

Babies First, Inc.

Business Plan, 2022
Hannah Branton, President

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Executive Summary

Problem

Childcare is an essential service for so many families. Unfortunately, Arkansas has an inadequate supply of high-quality infant/toddler childcare. Currently, there are enough high-quality childcare centers to accommodate 10% of the infants in our state (Aspire Arkansas, 2019). This is not acceptable in a society which encourages parents to have both a career and a family. Parents want the best care for their children, and for the parents who work outside of the home or attend school, high-quality childcare is a necessity. Many times, parents search for this care and are heartbroken by findings such as waitlists up to two years in length, unaffordability, inexperienced staff, low quality programs and limits to entrance based on income.

In addition to the stress of finding high-quality childcare, a common struggle for parents is the constant concern that he/she is doing what is best for their children. Parents have questions about milestones, behavior, sleep, breastfeeding, breast pumping at work, transitions to solid foods, safety, etc. Many times, parents search the internet for answers or post questions on social media groups. While it is good to get support from other parents and hear their experiences, most of these questions should be answered by trained professionals to ensure the best outcome.

Solution

Babies First, Inc is a 501(c)(3) non-profit organization with the mission to improve the health of families through high-quality infant/toddler childcare as well as parent support and education. We will offer full-time infant/toddler childcare and parent education in one convenient location! The combination of the following five components is what makes Babies First truly unique:

1. We are non-profit, which means we operate as a community-based center, focusing on quality not how much money we can make.
2. High-quality infant/toddler childcare is our focus age group, not just part of our focus.
3. Free classes for parents on a variety of topics from birthing and breastfeeding education to child behavior correction.
4. Affordable prices.
5. Free infant/toddler supplies and equipment.

Our Board

The direction of Babies First, Inc. will be dictated by our Board of Directors. Each of our 6 members has their own unique skills and experiences, and each will work to help ensure the best and most relevant services are provided to families. We have over 50 years of childcare experience on the board from infant teacher to executive director. We also have over 15 years of health education, social work, and medical experience. Please see Appendix A for details of our board members. Also, see our Bylaws and Board Member Job Description in Appendix B for detailed duties of our board members.

Target Population

Babies First, Inc. will be available to the public. We dedicate ourselves to allowing parents/guardians remain employed or seek training/education to become employed. We anticipate the population we serve to be families in which all parents/guardians work outside of the home. In addition, parents/guardians who cannot typically

attend classes and/or support groups due to times offered, lack of childcare, or lack of funds will be able to access our parent support/education program. We will not limit our services to any one group of people based on any factor.

Programs and Services

As mentioned above, Babies First, Inc. will offer two programs to families: full-time, high-quality infant/toddler childcare and parent education/support. Our two programs will work together to achieve our mission of improved family health.

Full-time Infant/toddler Childcare

Our childcare program will be an enriching experience for all involved. For parents, leaving their children in daycare can be stressful. Our goal is to minimize this stress and provide parents with the confidence to pursue their careers/education without worrying about the care their children are receiving.

Infant program (4 weeks to 12 months).

Our infant program will focus on responsive, individualized care for each baby. We will work with parents to ensure their baby meets their milestones in a safe and healthy environment. Our program will include unique strategies to help babies and parents with common struggles associated with daycare like sleep routines and breastfeeding. Raising babies while working and/or attending school does not have to be made more difficult by the childcare system.

Toddler program (12 months to 36 months).

Our toddler program will continue to include the individualized care for our families while also preparing them for pre-school. We will not only provide the children with what they need academically, but we will also work with parents to help them establish personal care routines. We recognize the importance of independence in this age group and encouraging the children to learn how to navigate daily activities.

Parent Support and Education Program

Our parent support program will provide two services to families including:

- Classes, resources, and support groups on subjects including but not limited to:
 - Birthing
 - Breastfeeding
 - Postpartum care
 - Infant First Aid
 - Proper feeding (bottle and solid food transition)
 - Tobacco Cessation
 - Pediatric Sleep Training
 - Postpartum exercise
 - Marriage support
- Infant equipment, formula, food, diapers, wipes, and clothing donation

Offering these services to parents helps to not only increase their confidence in our dedication to serving the family as a whole, but also increase positive parenting practices and social connections. Parenting classes improve child behavior, the mental health of the family, and interactions between the parents and the child

(Wilder Research, 2016). These classes will also be made available to our teachers to increase their knowledge of proper infant/toddler care.

Operations

At Babies First, Inc., our goal is to be fully operational by January, 2023.

Childcare program operations

Our childcare program has two main goals as follows:

Goal #1: Provide high-quality childcare at an affordable price.

Goal #2: Provide a unique and positive experience for all families enrolled.

