

**Child Care Center
Business Plan**



Fairfax
CHURCH OF CHRIST



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EXECUTIVE SUMMARY

The Learning Care Group and BGW Sustainable Solutions are pleased to provide this Child Care Center Business Plan for Fairfax Church of Christ. BGW believes that the full integration of financially sustainable models will allow ministries to become a true catalyst for ministry growth and Kingdom impact. A significant way to reach the next generation of millennials and their children is through Early Learning Centers and a partnership with Learning Care Group. These centers may truly allow ministries throughout the United States to shore up financial resources while impacting the Kingdom for “such a time as this.” Esther 4:14

For over 25 years, Learning Care Group has partnered with Fortune 500 companies, hospitals, universities and government agencies to design unique early education and child care programs of the highest quality.

We measure success on several different levels: thriving children, happy parents, and satisfied partners. Learning Care Group pays particular attention to maintaining ongoing dialogue with our partners so that we can continually assess the program’s performance and ensure success. We seek and value feedback from our partners, leveraging these insights to ensure we provide an exceptional experience for children, parents, and our partners alike.

Learning Care Group emphasizes quality-based education programs, well-maintained and welcoming facilities, and highly trained teachers and school staff. We employ more than 15,000 dedicated directors and teachers who educate and care for our children in state-of-the-art facilities, featuring the latest technological advances.

As one of the nation’s largest child care companies, Learning Care Group has dedicated nearly 50 years to providing high quality early education and care for young children. Our company is rooted in the belief that early childhood education yields profound and long-lasting results – not just in academic achievement, but in virtually every aspect of a person’s life. This belief is central to Learning Care Group’s mission: ***To be the premier early child-hood education company in the world & prepare every child for school and the future.***

Learning Care Group has the experience and resources necessary to operate the school at Fairfax Church to the high standards that you expect. We are proud of our long standing client relationships where our schools operate at high levels of safety, quality, and educational excellence which have been embraced by our clients’ employees and enrolled families as an extension of their culture.

We look forward to the opportunity to collaborate with the leadership at Fairfax Church of Christ on this exciting endeavor.

STUDY METHODOLOGY

Many factors need to be carefully assessed to determine the feasibility for development of a child care center or expansion of an existing one. A number of key factors include:

- The demographic and socio-economic composition and number of children of market area resident and worker families
- The geographic market area that the center will serve. Factors that influence its size include drive times, patterns of travel to work, competition, psychological barriers, employment growth
- The quality and density of competition
- Market tuition rates for child care in the area
- Available state subsidy assistance for families
- Market demand for child care by age and socio-economics
- The quality of care to be offered
- Operational costs

The objective of the study is to provide a comprehensive picture of the current and forecasted demand for child care services, the market for child care in the area, potential child care service types, child care center features and estimated costs, and center operating model options.

Information was collected through multiple methods including:

- Advanced Demographic insight on the population of the key market area
- Emphasis on determining what the child population consists of within a 10 minute drive time of the key market area: child population density by age group
- Site visits and detailed assessment from our experienced leadership team with new build, competitive analysis and real estate perspectives – which includes initial space planning discussions, playground assessment, site accessibility, drive patterns
- Market based price analysis utilizing our dedicated pricing team and leveraging their extensive knowledge of the local market
- In-depth licensing requirements review based on state, county and/or municipality regulatory requirements: teach-to-child ratios, maximum classroom group size, ADA, crib spacing requirements, square footage per child regulations, etc.
- 5 year plan inclusive of forecasted utilization, revenue projections, cash flow projections; based on localized market pricing, operating best practices, required upfront capital, maximizing space utilization, comparing these projected plans to our 900+ schools and those in like-markets
- Rigorous and detailed Competitive Landscape Analysis.

Recommendation



Learning Care Group did an extensive market study to evaluate the potential opportunity for a childcare center at Fairfax Christian Church.

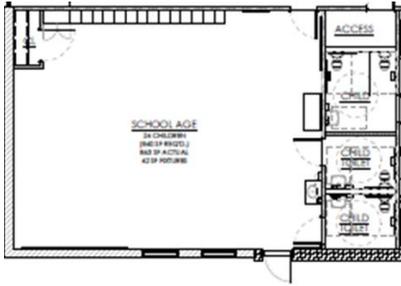
Based on the results of our study, Learning Care Group recommends that for Fairfax Church of Christ you should plan to build-out space for a child care center that would allow for a total capacity of **133 children of Full-Time-Equivalent**.

Learning Care Group projects at maturity that this child care center has the potential to generate revenue and net-profit to the church based on utilization percentages as shown below. The projected expenditures and calculated profit share below are included on the attached detailed 5-year pro forma do not factor in the upfront costs of opening a new child care center (Cap Ex, Furniture Fixtures & Equipment). Details regarding these costs are covered under Up Front Costs & Pre-Open Costs on Pages 7-12. All calculated profit is based off of assumptions that Learning Care Group’s full operating model and requirements will be implemented. Any change or alteration to program mix, operating requirements, or any assumptions detailed in this document or associated exhibits will require an update to the below table; as well as, the detailed 5-year pro forma.

	Year 1	Year 2	Year 3	Year 4	Year 5
Capacity	133	133	133	133	133
Utilization %	47%	53%	62%	66%	72%
Enrollment	62	71	82	88	96
Revenue	\$1,274,506	\$1,492,385	\$1,759,529	\$1,926,864	\$2,114,068
Church - Net Profit Share	\$218,217	\$305,847	\$398,325	\$468,200	\$554,974

* Capacity was determined based on *classroom* square footage meeting the State of Virginia’s licensing requirements for maximum room capacity and teach-to-student ratios for each age group.

** The above is based on a full calendar 12 months operating P&L, not fiscal year. “Year 1” will adjust if not open a full 12 months in the first fiscal year.



Recommended Programs By Room / Capacity:

Learning Care Group developed a recommendation for the number of children by age group, the recommended number of rooms required per age group in order to not exceed group maximums per room according to state licensing. We also factor in the ability to operate in the most cost-efficient manner from a Teacher-to-Child ratio perspective.

Recommended tuition rates based on the market, consumer demographics and competitive landscape are included in the attached pro forma.

PROGRAM	ROOM COUNT	TEACHER-CHILD RATIO	GROUP SIZE	TOTAL CAPACITY
Infants	1	1:4	12	12
Toddlers	1	1:5	15	15
Two's	1	1:8	16	16
Early Preschool	1	1:10	20	20
Preschool	1	1:10	20	20
Pre-K	1	1:10	20	20
Jr. K	1	1:15	30	15
School Age	1	1:18	36	15
TOTALS	7			133

Note: Jr. K and School Age are a shared room used at alternate times due to program hours.

Critical Areas For Consideration - Up Front Costs:

The projected annual school expenditures and calculated net-profit included on the 5-year pro forma do not factor in the upfront costs of opening a new child care center.



Due to typical licensing timelines, the Certificate of Occupancy (C of O) or clearance from building officials in the specific municipality of the center are required prior to applying for the child care license. In order to facilitate this process, BGW (or your contracted construction project manager and/or architect) will need to meet with our internal Construction, Licensing, and Operations Management to fully define the requirements specific to your space; as well as, determine the appropriate milestones from C of O to the opening of your Center.

Ministry shall fund all furniture, fixtures and equipment and other movable items required to provide the Services at the Center, including, but not limited to, children’s tables and chairs, cubbies, cribs, computers, printers, indoor and outdoor play toys and items, playground equipment, washing machine, laundry dryer, office desks, chairs, tables, computers, printers, and file cabinets (collectively, “FF&E”).

Learning Care Group and Ministry shall work cooperatively to ensure the FF&E complies with the Law and meets the operational needs of the Center. Ministry shall provide, install and maintain all playground equipment as well as the appropriate fall zone, all in compliance with the Law.

In order to obtain the best pricing possible for all FF&E, Learning Care Group will purchase all of the FF&E on behalf of Ministry. Learning Care Group will invoice Ministry monthly for the cost of the purchased FF&E in that given month and all months thereafter leading up to the opening date of the school until all required FF&E have been purchased. Ministry will pay Learning Care Group within thirty (30) days of Ministry receiving an invoice for any FF&E.

