.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Fully Qualified Infant Teacher</li> <li>✓ 12 core semester units               <ul style="list-style-type: none"> <li>○ 3 semester units related to infant care</li> </ul> </li> <li>✓ 6 months experience with children under age 5 years</li> </ul>	<ul style="list-style-type: none"> <li>❖ School-Age Teacher</li> <li>✓ 12 core semester units in early childhood education/development semester units</li> <li>✓ 6 months experience in a licensed child care center or comparable group child care program.</li> </ul>
<p><b>Alternatives</b></p> <ul style="list-style-type: none"> <li>✓ Teacher - 6 completed semester units of early childhood education and enrolled in at least 2 semester units at a college until fully qualified</li> <li>✓ Infant Teacher - 3 completed semester units of early childhood education and 3 completed semester units of infant care and Enrolled in at least 2 semester units at a college until fully qualified</li> <li>✓ School-Age Teacher – See Health and Safety Code Section 1597.21</li> </ul>		

### AIDE QUALIFICATIONS

<ul style="list-style-type: none"> <li>❖ Aide</li> <li>✓ 6 completed units of early childhood education</li> <li>✓ 18 years old, high school graduate or enrolled in an ROP at an accredited high school</li> </ul>
<p><b>Alternatives</b></p> <ul style="list-style-type: none"> <li>❖ 2 completed units of early childhood education each semester following initial employment and continuation in an educational program until fully qualified</li> </ul>

## E. California Child Center Orientations



STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**

Santa Barbara Regional Office  
 6500 Hollister Avenue Suite 200 Goleta, CA 93117  
 (805) 562-0400 FAX (805) 685-1820  
[www.cdss.ca.gov](http://www.cdss.ca.gov)



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### 2017 CHILD CARE CENTER ORIENTATIONS

- *All fees are not refundable and must be paid in advance by mail to our office:*
- *6500 Hollister Avenue; Suite 200, Goleta CA 93117*
- *Include your name and address so we can return your receipt.*
- *A fee of \$50.00 per person*
- *Payment may be made by check or money order (Payable to CDSS Cashier). Cash or credit cards are not accepted.*
- *Come Early: Seating is on a First Come-First Served Basis. Late arrivals will not be admitted to the orientations.*
- *Bring the receipt that will be mailed to you after CDSS receives your payment*
- *You must present your receipt in order to attend the orientation.*
- *Bring photo identification for admission to the orientation.*
- *There is no charge for the Operations & Record Keeping Orientation*

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### Child Care Center APPLICATION ORIENTATION

The \$50 Application orientation fee must be paid prior to the day of orientation.

<u>DATE</u>	<u>LOCATION</u>	<u>TIME</u>
January 19, 2017	6500 Hollister Ave. Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
May 18, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
August 17, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
November 09, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM

### CHILD CARE CENTER OPERATIONS& RECORD KEEPING ORIENTATION

#### NO FEE REQUIRED

<u>DATE</u>	<u>LOCATION</u>	<u>TIME</u>
January 26, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
May 25, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
August 24, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM
November 16, 2017	6500 Hollister Ave, Suite 200 Goleta, CA 93117	9:30 - 1:30 PM

## **F. Elementary and Middle School Students in the Community**

<http://www.ed-data.org/district/Ventura/>

<http://www.simi.k12.ca.us/schools>

<https://www.lvusd.org/domain/42>

<http://www.ed-data.org/district/Ventura/Moorpark-Unified>

<http://www.ed-data.org/district/Ventura/Oak-Park-Unified>

## **G. After-School Program and Summer Camp Tuitions**

<http://education.costhelper.com/before-and-after-school-care.html>

<http://www.bgcswc.org/activities/transportation-program/>

<http://children.costhelper.com/day-camp.html>

<https://www.care.com/c/stories/3326/what-does-summer-camp-cost/>

<http://www.tolearningcenter.com/summer-camps.html>

[https://www.campsummertime.com/uploads/2018\\_cs\\_REGISTRATION\\_FOR\\_M.pdf](https://www.campsummertime.com/uploads/2018_cs_REGISTRATION_FOR_M.pdf)

## **H. Other Resources**

Organizations like NIOST, The Mott Foundation, The Afterschool Alliance, and NSACA are resources you can turn to find solutions to the challenges you face.

Workshops - The workshop on Afterschool Programs looks at the benefits that a quality afterschool program can provide to students, their families, and their community, and discuss ways to create and sustain such programs.

<http://www.thirteen.org/edonline/concept2class/afterschool/index.html>

How To Start A Christian Church Based After School Program

<https://kidtrekasp.wordpress.com/how-to-start-a-christian-church-based-after-school-program/>