As mentioned before, in our childcare program, we will focus on keeping group sizes low and hiring experienced, knowledgeable staff. Arkansas Minimum Licensing for childcare centers requires five infants have at least one caregiver, which is an infant to caregiver ratio of 5:1 (Arkansas Department of Human Services, 2020). Therefore, 10 infants may be in one room with two caregivers; this is what most centers offer due to cost. At Babies First, we will offer an infant to caregiver ratio of 3:1, and our classes will consist of six infants with two caregivers. In addition, we will have volunteer teacher's aides to assist each room. These standards will reduce stress for the caregivers and infants, as well as reduce disease transmission/injury, and increase individualized care.

From the beginning we will abide by the highest standards set forth by Arkansas Better Beginnings, the State's Quality Improvement Rating System. Some key components of these standards include providing three defined "learning centers" in each room, individualized care and documentation for each child, extensive continuing education requirements for all staff, and inclusion of families in the daily activities. After 2 years of operation, we will seek national accreditation for our program from The National Association for the Education of Young Children (NAEYC).

We will begin by serving ages four weeks to 18 months, and then progress to older age groups up to 36 months as funding increases. Hours of operation will be 6:30 am to 6:30 pm Monday through Friday. As funding increases we are considering late and/or overnight care for parents working irregular hours.

The average tuition in Central Arkansas for high-quality infant/toddler care is \$138 per week, ranging from \$0 to \$350 per week. Our tuition will greatly depend on our funding, but we are planning on no more than \$130 per week per child. We pledge to keep costs as low as possible.

Our teachers.

The caregivers in a childcare center are the heartbeat of the organization. Unfortunately, especially when referring to infant childcare, experienced and passionate caregivers are hard to find when one is searching for affordable childcare. The full-time teachers at Babies First, Inc will have a minimum of 3 years of experience in an infant/toddler care setting and will be paid a minimum of \$15 per hour; the national average pay for these teachers is \$11.16 per hour (USA Wage, 2022). Our teachers will focus on the following:

- Responsive care.
- Observing and listening to each child.
- Evaluating the wellbeing of each child.
- Creating meaningful interactions and bonds with each child.

- Creating weekly curriculum for their own class and making this available to parents.
- Creating a portfolio for every child highlighting activities and milestones reached in order to have a complete picture of the child's individual needs.

Staying connected with parents.

Communication with parents will take place throughout each day using the Brightwheel mobile application. Parents will receive notifications when their infant is being fed, changed and sleeps through this application. They will also receive pictures on a daily basis, and can send messages directly to their caregivers. ‘

We will hold multiple social events every year to encourage positive relationships between parents and their child's teacher. It is important for parents/guardians to know they are working *with* their child's caregivers, not separately, to ensure their needs are met. In addition, quarterly meetings with the Director and/or teacher will be offered to parents to ensure all concerns are addressed. Finally, to help parents feel even more secure in the care their infant is receiving, it is our plan to provide each parent with access to our security camera live stream.

Staff needed.

For us to meet our goals for the childcare program, we will have a total of 12 employees including one director, one assistant director, eight full-time caregivers (4 lead teachers and 4 teacher's aides), one float caregiver, and a full-time secretary/bookkeeper. The center will have four rooms, which will accommodate six children each. Each room will have two full-time employees, and the float caregiver will help ensure we stay within our ratios at all times. We also plan to have at least one volunteer assigned to each room to assist with additional needs or unexpected situations. Please see Appendix C for full job descriptions and qualifications of each employee and volunteer.

Classrooms.

Classrooms will be separated based on age and development. Children will not move into a room with older children until they are developmentally ready. This is to help ensure children stay safe. Our rooms will have age ranges as follows:

Room #1: Infants ages 4 weeks to 6 months.

Room #2: Infants ages 6 months to 12 months.

Room #3: Toddlers ages 12 months to 24 months.

Room #4: Toddlers ages 24 months to 36 months.

Licensing.

We will need to acquire a license from the state of Arkansas to provide full-time childcare. Before an application can be submitted, our building must be inspected by the Fire and Health Departments, have zoning approval, and Child Care Liability Insurance. The Childcare Licensing Specialist has 60 days to make a recommendation to the Licensing Unit after inspection. There is a \$50 yearly fee to maintain our license.

Parent support and education operations

Our parent support and education program goals are as follows:

Goal #1: Increase the knowledge of parents on health topics affecting the family.

Goal #2: Increase parent access to free infant/toddler supplies.

To ensure these goals are met, we will have an Executive Director of the organization and he/she will oversee this program as well as other duties. Please see Appendix C for a full job description and qualifications for this director position. The classes offered in this program will be taught by credentialed professionals with relevant licensing and certifications.

Market Analysis

Babies First, Inc recognizes the importance of understanding our market, the trends associated and how to meet the growing demands of our population.