See following page for a detailed list of the required FF&E for a school along with projected costs based on our history of opening new schools across the country. These costs are estimates and may change once the final square footage of the school, final programs and final capacity are determined. For more detail on what is included in this and what is considered Ministry Responsibility, see the attached Scope Matrix.



Critical Areas for Consideration – Up Front Costs:

Capital Budget		Capital Budget	
Furniture / Fixtures / Technology/Graphics		Playground – Equipment Only*	
Classroom Furniture & Materials	\$184,672	Equipment – Preschool/ Pre-K	\$60,000
Technology	\$45,000-50,000	Equipment – Toddlers/Twos/Early Preschool	\$60,000
Office, Furniture Supplies	\$25,000-29,000	Ground Turf, Mulch, Fencing, Concrete**	Varies
Graphics & Signage	\$63,000-83,000		
Appliances	\$40,000-50,000		
Total Capital	\$373–437,000	Total Equipment	\$250,000 +

* Playgrounds require specialized installation professionals and installation costs depend on multiple factors.

** Multiple factors play a part in the cost of the playground design elements and would need a confirmed design and layout in order to have accurate pricing.

ITEMIZED LIST OF CLASSROOM FURNITURE & MATERIALS – TECHNOLOGY – GRAPHICS & SIGNAGE			
Classroom Furniture & Materials	Technology	Graphics & Signage	Appliances
This includes all furniture, fixed fixtures and education materials (books, etc.) for each of the classrooms included in the recommended programs: <ul style="list-style-type: none"> • Infant Room(s) • Toddler Room(s) • Two’s Room(s) • Early Pre-School Room(s) • Pre-School Room(s) • Junior Kindergarten Room(s) • School Age Room(s) • Multi-Purpose Room(s) • Library 	<ul style="list-style-type: none"> • Cameras – Watch Me Grow • Digital Signage • iPads – Teacher & Student • Classroom Technology • LCW – Kiosks • LCG Networking Appliances & Phones • Printers • Staff PCs • Access Doors / Security 	<ul style="list-style-type: none"> • Graphics Interior • Building Sign • Monument Sign 	<ul style="list-style-type: none"> • Kitchen Appliances – See Specs • Washer/Dryer • Refrigerator – see specs • Freezer – see specs • Mini Fridge – Infant/Toddler Rooms

Critical Areas For Consideration – FFE & Classroom Materials:

The classrooms will be used during the week by children enrolled through the Learning Care Academy. It is understood that classrooms will be utilized by the Ministry on the weekends and possibly evenings after close of business. Each LCA room will be designed and fitted with age-appropriate furnishings, fixtures, equipment, toys and books. Some toys and furnishings, while safe for their respective age group, may not be safe or developmentally appropriate for other ages. It is strongly recommended classrooms be utilized by like-age children during non-business hours. All classrooms will be required to be restored by church resources to their age-appropriate set-up, and cleanliness prior to open for business, after each use.

Each classroom will be outfitted with bulletin boards and graphics. This accounts for a great deal of available wall space. These bulletin boards are a key component in meeting accreditation and licensing requirements; as well as providing a platform to reflect the documentation of learning, educational images, and parent & staff communication required by our educational philosophy.

Any faith-based graphics, quotes, elements required by Fairfax Christian Church in the classrooms outside of the center's operating hours should be portable or capable of being temporary. Prior to the center's operating hours, these items should be removed or not be visible by church resources and should not interfere with the existing LCA boards and/or graphics.





Critical Areas For Consideration – Playground:

The design for the playground is a direct reflection of our educational philosophy detailed later in this plan. This was designed in a collaborative effort between our Risk Group, Educational Specialists, Operations, Licensing Compliance, Construction, Marketing, and our Equipment Consultant.

The intent of the selected equipment is that it engages the all of the 7 senses:

- Sight
- Hearing
- Smell
- Taste
- Touch
- **Vestibular – Orientation (sense of up or down)**
- **Kinesthetic – Balance and body position**

The equipment and turf also allow us to bring the STEAM curriculum outside, while encouraging child socialization. For example, the multipurpose pods allow for outdoor classroom or dramatic play.

Overall, the playground is a main differentiator that directly generates enrollments as it is something that parents have not seen or experienced at other centers.

Critical Areas for Consideration – Pre Open Costs:

- **Pre-Open Costs:** See following Page for a listing of the anticipated pre open-costs and details as to what factors into the anticipated costs. These are estimates and will vary by market/location.
- **Pre-Open Costs:** LCG has agreed to initially pay all Pre-Open Costs. These costs will then be deducted out of the first fiscal year profit at the end of the fiscal year and prior to the calculation of any Profit Based Fee (Profit Share). If the profit associated with the Center’s first fiscal year is insufficient to pay the entirety of the Pre-Open Costs, Learning Care Group has agreed to deduct the remaining unpaid Pre-Open Costs from the Center’s second fiscal year profit at the end of the second fiscal year and prior to the calculation of any Profit Based Fee (Profit Share). If the profit of the Center’s first and second fiscal years (prior to the calculation of the Profit Based Fee) is insufficient to pay the entirety of the Pre-Open Costs, then within (90) days of the end of the Center’s second fiscal year, Ministry shall pay to Learning Care Group the remaining balance of the unpaid Pre-Open Costs.
- **Fiscal Year Runs: July – June.** Actual contract will outline the specifics of invoicing and accounting for this.
 - **Based on both upfront FFE costs + pre-open costs, there may be a period of time over the first several months to up to one year of operation before the church might see a net-profit share.**
 - For purposes of this section, “labor expenses” shall mean and include all fees, costs and expenses related to the hiring, training, employment, wages, salaries and benefits associated with any individual Learning Care Group may hire specifically associated with the Center; examples include the Center Director, Assistant Center Director and teachers. For purposes of this section, “marketing/advertising expenses” shall mean and include all fees, costs and expenses related to any and all efforts at marketing/advertising the Center prior to its opening for business to the general public.

Projected Pre-Open Expenses: Roles & Responsibilities - Timeline

Role	5 Months	4 Months	3 Months	2 Months	1 Months
Principal	<ul style="list-style-type: none"> Initial Onboarding & Training Competitive Shopping & Community Networking Begin Enrollment activities - Calling prospects Interviewing SEM candidates 	<ul style="list-style-type: none"> Enrollment activities Set-up of the Enrollment Center Select & hire the SEM Begin interviewing teacher candidates Interview FRM candidates 	<ul style="list-style-type: none"> Enrollment activities Select & hire the FRM Interviewing teacher and other staff candidates Select & Hire Lead teachers 	<ul style="list-style-type: none"> Enrollment activities Interviewing teacher and other staff candidates Select & Hire Lead teachers 	<ul style="list-style-type: none"> Enrollment activities School Setup and Licensing preparation Facilitate final licensing inspections Assist in onboarding teachers
School Education Manager		<ul style="list-style-type: none"> Initial Onboarding & Training Assist in Enrollment activities Begin interviewing teacher candidates 	<ul style="list-style-type: none"> Continued Training Assist in Enrollment activities Interview teacher candidates 	<ul style="list-style-type: none"> Onsite Support Central Training to prepare for teacher training Assist in Enrollment activities Interview teacher candidates 	<ul style="list-style-type: none"> Lead Teacher training facilitation & leadership Assist in Enrollment activities Assist in school setup and licensing preparation
Family Relations Manager			<ul style="list-style-type: none"> Initial Onboarding & Training Assist in Enrollment activities 	<ul style="list-style-type: none"> Continued Training Begin leading Enrollment activities 	<ul style="list-style-type: none"> Lead Enrollment Activities
Lead Teachers & Teacher					<ul style="list-style-type: none"> Teacher Onboarding & Training Assist in School Setup & room preparation
Food Specialist					<ul style="list-style-type: none"> Kitchen Preparation & initial food orders
Bus Driver					<ul style="list-style-type: none"> Begins on opening

Pre-Open Cost Estimates

Category	5 Months	4 Months	3 Months	2 Months	1 Month	TOTAL
Total Labor	\$4,624	\$5,780	\$4,624	\$7,987	\$47,760.03	\$70,776
Total Controllable	\$5,162	\$6,389	\$5,162	\$5,162	\$6,889.50	\$28,765
Total Facility		\$2,500				\$2,500
Total Marketing Expense	\$4,957	\$6,800	\$2,434	\$1,617	\$9,189.83	\$25,000
Preopening Total Cost	\$14,744	\$21,470	\$12,221	\$14,767	\$63,839.35	\$127,041

Operations & Licensing Requirements:

Every state has their own set of requirements as it relates to the operation of a child care or early education center. This includes, but is not limited to, teacher-to-child ratio, square footage per child, maximum group size, crib spacing, playground square footage minimums, etc.

