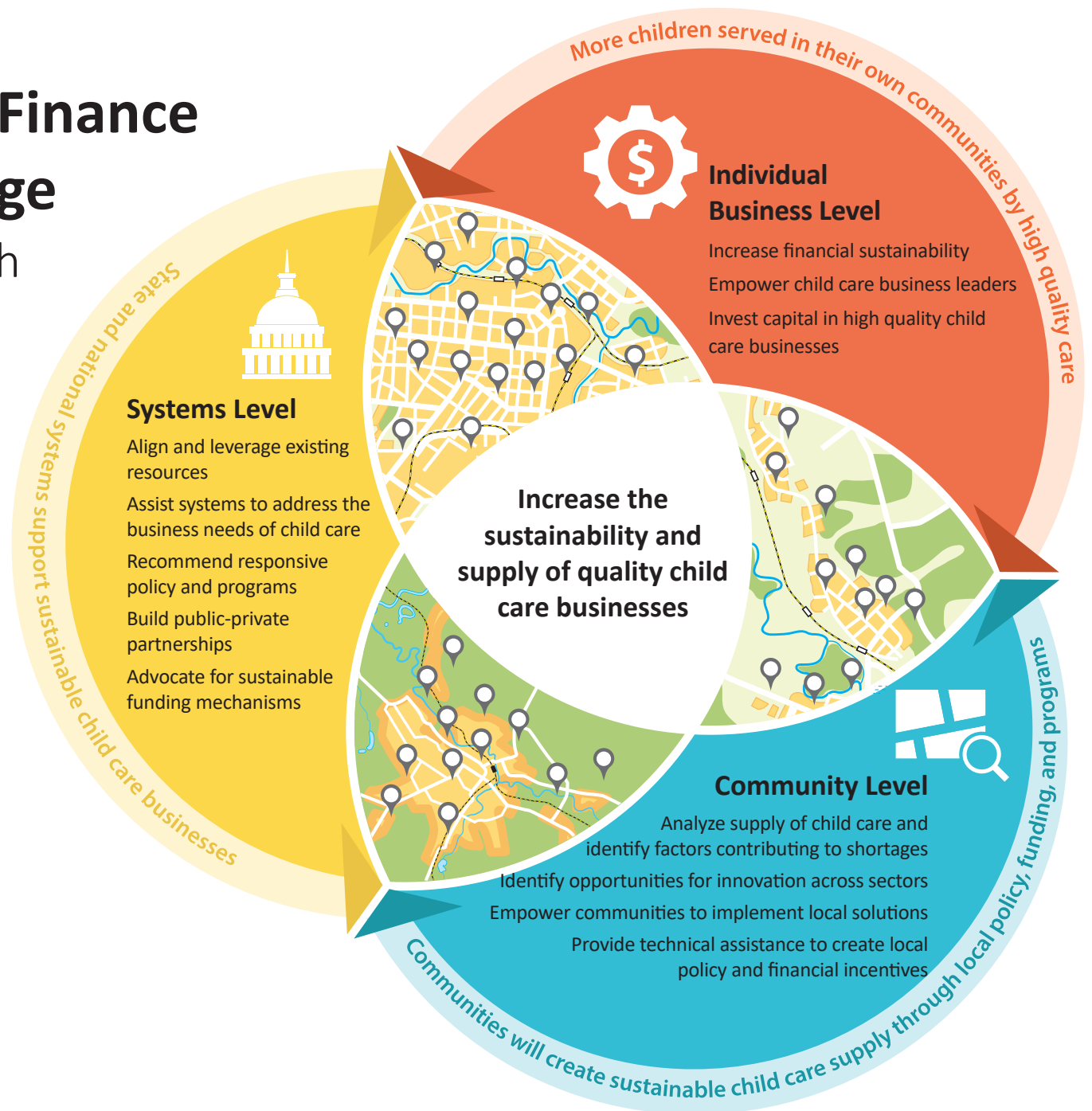


# First Children's Finance Theory of Change

## Multi-level Approach

This picture depicts our organization's theory of change. It's a visual map of our understanding of the need for business support for child care businesses, how we plan to address that need, and the long-term change we seek to effect with our programs and services.

Our theory of change is a tool that helps communicate a complex and multi-layered approach to supporting the business side of child care. It is evolving based on the factors impacting the quality, cost and accessibility of child care in communities.





**Child care is a small business with BIG impact.**

**First Children’s Finance helps child care entrepreneurs start and grow sustainable child care businesses.**



**Increase**  
financial  
sustainability



**Empower**  
child care  
business leaders



**Invest capital**  
in high quality child  
care businesses

**PROGRAMS & CONSULTING SERVICES**

**Launch a New Child Care Business**

- Market Research and Competitive Analysis
- Startup Costs and Financial Projections
- Business Plan Development
- Establish Financial Systems
- Loans

**Manage your Child Care Business**

- Financial Analysis and Business Assessment
- Business Plan Development
- Marketing Plan Development
- Financial Systems and Literacy
- Human Resources and Professional Development of Staff
- Strategic Planning
- Financial Services: Accounting, Financial Coaching and Technical Assistance
- Child Care Business Certification
- Loans

**Grow your Child Care Business**

- Financial Projections
- Business Plan Development
- Loans



**An adequate supply of child care is a critical component to a healthy community and a vibrant regional economy.**

**First Children's Finance partners with communities to develop local solutions to address child care shortages.**



**Analyze**  
supply of  
child care



**Innovate**  
ideas to create  
new slots



**Empower**  
communities to  
implement solutions



**Provide**  
technical assistance  
to create incentives

## PROGRAMS

- Rural Child Care Innovation Program
- Centers for Child Care Business Excellence

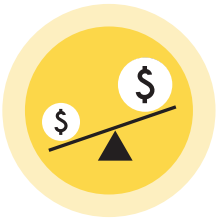
## CONSULTING SERVICES

- Tribal Child Care and Early Education
- Child Care Supply Analysis
- Community Solution Action Plan to Increase Supply
- Recommendation of Sustainable Child Care Business Models
- Guidance for Public-Private Partnerships to Build and Maintain Supply
- Technical Expertise on Local Policy and Financial Incentives



**A comprehensive approach can improve supply and access to high quality care for low income children.**

**First Children’s Finance partners with states to create systems that improve sustainability of child care businesses.**



**Align**  
and leverage  
resources



**Assist systems**  
to address the  
business needs  
of child care



**Recommend**  
responsive policy  
and programs



**Build**  
public-private  
partnerships



**Advocate**  
for sustainable  
funding  
mechanisms

**PROGRAMS**

- ECE Business Collaboratory
- Loan Fund
- Business Curriculum and Certified Trainers
- Regional or State Child Care Business Conferences
- State Child Care Business Development Center

**CONSULTING SERVICES**

- Analysis of Systems’ Investment in Child Care Business Initiatives and Resources
- State of Child Care Business Study
- Cost of Quality Study
- Key Performance Indicator Research to Inform System Investments
- Recommendations for Business Competencies for Professional Development Systems
- Customized Consultation to Systems