Market summary

The demand for high-quality childcare in Arkansas grows every year with more and more parents entering the work force. In the year 2020 the U.S. Chamber of Commerce Foundation, the Arkansas State Chamber of Commerce Foundation, and the Excel by Eight Foundation formed a partnership to conduct a study designed to better understand the issues Arkansans face regarding childcare. In this study they found that absences and employee turnover due to childcare issues costs Arkansas employers an estimated \$665 million every year. They also found the COVID-19 pandemic only exacerbated struggles for both families and childcare centers. Part of this study was a survey of 393 parents of children under 6 years old. Some key findings in this survey are as follows:

- 76% missed work due to childcare issues in the past three months.
- About 11% voluntarily left the workforce due to childcare issues.
- 27% felt they had to adjust their education goals due to childcare issues.
- One of the major factors in selecting childcare is affordability.
- Of those who stated they were planning to leave the workforce in the next 12 months, 37% will do so due to childcare troubles.

In addition to the facts above, they found about 35% of Arkansans, across all income levels, live in a childcare desert (U.S. Chamber of Commerce, 2021). Childcare deserts are defined as “any census tract with more than 50 children under age 5 that contains either no childcare providers or so few options that there are more than three times as many children as licensed childcare slots” (Center for American Progress, 2020). This issue does not discriminate and every parent wants the best care for their children.

Market Trends

The combination of the increasing need for quality childcare and the increased knowledge of infants’ ability to learn has led to a variety of new trends within the industry. Some are beneficial to infant/toddler childcare, and some are not.

Shifting from “babysitting” to providing early childhood education.

In recent years we have found that infants can absorb knowledge we once thought was reserved for older age groups. Because of this, our society wants more guided education for this age group. However, with more and more parents entering the workforce, they are not able to be home to provide this education. This task then falls to the daycare centers, but teaching vs only “babysitting” takes more knowledge and skill. This leads to a growing need for higher wages and required experience for infant/toddler caregivers. At Babies First, with our age group we will focus on learning through play. Our teachers will understand the importance of each experience a child chooses to participate in and what they can learn from it. Even the National Association for the Education of Young Children, which is the accrediting body for early childhood education programs, recognizes the importance of playful learning (n.d.).

Cost.

Controlling the cost of early childhood education has become a focal point of the entire nation. How do we balance the need for more experienced caregivers with affordability for all? This is a question which has many in government and the childcare industry concerned. Parents not only need high-quality care for an affordable price, but many need childcare at odd hours or even overnight in order to keep their job. We believe the solution relies on a community effort.

Technology.

Like most industries, childcare has become more and more technological. To keep parents connected with their children, many childcare centers are relying on mobile applications such as Brightwheel and Procare. These applications not only assist centers with payroll and scheduling but serve as a gateway for parents to be kept aware of what is happening with their child throughout the entire day. Some centers also offer live video feed parents can view while their child is in attendance.

Corporate partnerships.

In response to the need for more work/life balance, many businesses are beginning to partner with childcare centers, or even funding their own. Baptist Health and Arkansas Children's hospital are examples of these corporations.

Public Pre-K.

This is the trend which will likely harm infant/toddler care programs. The federal government is encouraging all states to fund public preschool to address the lack of enrollment of children ages three to five years in preschool. Having a public option available would make it more regulated, available, and affordable for families. However, where would this leave infants and toddlers? This is a concern for many advocacy groups including Thrive by Eight and Zero to Three. Many childcare centers have already eliminated their infant program due to cost. A couple of outcomes can be expected:

1. Centers could close their doors if they lose most of their children to public Pre-K.
2. Infant care could become more expensive due to centers being unable to offset the cost of this program with older age groups.

Competition

There is no childcare center quite like Babies First, but there are similar options. This section will point out our competition and how Babies First will exceed the services provided.

Early Head Start programs.

Early Head Start programs are dedicated to providing an equitable start for children in low-income families. These programs often start before birth by first focusing on the health of the mother and then focusing on the health of the infant and family after birth. These programs are often more in depth than a typical childcare center and are free of charge for those who qualify to enroll.

These programs are amazing options for so many families. However, if a family of four has an income of more than \$26,500 per year, they do not qualify. Some Head Start programs will allow entrance for families with higher income but these slots are few and far between. As mentioned, these are great programs for many families, but Babies First will not limit our services based on any criteria. We also take family education and support a step further. As you can see in the "Programs and Services" section, Babies First will offer classes and support in areas currently unavailable at childcare centers.

Church-Based Childcare Centers.

Services and programs offered through church-based centers vary greatly depending on the funding. Many of these centers are the start of enrolling the child in private school associated with that church. In the Central Arkansas region which includes the counties of Pulaski, Faulkner, Saline, Lonoke, Perry, and Grant, church-based centers are often well-funded and can offer luxuries that most childcare centers cannot. These luxuries include but are not limited to lower child to caregiver ratios, usually 4:1, and smaller group sizes, usually eight children in one room. Parents also have the benefit of knowing their child is being exposed to their faith and/or religion daily and from a young age. While these programs are very beneficial and serve their population well, they typically do not offer health-related education to parents and they are often more expensive programs. Tuition for these types of programs in this region of Arkansas averages \$143 per week.