Our proposed programs and capacities were based on factoring in the ideal child care space based on market demographics, child-care age child population as well as projected growth in child population then determining the classroom square footage required to meet the licensing standards of Teacher-to-Child ratio, square footage per child and group maximums. **The minimum required classroom total square footage for the recommended capacity came out to approximately 4,655 Sq. Ft. The total recommended square footage of the school is estimated at approximately 12,000 square feet which would accommodate for hallways, kitchen, office, registration area and multi-purpose room.**

State	Minimum Indoor Sq. Ft.	Outdoor Sq. Ft.
Virginia & LCG Requirements	35 Sq. Ft Per Child - All Age Groups	75 Sq. Ft. per child in largest group that will use the space at any given time

STATE OF VIRGINIA & LCG OPERATING REQUIREMENTS*				
Age Group	Teacher-child Ratio	Room Capacity	Toilet	Sinks
Infants	1:4	12	0	2
Toddlers 1	1:5	15	2	2
Two's 1	1:8	16	2	3
Early Preschool	1:10	20	2	3
Preschool	1:10	20	2	2
Pre-K	1:10	20	2	2
Jr. K	1:15	15	2	2
School Age	1:18	15	2	2
TOTAL		133	14	18

** In some cases, LCG Operating Requirements may exceed the particular State requirements. We have based our requirements on 50 years of Experience and 900+ schools*



WHY LEARNING CARE GROUP – Our Philosophy

Our “whole child” educational philosophy includes a focus on essential life skills for the 21st Century Learner. We know that children need to learn “content knowledge”- things like facts, figures and concepts, but we also know direct instruction with essential life skills is also just as important. We discover and support the “executive function” of a child’s brain and its relationship to all of these skills: focus and self-regulation, perspective taking, communication, the ability to make connections, critical thinking, taking on challenges and self-directed learning. Learning Care Group intentionally supports these skills to help children manage their attention, emotions, intellect, and behavior to reach their developmental goals on the school readiness pathway.

Our classrooms are designed to make education fun, providing students with an optimal environment for learning and plenty of opportunities for exploration. The atmosphere is safe, secure and stimulating – helping to foster a perfect place for children to create, explore and thrive. We believe that a safe and secure setting and nurturing relationships with responsive and respectful adults provides the optimum conditions for learning. These strong, positive connections help children establish a capacity for trust, competence, and independence that helps them grow as students and people. We continue to work hard to ensure that coming to school enables our children to feel confident, valued and empowered – and that they look forward to spending each day with us.

When you walk into our classrooms, you will find:

- Collaboration: working with and leading others to solve problems
- A nurturing and stimulating environment
- Creativity: innovation and personal expression
- Age appropriate technology and manipulation
- A teacher who encourages every child’s curiosity
- An opportunity for each child to develop his or her own unique gifts
- Reading time every day

At Learning Care Group, our schools are staffed by teachers who possess the training; skills and passion to create engaging and cheerful learning environments that help children reach their full potential. Recognizing that staff recruiting and training, as well as retention, play an important part in the success of each school, we ensure that each of our teachers receives in-depth training, meets national accreditation standards, and engages in ongoing professional development to continually enhance their skills and knowledge.

Data-driven assessment

Using Learning Care System (LCS), a customized online observation and assessment tool exclusive to LCG, we gauge a child's developmental growth and assess progress towards learning critical skills for kindergarten. We developed our proprietary LCS in partnership with Assessment Technology, Inc. (ATI). A leading provider of valid and reliable assessment, curriculum and reporting services, ATI currently serves more than 500 clients nationwide — Including Head Start, K-12 and public early childhood programs, special education early childhood programs and private early childhood programs.

Using LCS, we evaluate age-appropriate development and progress toward school readiness by assessing growth in 10 key developmental domains:

- **Language**
- **Literacy**
- **Logic & Reasoning**
- **Approaches to Learning**
- **Creative Arts Expression**
- **Early Math**
- **Nature & Science**
- **Physical Development & Health**
- **Social & Emotional Development**
- **Social Studies**

For each child, we hone in on 88 critical capabilities within these key areas, linking individual observation, assessment and lesson planning. This data-driven method enables us to assure parents that appropriate learning goals are being met. As we continue to assess a child's progress in developing critical skills, we regularly provide his or her parents with reports showing gains made over time.

Looking at spring vs. fall: 3x as many children mastered skills needed for kindergarten.

This past year, we evaluated the growth of 3,073 4-year-olds in 310 Learning Care Group schools demonstrating full implementation of the Learning Care System curriculum. We observed changes in the children’s individual achievement level between the fall of 2015 and spring of 2016, tracking their progress in mastering the critical capabilities from the 10 key developmental domains. Research showed that by spring, we saw three times growth in the number of 4 year olds in our program who mastered the skills necessary for kindergarten.

THESE RESULTS SPEAK FOR THEMSELVES		
3X more able.	3X more advanced.	3X more school ready.
<p>READY FOR SCHOOL.</p> <p>So, what does it mean to be school ready? Something different For every child. So our personalized curriculum meets each child’s Developmental needs, to ensure they are ready.</p> <p>THREE TIMES READY, in fact. In one year we saw three times growth in the number of 4-years olds in our program who were able to master the necessary skills to be successful in kindergarten.</p> <p>And two straight years of consistent research results confirm that our approach is effective. By reaching an advanced achievement level, we know that children have mastered at least two-thirds of the capabilities needed for kindergarten.</p>		

Learning Care Group’s strong presence in community-based centers allows us to bring our expertise in educational excellence, customer service, marketing, revenue generation, and cost control to employer-sponsored care. We are committed to developing successful, lasting relationships with our clients and our families. We strive to create an atmosphere of mutual respect, trust and teamwork to ensure that common goals are met. To ensure we deliver outstanding service, our school management team and staff receive extensive assistance from regional field leaders and the organizational teams at our “Support Central” headquarters.

Learning Care Group is rooted in the belief that education should start early in a child's life and this belief is central to the company's mission: **to be the leader in child education and family solutions, which impact and inspire lifelong learning.** Our vision is to put into action the objectives, activities and program components that support each child's individual growth and learning.

As a leader in the field of early education and child care, we believe that the three most important goals of quality child care, development and education are:

- **Provide a secure, caring and enriched environment for each child** by fostering a welcoming environment which will inspire lifelong learning.
- **Focus on each child's individual education.** Through the use of our proprietary Learning Care System, we are able to focus on each child and guide them at the pace at which they each individually develop.
- **Promote lifelong learning in each child we care for** by helping parents and children feel comfortable as we build a learning foundation for their future.

Learning Care Group puts children first, respecting each child as a valued and unique individual with distinct interests and opinions. We are sensitive to children's varying abilities and learning styles. Through our education programs, children are given the foundations for learning. They have opportunities for choice, experimentation, creativity and problem solving. We understand the important role families and teachers have in promoting and extending learning. That is why we create an environment that allows children to grow and develop at their own pace.



This all adds up to one important goal:
Prepare every child for school—and the future.

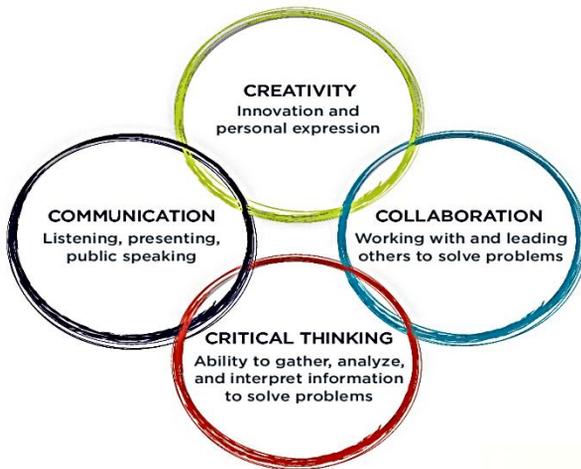
WHY LEARNING CARE GROUP – Customized Learning Pathway

Ready for school.
Ready for life.

Welcome to a place filled with warmth and light, smiles and laughter, fun and fitness, love and learning. Our school offers an engaging, nurturing environment for every child, during the most critical early years, starting in infancy. By adhering to high standards, we help mold inquisitive, confident kids, who are socially, physically, and academically prepared for school.



THESE ARE THE LEARNERS OF THE 21st CENTURY AND THEY WILL BE DEFINED BY FOUR ESSENTIAL ELEMENTS:



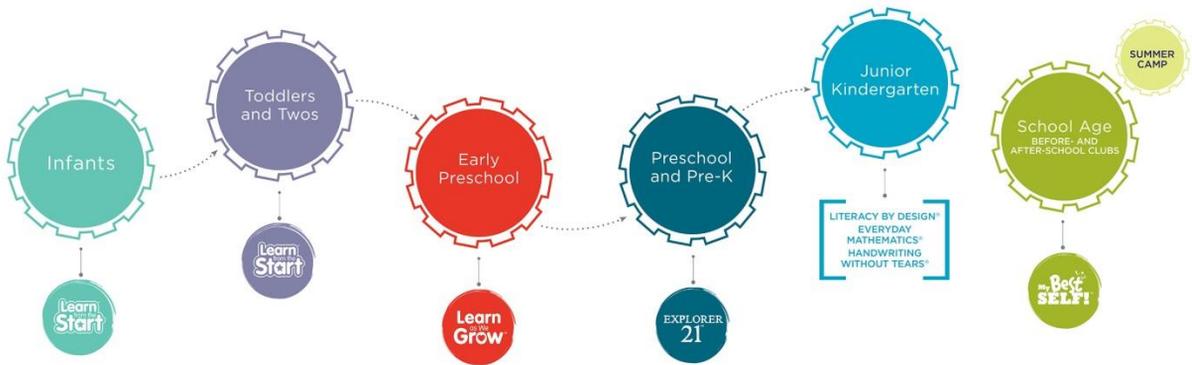
With **STEAM**, hands-on learning experiences in science, technology, engineering, the arts, and mathematics provide a foundation to ensure children are prepared to navigate a changing world.

As they grow, your children will need to be makers and thinkers, and that's why this approach ensures that they thrive and develop the necessary skills to embark on their future.



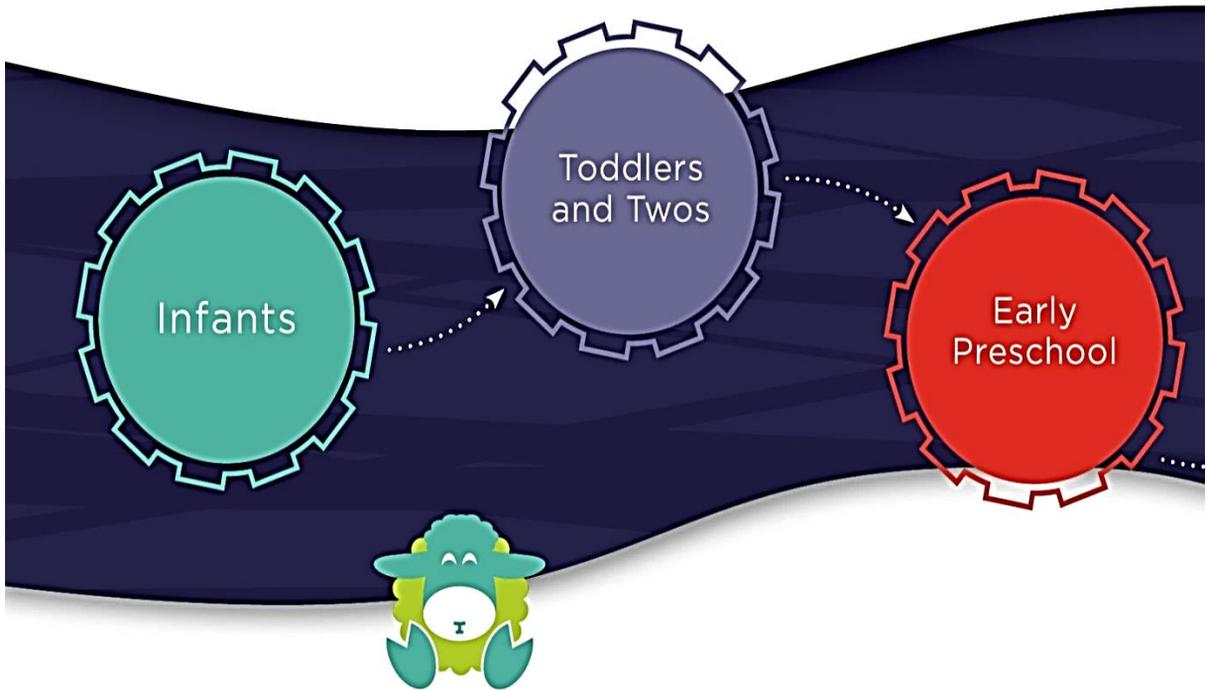
Every teacher in every classroom along the pathway uses the same set of development milestones to observe and assess each child’s learning and growth throughout their day. Through our unique **CYCLE OF INTENTIONAL PLANNING**, teachers use these assessments as well as their knowledge of children’s interests and our digital lesson planning tool to customize their weekly lessons plans. Learning goals are personalized for every child!

Customized Learning Pathway



A 21st Century Preschool
Where **STEAM** brings the world into every classroom.





Infants

Just like scientists, very young children learn about the world around them by experimenting and trying new ways of doing things. The bonds they form with warm, nurturing teachers and the stimulating environment of this classroom form the foundation for future STEAM learning.

We help develop young minds to be curious, versatile, and adaptable, with experiences such as:

- Reading books, telling stories, having conversations
- Manipulating objects and interacting with materials
- Exploring balance, coordination, gross motor skills

Our exclusive research-based curriculum, *Learn from the Start!*[™] is designed to ensure that even our youngest learners are developing and meeting significant milestones.

Toddlers and Twos

In both these classrooms, learning experiences continue to follow our *Learn from the Start* curriculum. We also continue to prepare young minds for STEAM learning, with designated classroom areas that focus on:

- Arts & Sciences
- Math & Engineering
- Language Arts
- Music & Movement
- Dramatic Arts

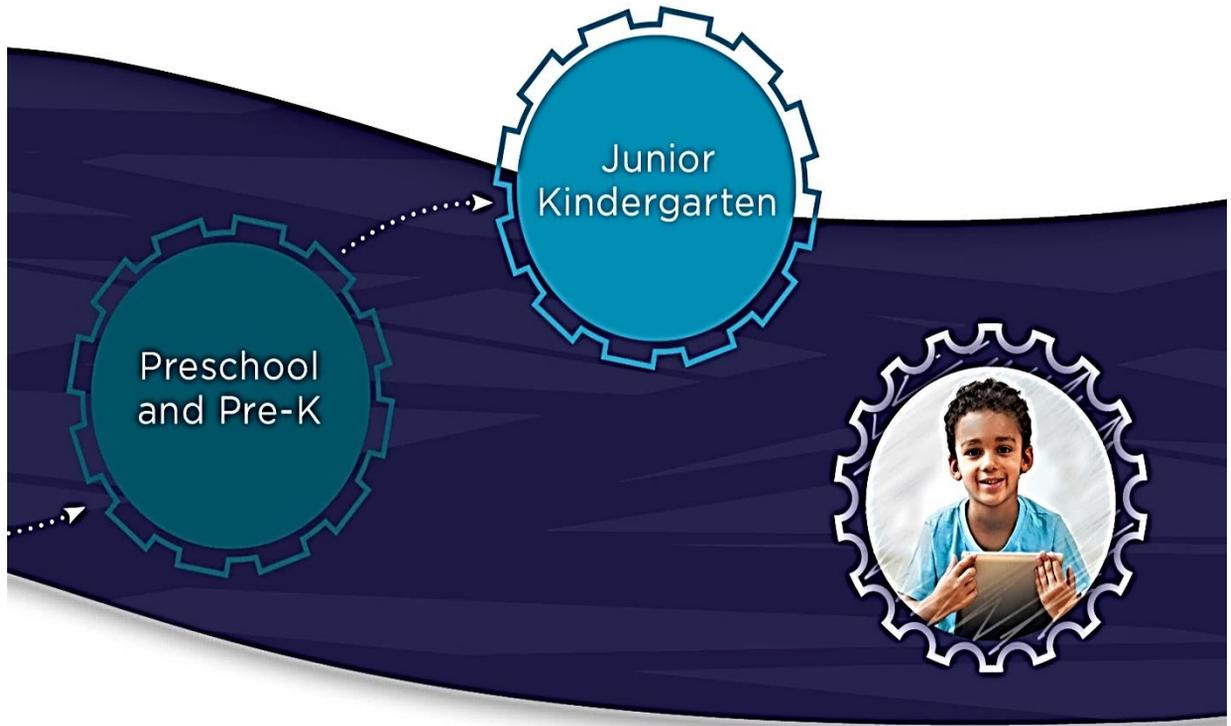
Early Preschool

Learn as We Grow![™] another exclusive curriculum, is based on developmental indicators and is specifically designed for 30- to 42-month-old children. These early learners will also benefit from STEAM-focused enhancements in their classroom, such as:

- Engineering station with a variety of blocks, gears, puzzles, and magnetic connectors
- Curriculum that supports development of early collaboration and critical-thinking skills
- Hands-on science station with sensory tubes, light table, color mixing lenses, water works

Children also learn to work with others, develop self-help skills, and follow directions and routines. Visual “Children’s Tools” enable them to take charge of actions and behaviors, gain independence, and to be successful, confident, and empowered.





Preschool and Pre-K

Two essential stepping stones to kindergarten, both these classrooms offer our research-based curriculum, *Explorer 2T*, and personalized learning experiences. Lessons integrate the arts and sciences in many ways, such as:

- **Science:** Microscopes and hand lenses are used to explore what living and non-living things look like up close.
- **Technology:** Group learning time is enhanced by age-appropriate interactive digital technology, with a variety of age-specific apps and other coding apps.
- **Engineering:** Robotics materials, as well as a variety of small table-top blocks and large, floor-use blocks (some almost child-size), marble runs, and other options for designing, testing, and building their own constructions.
- **The Arts:** Language arts (reading, writing, literacy), visual arts (painting, sculpture, etc.), dramatic and musical arts (costumes, instruments, etc.) are featured. Musical instruments, high-quality literature, puppets, and playscapes encourage creativity and imagination.
- **Math:** Tangible, engaging math experiences are supported by a variety of resources including tree blocks, stone counting pieces, balance scales, and measuring tools.

Junior Kindergarten

This program is designed for older 4-year-olds and young 5-year-olds. We introduce the format and structure of a day in kindergarten, as children develop critical skills for elementary school. This program features award-winning and nationally recognized curricula, including:

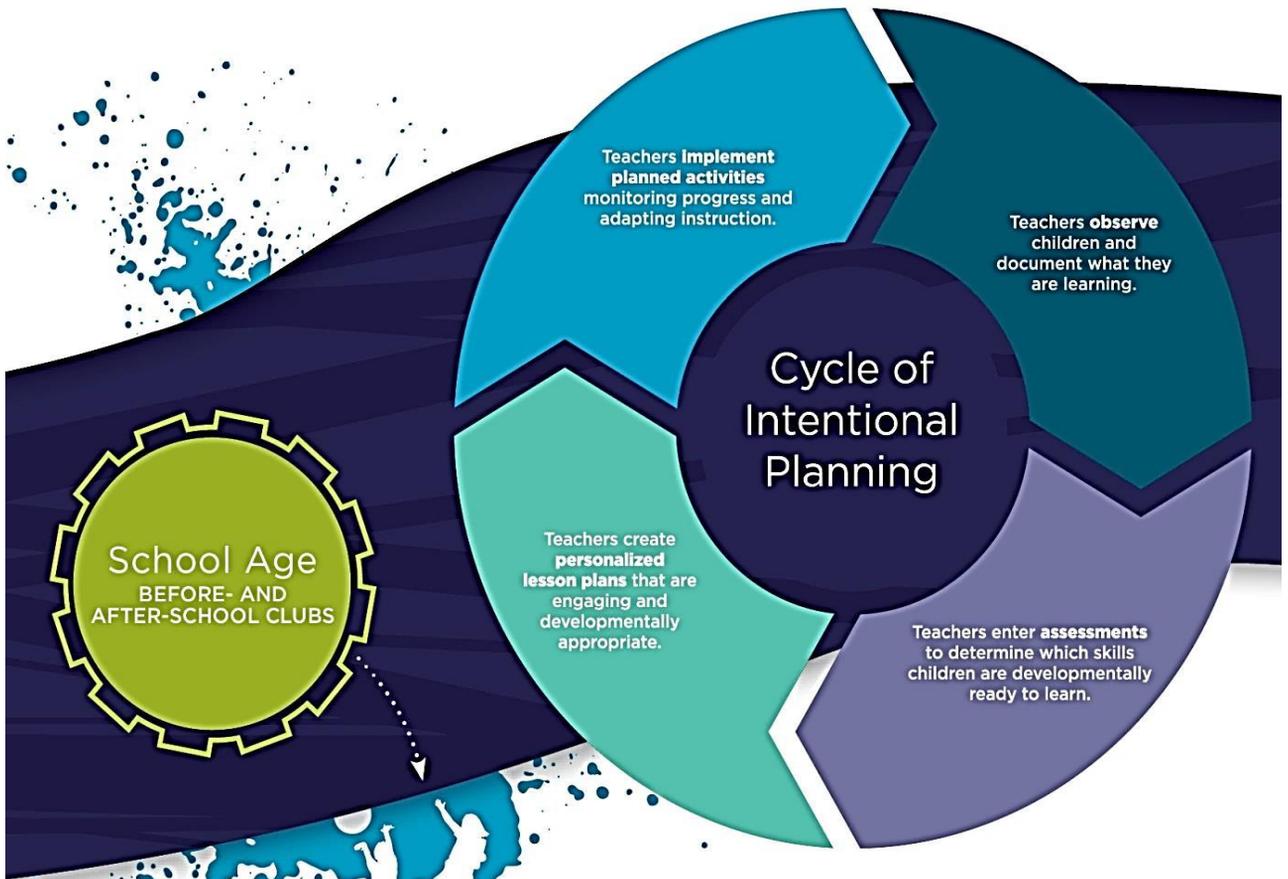
- **Literacy by Design®**
- **Everyday Mathematics®**
- **Handwriting Without Tears®**

We offer kindergarten-level lessons in reading, writing, and math, as well as a strong focus on:

- **Following multi-step instructions**
- **Finding multiple ways to solve problems**
- **Organizing work**
- **Controlling impulses and sustaining attention**

Note: Children must complete Pre-K prior to enrollment.





**School Age
BEFORE- AND
AFTER-SCHOOL CLUBS**

Before and After School

For school-age students, before- and after-school clubs focus on group dynamics, homework support, and character development—as they work to discover their best selves. The school-age classroom is a collaborative, interactive, and social space where students will stay busy and engaged throughout the mornings and afternoons.

- Homework and studying is enhanced with school-supplied devices or those brought from home
- Transportation to and from local elementary schools
- Exclusive *My Best Self!* program encourages:
 - Daily goal setting
 - Team-building activities
 - Community projects
 - Physical fitness

Summer Camp

Campers of all ages will enjoy fun and learning all summer long, with a variety of weekly camp themes (such as art, science, sports, and spies), awesome field trips, and daily educational activities to keep their mind sharp. Don't let them miss all this excitement!





Bringing the World Into Every Classroom

What is STEAM?

Simply put, STEAM stands for science, technology, engineering, the arts, and mathematics. It's an educational approach defined by project-based learning and integration of the arts and sciences.

Project-based learning connects academic skills to practical application so learning is meaningful to children's lives. Also, collaboration and communication enhance social and emotional development.

Why STEAM?

So, why is it important to connect the arts and sciences in this way? First, it creates a strong framework for teaching and learning. The arts provide a context for practicing science skills. Let's take weaving. It's an activity associated with artistic expression, but within that, one may sort different yarns by color and style—in a scientific process.

The result of this approach is a well-rounded, multi-faceted child. STEAM learning stimulates innovation, creativity, critical thinking, and problem-solving skills. It encourages children to think about what they're learning in a more connected and holistic way.