Other non-profit childcare centers.

There are other non-profit childcare centers in the area. Most of them belong to the categories listed above, but there are some that stand separate such as Dedicated Resources to Excel All Minds (DREAM) located in Sherwood, Arkansas. The missions of these non-profit daycare centers often relates to providing services and childcare to low-income families. These centers offer excellent care, and they are essential to building an equitable society. They often not only offer childcare, but also focus on helping children learn life skills such as healthy meals and finances.

Babies First does not presume to offer better services than these centers. However, we are dedicated to taking a different approach to infant/toddler care and creating a unique experience for all families. There seems to be a belief that families who do not qualify for income-based programs have access to high-quality care in other settings. This simply is not true. Babies First seeks to change this and focus solely on the care of children in their most vulnerable state and helping families through difficult transitions no matter their income.

For-profit Childcare centers.

When most people talk about daycare, they are usually referring to for-profit centers. For-profit childcare centers are extremely important within our society. These centers have very limited sources of revenue with which to pay their employees, and as a result they struggle to stay within the required ratios. Because infant and toddler programs are so much more expensive and require more staff than others, the teachers tend to have less experience and education. Another result of the expense is the infant/toddler programs are typically smaller than the others and given less attention. These centers rely on programs for older children to offset the infant/toddler costs.

Some for-profit childcare centers do offer the high-quality care we seek to provide to families, usually for a high price. Some centers charge as much as \$1,400 per month for infant childcare. Yes, there are families willing and able to pay this kind of tuition, but most families cannot.

Parenting and health education.

Several organizations offer education for parents in different formats (in-person, in-home, and virtual). Most childcare centers will have materials available to parents explaining development and child safety. In fact, this is a requirement for the Arkansas Better Beginnings quality star ratings. Hospitals, such as Arkansas Children's Hospital, offer classes on effective parenting sectioned off based on the age of the child. The University of Arkansas for Medical Sciences offers classes on sibling care and infant first aid. In-home parent education is offered for high risk and low-income children.

We at Babies First do not presume to offer better classes than those provided at other institutions. However, we do seek to offer these classes at a more convenient location, free of charge for everyone, and while providing childcare. We believe in order to ensure access to these classes, these services should be made as convenient as possible.

Promotion and Outreach

Babies First, Inc has already started promotion and outreach through social media and high-ranking individuals within the Division of Child Care and Early Childhood Education and the Arkansas Association for Infant Mental Health. We want everyone to know about Babies First and what we will offer families. We have used our Facebook page to begin educating parents on topics from infant mental health to how to choose the right daycare for their babies. We will continue to use social media to promote our services and provide education.

We also believe in the power of in-person outreach. We will visit local businesses in person to ensure they are aware of Babies First, and how we serve their community. This will help us gain corporate sponsors and help strengthen our relationship with the community. We intend to partner with businesses in a variety of industries from manufacturing to medical clinics.

Finally, we will advertise our services on radio stations and in family-oriented locations such as community centers. Fliers with information about our services, and how to enroll and/or attend our classes will be posted within these centers. We understand that because there are many childcare centers available, we must be clear about what makes us different and better than the competition.

Fundraising

Fundraising is the heart of every successful non-profit. The services we seek to provide are those which most will nod their head and agree these services are needed. The difficult task is going beyond agreement of need and stepping into working on the solution. We need community members and businesses to stand with us and help these services become reality.

One may ask, why would you need to fundraise? There are many childcare centers open now that operate without this type of funding, so why does Babies First need donations? Our answer is “it takes a village”. Yes, there are many different centers open currently offering infant care. But, as outlined above, we seek to offer an unprecedented service to families. We seek to combine much-needed, high-quality services with affordability for *all*.

Our fundraising focus areas.

Our fundraising efforts will consist of public events, grant writing, and corporate sponsorships. As mentioned above, the lack of childcare available to families, especially for infants and toddlers, has gained national attention. This has opened grant opportunities through the Arkansas Department of Child Care and Early Childhood Education as well as foundations of all sizes.

The COVID-19 pandemic also increased employers’ attention to childcare issues their workers face as well as how those issues affect profitability and retention. More and more businesses are exploring ways they can help their employees with this struggle. We are open to corporate partnerships to serve their workers in exchange for financial support from that business.

We will hold a minimum of 3 fundraising events each year for the public. These events will have the goal of not only raising funds but also awareness of the issues facing families needing childcare. We will also use these events to provide education on health topics for all age groups.

Recognition of donors/sponsors.

At Babies First, Inc we understand without our donors and sponsors we wouldn't be able to provide our services. When a community member or business provides resources of any kind to our organization, they will be recognized, unless they request to remain anonymous. Within our center we will have a Donor Wall as well a page on our website meant to recognize our contributors.