Through STEAM, children develop the skills and attributes to navigate the world around them.

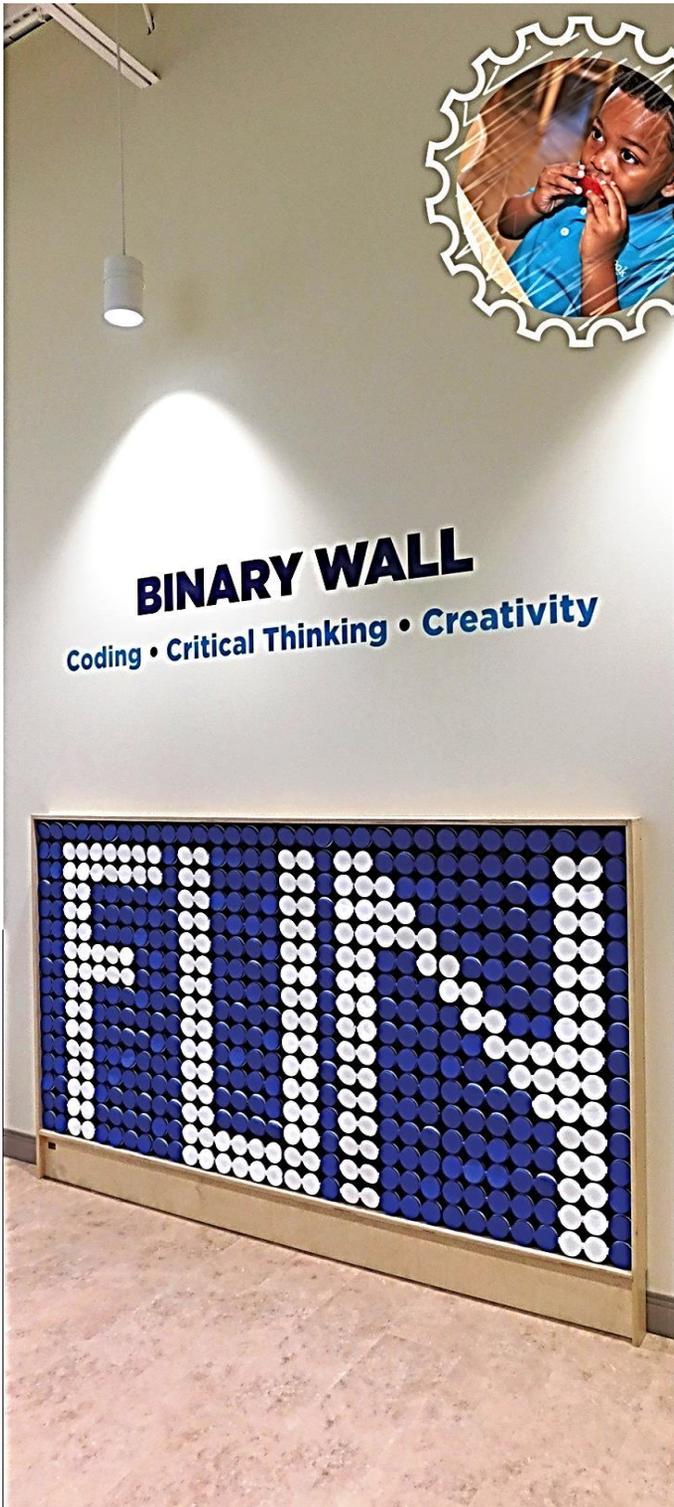
- **SCIENCE** nurtures inquisitive minds and inspires curiosity
- **TECHNOLOGY** encourages working with tools (both digital and otherwise)
- **ENGINEERING** promotes problem-solving skills
- **THE ARTS** help children express ideas and communicate
- **MATH** guides children to apply logic and understanding to systems

How does STEAM work?

We all know the classic story of *The Three Little Pigs*. With STEAM, this familiar tale can truly come to life through a variety of learning experiences and discussions.

- Read the story. Offer critical-thinking questions, such as "Why do you think that happened?" (**Language Arts**)
- Introduce the three types of building materials used by the pigs and discuss their characteristics. (**Science**)
- In small groups, work together to design and build a pig house. (**Visual Arts/Engineering**)
- Use a variety of tools and materials in the construction of pig houses. (**Technology**)
- Test the durability of each structure. (**Science**)
- Chart the outcomes of the durability tests and compare the results. (**Math**)
- Discuss and hypothesize other ways to build a house to keep the wolf out. (**Science/Engineering**)
- Create a new collaborative version of the story, using the children's ideas. It can be written and illustrated on a tablet. (**Language and Visual Arts/Technology**)





Our School, Our Community

21st century learners need a 21st century learning environment. Here, children develop a lifelong love of learning, as well as a lifetime of memories, and friendships to stand the test of time, in a community-oriented setting.

The Brook

Welcome to the heart of Everbrook Academy. Our school is centered around this community activity room, an inviting space and gathering spot for children of all ages, featuring:

- Books for different ages and cozy reading nooks
- Interactive virtual playground with fun, educational, collaborative games
- Performance stage area where children can explore their creativity and expression
- STEAM zones that offer an engaging variety of learning opportunities, such as:
 - Working together to care for an animal friend.
 - Coding, programming, and constructing robots.
 - Designing, building, and testing structures.
 - Trying different instruments and composing music.
 - Solving puzzles, plus learning about codes and ciphers.





Healthy choices, healthy kids

Our unique *Grow Fit*® initiative ensures the complete well-being of your growing child through...



HEALTHY LIVING



NUTRITIOUS EATING



PHYSICAL FITNESS

IN COLLABORATION WITH THE PARTNERSHIP FOR A HEALTHIER AMERICA, THE GOAL OF THIS PROGRAM IS TO HELP CHILDREN DEVELOP HEALTHY HABITS FOR A HEALTHY FUTURE.

Outdoor Fun

Growing bodies find space to move and explore on our playground and age-appropriate playscapes. Your child will love the exciting play areas—including basketball—while you'll love the soft turf surfaces and safe equipment.

STEAM-inspired play systems and components offer energetic, challenging activities for children to develop their skills and abilities while having fun with friends.

Healthy Eating

While physical activity is essential for growing children, so is healthy eating. That's why our enhanced *Grow Fit*® menu features selections—for breakfast, lunch, and afternoon snack—approved by a registered dietitian nutritionist.

Just like you, we want the healthiest choices for your child to meet their daily nutritional needs. That's why we serve:

- Fresh fruits and vegetables
- Foods with whole grains and plenty of vitamins
- Vegetarian selections

Nutritional Education

In our classrooms, teachers integrate healthy eating and physical activity into daily lessons. For example, these experiences may include:

- Sharing books that present a positive view of healthy eating and physical activity
- Teaching health lessons, in subjects such as “energy balance,” or how much food/calories eaten vs. what is used up by the body each day
- Using models or toys of fruits, vegetables, and other healthy foods for pretend play



GROW FIT®



Feeding Infants

When it comes to nourishment for the littlest children in our care, we adhere to on-demand, infant-led bottle feeding schedules. We learn their needs to know:

- When to feed
- How long to feed
- How much to feed

In addition, we support breastfeeding moms by providing space for mothers to nurse or provide their expressed milk throughout the day to their child.



A safe, secure school environment

Starting at the Front Door

Strict ID and entry requirements ensure only authorized individuals gain access to our building. Parents receive a special code for keypad entry. All volunteers and visitors must be pre-authorized and need to show ID.

We follow all state ratios for children to provide direct supervision at all times. Regular safety procedures, such as our Face-to-Name check-in, are practiced by teachers to ensure your child's day is monitored minute-by-minute, while in school or on school-related trips.

Our staff undergoes regular drills and receives training for multiple emergency situations, including:

- **Weather incidents (flood, hurricane, tornado, etc.)**
- **Earthquake (where necessary)**
- **Building security issues**
- **Fire**

Emergency evacuation plans and supplies are in every classroom, while shelter-in-place locations are designated in each school. All schools have a Safety Captain and follow state standards for CPR and first aid training.

Door alarms are installed on all doors leading to unsecured areas, while interior cameras with a closed-circuit feed allow staff to properly monitor the entire building.



And with our mobile app for parents, you can stay connected all day, through real-time updates.