Sponsors will be given different options when choosing how they would like to contribute. All sponsors will be given recognition on our Donor Wall, but certain types and levels of sponsorships will be given additional recognition and benefits. Sponsors may designate their contribution for a specific purpose such as those mentioned in the table below. If donations are made for other specific items, such as a security system, the sponsor/donor will have their recognition plaque close to the result of their contribution.

Type of Sponsorship	Amount Required	Recognition
Classroom Sponsorship (Start-up Gift)	Minimum \$10,000	Right to name room. Plaque within classroom. Individual shout out on social media. Logo on event signage, website, and employee apparel. Recognition as Platinum Sponsor.
Classroom Sponsorship (Annual Gift)	\$5,000	Plaque within classroom. Individual shout out on social media. Logo on website. Recognition as Platinum Sponsor.
Childcare General Sponsorship	Minimum \$1,000	Plaque within entrance. Logo on website.
Parent education sponsorship (Start-up Gift)	\$10,000	Right to name education room. Plaque within room. Individual shout out on social media. Logo on event signage, website, and employee apparel. Recognition as Platinum Sponsor.
Parent education sponsorship (Annual Gift)	\$2,500	Plaque within room. Logo on website. Recognition as Silver Sponsor.

We will also recognize sponsors based on their level of contribution. Both sponsors who designate their contribution for specific purposes as well as those who do not can fall into the sponsorship levels below. For example, a sponsor who provides a Classroom Sponsorship would also be recognized as a Platinum Sponsor. Sponsorship levels will be based on the cumulative amount provided by the sponsor, which allows contributors to move up levels over time. In-kind donations will also be recognized at the levels below based on their value.

Level of Sponsorship	Amount Required	Recognition
Babies First Platinum Sponsor	Minimum \$5,000	Plaque on Donor Wall Individual shout out on social media. Logo on website. Logo on event signage.
Babies First Gold Sponsor	\$2,500-\$4,999	Plaque on Donor Wall Logo on website. Logo on event signage.
Babies First Silver Sponsor	\$1,000-\$2,499	Plaque on Donor Wall Logo on website.
Babies First Bronze Sponsor	\$500-\$999	Logo on website.

Finances

We estimate our total start-up costs for supplies to be approximately \$78,946, which assumes we will need to purchase everything from bibs to kitchen equipment. Please see Appendix D for details of these startup costs.

Key assumptions.

We have three key assumptions:

1. There are children in the area with all parents living in the home need to work outside of the home.
2. The community will appreciate the “it takes a village” mentality and participate in fundraising. They will appreciate our focus on the whole family and that we are striving to provide high-quality care for all.
3. We will be able to find, apply for, and receive sufficient grant funding.

Our current finances and financial projections for the next two years are found Appendix E. Our goal for our first full year of operation (2022) will be to bring in \$185,000 in revenue and \$66,600 in expenses. Revenue will include grants, individual contributions, corporate sponsorships and in-kind donations. For the year of 2023, we plan to become fully operational with revenue of \$599,347 from a variety of sources including program revenue. Our expenses for that year will total \$605,856, which includes our startup costs. The year following, we project will have a revenue of \$574,347 and expenses totaling \$526,547. Most of our yearly expenses will be salaries totaling \$380,560 for 12 employees. Based on research conducted on the financials of similar, successful non-profit daycares, these projections are made in good faith.

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Appendix A



Hannah Branton, Founder/President/Secretary

Hannah Branton is a Certified Health Education Specialist with a passion for creating solutions to unaddressed areas of wellness. She holds a bachelor's degree in health education as well as an Associate degree in business. She believes in the importance of the “integration” of health (addressing multiple areas of wellness in one setting). Hannah began her journey to open Babies First in response to both her own experiences as a new mother and her experience searching for childcare for her son. While she was going through her own struggles, she realized she was not alone. Through social media groups she found there were many mothers going through the very same struggles. Many write posts desperately searching for affordable, high-quality infant care as well as answers to questions about “normal” infant development, infant health, breastfeeding, birthing, postpartum depression, and marriage issues after having a child. Hannah sought to be a part of the solution and create a unique setting where infants can get the care they deserve, and parents can get the reliable answers they need.



Beth Felton, Vice President/Treasurer

Beth Felton has 40 years of experience in childcare starting at the age of 17. She has served in many different roles including classroom teacher, assistant director, and executive director. Her most recent daycare experience was as the executive director for Quality Childcare with six locations in Arkansas. She has also served on the board of other non-profits and has experience in board management, officer positions, and grant writing. She recently retired from working for the Thompson Library where she managed their children's program. She particularly enjoys working with teachers in childcare, empowering them and making sure their needs are met and they are happy in their work. She has also raised several children herself.



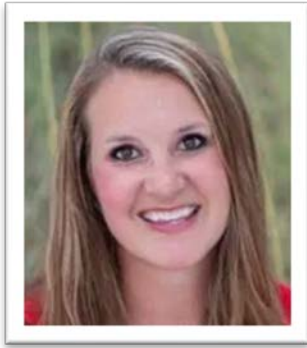
Whitney Kilgore, Director, Media Manager

Whitney Kilgore has over 10 years of experience in the childcare industry including employment at three different daycares as a teacher as well as an Assistant Director for one daycare. She also holds an Associate Degree in Teaching from Arkansas State University-Mountain Home. She hopes to provide guidance for Babies First in the area of classroom instruction as well as personnel management and maintaining good moral within the daycare. She is now a stay-at-home mom of two and enjoys spending time outdoors with her family.



Katy Carnahan, Director

Katy is a Licensed Master Social Worker for the Family Medical Center at the University of Arkansas for Medical Sciences. She worked in childcare before she made the decision to pursue her graduate degree. She also worked as a Qualified Behavioral Health Provider with a community mental health clinic in their school-based program. Katy loves the opportunity to volunteer for organizations and events including the Children's Advocacy Alliance in Conway, Toad Suck Daze Festival committee, and the Dragon Boat Festival benefitting the Children's Protection Center in Little Rock. She is a mom to a 6-year-old named Mackenzie and she is a dog mom to a mini(ish) Australian Shepherd, Abby. In her spare time, she enjoys anything active and outside with her family, Crossfit, reading a good book, and she is an avid puzzle doer.



Emily Paul, MS, CHES, CBE, CCE (ACBE)

Emily Paul is a Certified Health Education Specialist, Certified Breastfeeding Educator, a Certified Childbirth Educator, and a Certified BLS instructor. She enjoys spending time with her family and friends. She lives in Vilonia, Arkansas with her husband (Nathan) and her 2 daughters (Adleigh and Rynleigh). They all love to be outside, especially if there is a body of water involved (the beach, a lake or a pool). Emily worked as a patient education specialist in the Maternal/Infant world at UAMS from June 2012 to March 2021. She now is the Clinical Project Coordinator for HD Nursing. She has been teaching online classes (human sexuality and women's health) at UCA since 2010. Her involvement with Babies First will include: Board member, Instructor for prenatal and parenting classes, and volunteer.



Lauren Gibson-Olive, MD, MBA

Lauren Gibson-Oliver (she/her) is a Family Medicine physician who grew up in Boulder, Colorado and attended the University of Colorado for her undergraduate degree in biology. She went on to receive her MD from Caribbean Medical University and an MBA from Davenport University. After serving as chief resident and graduating from the University of Arkansas for Medical Sciences Family Medicine Residency Program - Little Rock in 2020, she joined the faculty as the Associate Residency Program Director. Having worked various jobs in the healthcare field since age 18, she found that Family Medicine aligned with her values and passions of education, patient- and community-centered relational care, prevention, and health disparities for historically marginalized and underserved communities. As a community physician and educator, Dr. Gibson-Oliver sees firsthand the struggles families face with lack of access to affordable high-quality childcare and parent/caregiver education and believes Babies First fulfills a desperate need in our community. Dr. Gibson-Oliver will provide Babies First with a family physician's perspective to deliver the best services and care to our clients and community.

Appendix B

ARTICLE I, NAME

1.01 Name

The name of this corporation shall be Babies First, Inc. The business of the corporation may be conducted as Babies First, Inc.

ARTICLE II, PURPOSES AND POWERS

2.01 Purpose

Babies First, Inc. is a non-profit corporation and shall be operated exclusively for educational and charitable purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code of 1986, or the corresponding section of any future Federal tax code.

Our purpose is to improve the overall wellness of parents and their babies.

2.02 Powers

The corporation shall have the power, directly or indirectly, alone or in conjunction or cooperation with others, to do any and all lawful acts which may be necessary or convenient to affect the charitable purposes, for which the corporation is organized, and to aid or assist other organizations or persons whose activities further accomplish, foster, or attain such purposes. The powers of the corporation may include, but not be limited to, the acceptance of contributions from the public and private sectors, whether financial or in-kind contributions.

2.03 Nonprofit Status and Exempt Activities Limitation.

(a) Nonprofit Legal Status. Babies First, Inc. is an Arkansas non-profit public benefit corporation, recognized as tax exempt under Section 501(c)(3) of the United States Internal Revenue Code.

(b) Exempt Activities Limitation. Notwithstanding any other provision of these Bylaws, no director, officer, employee, member, or representative of this corporation shall take any action or carry on any activity by or on behalf of the corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code as it now exists or may be amended, or by any organization contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as it now exists or may be amended. No part of the net earnings of the corporation shall inure to the benefit or be distributable to any director, officer, member, or other private person, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in the Articles of Incorporation and these Bylaws.