Safety from the Start

Primary caregivers for infants, toddlers, and 2-year-olds allow for consistent caregiving and a stronger relationship between teachers and children. Parents collaborate with staff on a defined care plan (reviewed and updated twice a year). In our infant rooms:

- **Staff wears dedicated shoes or shoe covers for safety and cleanliness.**
- **For children up to 12 months, diaper changes occur at least every two hours (unless needed sooner).**

Sleeping Safely

Safe sleeping is of utmost importance. We adhere to a "Lights On" policy for safety at all times, especially during naptime. Teachers maintain visual contact and active listening. We offer individual cots and cribs, always with age-appropriate bedding. In our infant rooms, that means:

- **No bedding or blankets.**
- **No stuffed animals.**
- **Firm mattress with tight-fitting sheet.**

All babies (up to age 2) are placed on their back to sleep; all napping children are checked on at regular intervals.

Health and Cleanliness

Cleanliness and wellness are also essential to a safe school environment. Staff and children regularly wash hands to curb the spread of germs. In addition:

- **We have a comprehensive schedule for daily cleaning and disinfecting of classrooms.**
- **All cleaning products are tested to be safe for use around children and are kept secure.**

We regularly monitor children for symptoms of illness. Parents are notified immediately when their child does not feel well to help prevent the spread of illness.

If your child should require medication while in our care:

- **Written parent/guardian authorization is required for all prescription and non-prescription treatment prior to any medication being administered.**
- **All medications are secured, locked, and kept out of reach of children.**

Specific guidelines for toys and playgrounds include::

- **Toys are regularly disinfected and checked for broken or loose parts.**
- **All toys are tested for possible choking hazards in classrooms for children under age 4.**
- **Playgrounds are inspected daily.**
- **Maximum and minimum temperature guidelines are used for outdoor play.**
- **Playgrounds are arranged and sectioned by age group, for safe play experiences.**
- **Safe fall zones provide soft landing areas when children play on the equipment.**
- **All playgrounds are secured with fencing.**



CURIOSITY Cadets™

THIS SPECIAL PROGRAM FOR ENHANCED LEARNING OPPORTUNITIES FEATURES FOUR EXPANSIVE ENRICHMENT EXPERIENCES THROUGHOUT THE SCHOOL YEAR. THESE FOCUSED EXPLORATIONS OF UNIQUE SUBJECTS ARE DESIGNED TO GO BEYOND THE BASICS OF FUNDAMENTAL LEARNING AND BROADEN EACH CHILD'S HORIZONS.



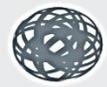
COMMUNITY



COOKING



ART AND ARTISTS



WORLD CULTURE

Elective Programs

SEVERAL ELECTIVE PROGRAMS, FOR AN ADDITIONAL FEE, INTRODUCE YOUR CHILD TO EXPERIENCES BEYOND THE REGULAR CURRICULUM. THESE PROGRAMS EXPAND MINDS, ENERGIZE BODIES, AND BUILD CONFIDENCE.

Note: Programs may vary by school. Program availability subject to minimum enrollment requirements.



Chess at Three

- Fun, interactive stories with unique characters demonstrate chess fundamentals
- Hands-on activities reinforce knowledge
- "Chessercises" get kids moving like chess pieces



Preschool Prodigies

- Video music lessons focus on playing instruments and singing in tune, plus tapping and clapping rhythms
- Musical games and small-group activities
- Workbooks featuring sheet music, musical concepts, and other preschool skills



Grow Fit® Yoga

- Encourages physical fitness
- Increases motor skills
- Develops coordination and timing
- Promotes mental focus and concentration



Spotlight on Spanish

- Introduces children to conversational Spanish
- Connects to young children's interests
- Engages children in stories, songs, and games to learn Spanish words and phrases
- Builds on our Preschool and Pre-K Morning Meeting routines



Grow Fit® Soccer Club

- Encourages physical fitness
- Increases motor skills
- Develops coordination and timing
- Collaboration and teamwork



Invention Playground®

- Storytelling about actual inventors and inventions introduces STEM concepts
- Hands-on STEM projects encourage innovation, creativity, and exploration
- From nationally recognized program, Camp Invention



ACCREDITATION - Learning Care Group’s high-quality differentiation is codified through accreditation with major national accrediting bodies, including the National Association for the Education of Young Children (NAEYC), the National Early Childhood Program Accreditation (NECPA), and the National Accreditation Commission (NAC); and state Quality Rating and Improvement Systems (QRIS).

All these entities have standards more complex than licensing and focus on:

- Staff professional development, qualifications, and experience
- Family and community engagement
- Administration and management
- Learning environment
- Curriculum and instruction



We will work toward attaining Accreditation and QRIS participation for this school with the support of almost every entity in our company. At the school, our teachers understand the Accreditation and QRIS measurements they must meet in relation to their credentials, professional development, learning environment and curriculum instruction. Our Directors also understand these standards and support the teachers administratively by ensuring they have the materials they need and ability to attend credential-attaining professional development.

70% of Learning Care Group schools have earned national accreditation & quality validation.

- **NAEYC®**
(National Association for the Education of Young Children)
- **NECPA**
(National Early Childhood Accreditation Program)
- **AdvancED®**
(A global leader in accreditation for Pre-K–12 schools)
- **QRIS**
(Quality Rating & Improvement System – state-based)





Operations

WHY LEARNING CARE GROUP –

Learning Care Group will be responsible for all aspects of the operation of the care center. These will include:

- Assume all day-to-day operations of the center including hiring, training and supervision of staff
- Collect tuition and process payments
- Ensure the center meets local and state licensing requirements
- Implement our proprietary curriculum and proven policies and procedures
- Marketing the center to the local-market community using digital media, search engine optimization, social media, online directories (care.com, yelp, montrusted.com, etc.)

Operational Support: The school(s) would be supported within one of our geographic operational Divisions, under the leadership of a **Divisional Vice President**.

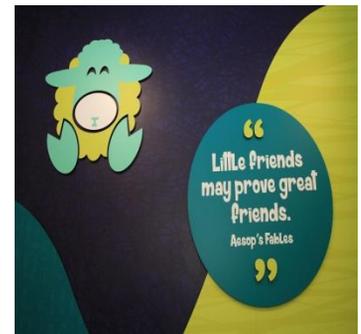
The school would be under the direct oversight of a **District Manager** within that Division. Our District Managers typically oversee 8-10 other Learning Care Group schools located within their geographic district.

District Manager:

- Will support the school through regular school visits, conference calls and meetings between Learning Care Group and the church leadership. He or She will oversee the needs of the center by working closely with the Director and the staff at the center.
- We also utilize a formal District Manager Visit Report that helps provide regional management with a tool to evaluate the quality of the program and gauge the effectiveness of new center initiatives. This report serves as a reminder to vigorously pursue quality while also following up with the correct operational components.

School Director/Principal:

- Will be responsible for the effective operation of school as well as supervision of school staff. They will also focus on:
 - Partnering with the church liaison(s) to develop weekly schedules, open house events and email blasts to current and prospective parents.
 - Managing the delivery of quality early childhood education program.
 - Hiring and developing employees capable of educating preschool children.
 - Building enrollment to operate school at capacity.
 - Establishing positive and ongoing communication with parents.
 - Implementing curriculum and program philosophy; ensuring facility maintenance, overseeing all operational functions of the school, and demonstrating knowledge of legal regulations and standards.



The Director will build a management team for the school consisting of an Assistant Director, a School Education Manager, Family Relations Specialist and Lead Training Teacher that will support the Director and the operations of the school.

SCIENCE

TECHNOLOGY

ENGINEERING

ARTS

MATH

Basic functions of the **Assistant Director /SEM** are:

- Overall operation of the Center in the absence of the Director;
- Ensuring, in concert with the Director, that the Center is operated in accordance with Company and state licensing standards and operating procedures;
- Clerical duties as assigned.
- Ensure the companies educational offerings/programs are delivered to company standards in the Infant through School Age classrooms.
- Responsible for touring prospective families showcasing the schools educational offerings.
- Together with the Director selects, supervises, trains and develops teachers for their program.



Basic functions of the **Family Relations Manager** are:

- Takes the lead on building a trusted and credible relationship with each of the families enrolled in the school
- Maintains a very close working relationship with the leaders of the church to ensure we are operating the school in a partnership manner
- Takes the lead on working all the leads of prospective families to maintain regular contact and increase the close-ratio of enrolled families/students that tour

Basic functions of the **Lead Training Teacher** are:

- Has responsibility for planning the daily program for children within an assigned age group.
- Plans and implements activities designed to promote the social, physical and intellectual growth of the children under their care.
- Responsibility for training other center staff members and conducting orientation for new employees.
- Educates the center staff on curriculum program and policy and training objectives and promotes regulatory compliance.

A 21st Century Preschool

Focused on STEAM learning.

Licensing Support & Compliance:

Learning Care Group has a dedicated team that ensures all state and local regulations are followed. The Director is on-site and oversees day to day operations which include following state and local licensing and regulatory requirements. Copies of licensing and regulatory agency standards are kept on-site at all times and reviewed frequently by all staff and management. Our District Manager and Division Vice President conduct regular visits to each location and monitor compliance with state requirements as well as company guidelines. Learning Care Group’s Urgent Issue team is a group of dedicated individuals whose focus is ensure compliance within each of our schools on a daily basis. The legal, human resources and urgent issue teams have developed a process to assist the schools with any issues that arise. The process follows these simple steps:

- School Director or staff contacts District Manager to inform them of the situation
- District Manager reports the situation to Urgent Issues
- Urgent Issues notifies the Legal and Human Resources team
- Urgent Issues team researches the issue, contacts the school to get more information and advises them on their next steps, including when to report the issue to state licensing
- Continually improve processes to address and eliminate risk issues

The Quality Assurance and Accreditation team also partner with the school staff and District Manager to ensure compliance to all state and national accreditation standards.



WHY LEARNING CARE GROUP – TECHNOLOGY

Learning Care Group has a full suite of tool to assist the Directors, Assistant Directors, and Family Relations Managers in operating their centers effectively and efficiently. These tools allow them to optimize the effectiveness of the education platform, ensure safety is part of the everyday operation and deliver on an effective financial performance.



Custom-Built CRM



Smart lead and customer CRM system

- Organized leads scored and prioritized with easy-to-use dashboards and sort functionality.
- Graphic dashboards and iconography provide at-a-glance lead data and lead engagement status.
- Best practices and sales tool tips embedded in technology to support lead conversion.
- Flexibility for re-engagement campaigns and pilot programs.
- Offers embedded in technology for ease in communicating to leads.
- CMS integration will support school, division, regional offer segmentation, direct DM and DVP communication and Director gaming functionality.



Web-based tool that allows parents to schedule a tour at a specific location

- Data captured in-school via touring families.
- High-quality data captured and married with marketing touch-points.

Learning Care Group incorporates Technology into our schools and programs in a number of other critical ways as well. Most importantly, technology is a key component of **Learning Care System (LCS)**: our proprietary curriculum and assessment tool. The teachers utilize technology to record their assessments of each child's education and development.

In addition to using technology to plan curriculum activities, Learning Care Group has been investing significant time assessing new uses of technology in the classroom for children to utilize. Our Everbrook Academy programs have implemented a number of different platforms so that these can be leveraged to provide children with hands on experience to the STEAM curriculum. These include Tablet TV's (touch screen tables) iPads, and SMART boards. No matter what we are using we are ensuring that these are developmentally appropriate and are used in the right manner.



We incorporate Technology into our parent Communications. Communication with parents is vital to our success in each of our locations. Parents need to know that they can trust their caregivers, and that they will get valuable information in a timely fashion.

Learning Care Group starts with day to day communication where parents are provided with details of their child's day including special activities and specific details for their child. As a leader in the child care industry, Learning Care Group has been looking at ways in which to utilize technology to communicate with parents. We are currently rolling out an electronic communication system, **Bright Wheel**, which allows teachers and management to communicate with parents throughout the day on their PC, tablet, or smartphone. Parents receive photos, videos and status updates on the activities their child is engaged in, key reminders, events, alerts and more—sent straight to their email or available through the Bright Wheel app. These allow our schools to deliver critical information about the children in real-time and in an environmentally friendly way.

WHY LEARNING CARE GROUP – Centralized Support

Human Resources – Recruiting:

Learning Care Group is a great place to work for many reasons – starting with the passion every employee shares for providing outstanding service to the families that entrust us with the care of their children. As a leader in child education and family solutions, we are a large multi-unit organization with more than 20,000 employees and centers located in 36 states. We use a variety of tools to recruit outside of our current employee pool when necessary. At an organizational level, we are constantly looking at ways in which we can improve.



Ensuring the facility is adequately staffed based on state licensing ratios is our top priority for the health, safety, and education of the children in our care. We understand that situations arise where staff calls out; therefore we set up contingency plans. The Director, Assistant Director, and Program Specialist are available to fill in during an emergency situation but we have the ability to also leverage teaching staff at local sister center, should the situation arise.

With regards to screening qualified future staff, the human resources and recruitment teams provide support for our field. Per company policy at least two references are done on successful candidates, and in many cases three are completed as required by state/local licensing agencies. In addition, credentials, education, criminal background checks, etc. are completed in compliance with what state/local licensing agencies require. In the case of school management employees, an additional background check is completed by a third party, in addition to any state/local requirements. This check includes a motor vehicle check, education verification, federal criminal check as well as a criminal check of any counties that the candidate has lived or worked in the last seven years.

Human Resources – Retention/Training:

In addition to providing, managing and administering a robust Employee Benefits Package:

- Healthcare
- Dental
- Vision
- 401K
- Profit Bonus Plans



Learning Care Group also understands that comprehensive training is of the utmost importance for success in our industry. Every new school-based Learning Care Group employee participates in our New Employee Orientation (NEO) program.



The three phases of the NEO program blends informal, classroom, and on-the-job training during the new employees first three days of employment. On their first day new employees complete an on-boarding process with their Director and participate in a school tour, introductions and complete required compliance training modules. The second day is a full day of workshops covering Early Childhood Education in-service topics such as supervision and behavior guidance. These workshops are facilitated by a NEO trainer in the district each week for all new employees. The third day is an on-the-job training in their own school with an experienced teacher to help them learn the curriculum and the classroom daily routine.

We are also committed to providing ongoing training and professional development for our employees. Staff training and education programs focus on helping staff develop the skills they need to achieve their personal and professional goals. Learning Care Group employs a comprehensive strategy to review, evaluate, and determine staff development needs. Our staff is supported through monthly staff training meetings, on-line resources in our Learning Management System and participation in an annual off-site Professional Development Day. All staff will participate in ongoing training and education including 24-30 hour of professional development a year as required by national accreditation bodies.

Insurance:

Learning Care Group maintains insurance coverage at all times with licensed or approved insurance companies.



Learning Care Group has an A.M. Best rating of no less than A-

- VII: (a) commercial general liability insurance, including without limitation coverage for professional liability and physical and sexual abuse, with combined single limits for bodily injury and property damage of not less than \$1,000,000 each occurrence and
- umbrella and/or excess liability of at least \$10,000,000, following the form of the underlying commercial general liability policy; and
- b) Workers' Compensation insurance as required by law.



See Additional Attachments to support the content of this Business Plan narrative:

- **Attachment A:**
 - **PDF Doc – File Name:** Learning Care Academy – Pro Forma – Fairfax Church of Christ
- **Attachment B:**
 - **XLSX Doc – File Name:** Competitive Marketplace Study – Fairfax Church of Christ – Fairfax, VA Final
- **Attachment C:**
 - **DF Doc – File Name:** Learning Care Academy Scope Matrix – Fairfax Church of Christ
- **Attachment D:**
 - **PDF Doc – File Name:** Learning Care Academy ADE Kitchen Equipment – Fairfax Church of Christ
- **Attachment E:**
 - **PDF Doc – File Name:** Learning Care Academy Finish Schedule – Fairfax Church of Christ
- **Attachment F:**
 - **PDF Doc – File Name:** Learning Care Academy Floor Plan Sample – Fairfax Church of Christ
- **Attachment G:**
 - **PDF Doc – File Name:** Learning Care Academy Playground Package – Fairfax Church of Christ
- **Attachment H:**
 - **PDF Doc – File Name:** Everbrook LCA Sample Photos – Fairfax Church of Christ