(c) Distribution Upon Dissolution. Upon termination or dissolution of the Babies First, Inc., any assets lawfully available for distribution shall be distributed to one (1) or more qualifying organizations described in Section 501(c)(3) of the 1986 Internal Revenue Code (or described in any corresponding provision of any successor statute) which organization or organizations have a charitable purpose which, at least generally, includes a purpose similar to the terminating or dissolving corporation.

The organization to receive the assets of the Babies First, Inc. hereunder shall be selected in the discretion of a majority of the managing body of the corporation, and if its members cannot so agree, then the recipient organization shall be selected pursuant to a verified petition in equity filed in a court of proper jurisdiction against the Babies First, Inc., by one (1) or more of its managing body which verified petition shall contain such statements as reasonably indicate the applicability of this section. The court upon a finding that this section is applicable shall select the qualifying organization or organizations to receive the assets to be distributed, giving preference if practicable to organizations located within the State of Arkansas.

In the event that the court shall find that this section is applicable but that there is no qualifying organization known to it which has a charitable purpose, which, at least generally, includes a purpose similar to the Babies First, Inc., then the court shall direct the distribution of its assets lawfully available for distribution to the Treasurer of the State of Arkansas to be added to the general fund.

ARTICLE III, MEMBERSHIP

3.01 No Membership Classes

The corporation shall have no members who have any right to vote or title or interest in or to the corporation, its properties and franchises.

3.02 Non-Voting Affiliates

The board of directors may approve classes of non-voting affiliates with rights, privileges, and obligations established by the board. Affiliates may be individuals, businesses, and other organizations that seek to support the mission of the corporation. The board, a designated committee of the board, or any duly elected officer in accordance with board policy, shall have authority to admit any individual or organization as an affiliate, to recognize representatives of affiliates, and to make determinations as to affiliates' rights, privileges, and obligations. At no time shall affiliate information be shared with or sold to other organizations or groups without the affiliate's consent. At the discretion of the board of directors, affiliates may be given endorsement, recognition and media coverage at fundraising activities, clinics, other events or at the corporation website. Affiliates have no voting rights, and are not members of the corporation.

3.03 Dues

Any dues for affiliates shall be determined by the board of directors.

ARTICLE IV, BOARD OF DIRECTORS

4.01 Number of Directors

Babies First, Inc. shall have a board of directors consisting of at least 4 and no more than 15 directors. Within these limits, the board may increase or decrease the number of directors serving on the board, including for the purpose of staggering the terms of directors.

4.02 Powers

All corporate powers shall be exercised by or under the authority of the board and the affairs of the Babies First, Inc. shall be managed under the direction of the board, except as otherwise provided by law.

4.03 Terms

- (a) All directors shall be elected to serve a one-year term, however the term may be extended until a successor has been elected.
- (b) Director terms shall be staggered so that approximately half the number of directors will end their terms in any given year.
- (c) Directors may serve terms in succession.
- (d) The term of office shall be considered to begin January 1 and end December 31 of the second year in office, unless the term is extended until such time as a successor has been elected.

4.04 Qualifications and Election of Directors

In order to be eligible to serve as a director on the board of directors, the individual must be 18 years of age and have experience and/or education related to Babies First, Inc. mission. Directors may be elected at any board meeting by the majority vote of the existing board of directors. The election of directors to replace those who have fulfilled their term of office shall take place in January of each year. All directors must adhere to the job description created and approved by Babies First, Inc.

4.05 Vacancies

The board of directors may fill vacancies due to the expiration of a director's term of office, resignation, death, or removal of a director or may appoint new directors to fill a previously unfilled board position, subject to the maximum number of directors under these Bylaws.

- (a) Unexpected Vacancies. Vacancies in the board of directors due to resignation, death, or removal shall be filled by the board members for the balance of the term of the director being replaced.

4.06 Removal of Directors

A director may be removed by two-thirds vote of the board of directors then in office, if:

- (a) the director is absent and unexcused from two or more meetings of the board of directors in a twelve month period. The board president is empowered to excuse directors from attendance for a reason deemed adequate by the board president. The president shall not have the power to excuse him/herself from the board meeting attendance and in that case, the board vice president shall excuse the president. Or:
- (b) for cause or no cause, if before any meeting of the board members at which a vote on removal will be made the director in question is given electronic or written notification of the board's intention to discuss her/his case and is given the opportunity to be heard at a meeting of the board.

4.07 Board of Directors Meetings.

- (a) Regular Meetings. The board of directors shall have a minimum of four (4) regular meetings each calendar year at times and places fixed by the board. Board meetings shall be held upon four (4) days notice by first-class mail, electronic mail, or facsimile transmission or forty-eight (48) hours notice delivered personally or by telephone. If sent by mail, facsimile transmission, or electronic mail, the notice shall be deemed to be delivered

upon its deposit in the mail or transmission system. Notice of meetings shall specify the place, day, and hour of meeting. The purpose of the meeting need not be specified.

(b) Special Meetings. Special meetings of the board may be called by the president, vice president, secretary, treasurer, or any two (2) other directors of the board of directors. A special meeting must be preceded by at least 2 days notice to each director of the date, time, and place, but not the purpose, of the meeting.

(c) Waiver of Notice. Any director may waive notice of any meeting, in accordance with Arkansas law.

4.08 Manner of Acting.

(a) Quorum. A majority of the directors in office immediately before a meeting shall constitute a quorum for the transaction of business at that meeting of the board. No business shall be considered by the board at any meeting at which a quorum is not present.

(b) Majority Vote. Except as otherwise required by law or by the articles of incorporation, the act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the board.

(C) Hung Board Decisions. On the occasion that directors of the board are unable to make a decision based on a tied number of votes, the president or treasurer in the order of presence shall have the power to swing the vote based on his/her discretion.

(d) Participation. Except as required otherwise by law, the Articles of Incorporation, or these Bylaws, directors may participate in a regular or special meeting through the use of any means of communication by which all directors participating may simultaneously hear each other during the meeting, including in person, internet video meeting or by telephonic conference call.

4.09 Compensation for Board Members Services

Directors shall receive no compensation for carrying out their duties as directors. The board may adopt policies providing for reasonable reimbursement of directors for expenses incurred in conjunction with carrying out board responsibilities, such as travel expenses to attend board meetings.

4.10 Compensation for Professional Services by Directors

Directors are not restricted from being remunerated for professional services provided to the corporation. Such remuneration shall be reasonable and fair to the corporation and must be reviewed and approved in accordance with the board Conflict of Interest policy and state law.

ARTICLE V, COMMITTEES

5.01 Committees

The board of directors may, by the resolution adopted by a majority of the directors then in office, designate one or more committees, each consisting of two or more directors, to serve at the pleasure of the board. Any committee, to the extent provided in the resolution of the board, shall have all the authority of the board, except that no committee, regardless of board resolution, may:

- (a) take any final action on matters which also requires board members' approval or approval of a majority of all members;
 - (b) fill vacancies on the board of directors or in any committee which has the authority of the board;
 - (c) amend or repeal Bylaws or adopt new Bylaws;
 - (d) amend or repeal any resolution of the board of directors which by its express terms is not so amendable or repealable;
 - (e) appoint any other committees of the board of directors or the members of these committees;
 - (f) expend corporate funds to support a nominee for director; or
 - (g) approve any transaction;
- (i) to which the corporation is a party and one or more directors have a material financial interest; or
 - (ii) between the corporation and one or more of its directors or between the corporation or any person in which one or more of its directors have a material financial interest.

5.02 Meetings and Action of Committees

Meetings and action of the committees shall be governed by and held and taken in accordance with, the provisions of Article IV of these Bylaws concerning meetings of the directors, with such changes in the context of those Bylaws as are necessary to substitute the committee and its members for the board of directors and its members, except that the time for regular meetings of committees may be determined either by resolution of the board of directors or by resolution of the committee. Special meetings of the committee may also be called by resolution of the board of directors. Notice of special meetings of committees shall also be given to any and all alternate members, who shall have the right to attend all meetings of the committee. Minutes shall be kept of each meeting of any committee and shall be filed with the corporate records. The board of directors may adopt rules for the governing of the committee not inconsistent with the provision of these Bylaws.

5.03 Informal Action By The Board of Directors

Any action required or permitted to be taken by the board of directors at a meeting may be taken without a meeting if consent in writing, setting forth the action so taken, shall be agreed by the consensus of a quorum. For purposes of this section an e-mail transmission from an e-mail address on record constitutes a valid writing. The intent of this provision is to allow the board of directors to use email to approve actions, as long as a quorum of board members gives consent.

ARTICLE VI, OFFICERS

6.01 Board Officers

The officers of the corporation shall be a board president, vice-president, secretary, treasurer and media manager, all of whom shall be chosen by, and serve at the pleasure of, the board of directors. Each board officer shall have the authority and shall perform the duties set forth in these Bylaws or by resolution of the board or by direction of an officer authorized by the board to prescribe the duties and authority of other officers. The board may also appoint additional vice-presidents and such other officers as it deems expedient for the proper conduct of the business of the corporation, each of whom shall have such authority and shall perform such duties as the

board of directors may determine. One person may hold two or more board offices, but no board officer may act in more than one capacity where action of two or more officers is required.

6.02 Term of Office

Each officer shall serve a one-year term of office and may not serve more than five (5) consecutive terms of office. Unless unanimously elected by the board at the end of his/her five (5) year terms or to fill a vacancy in an officer position, each board officer's term of office shall begin upon the adjournment of the board meeting at which elected and shall end upon the adjournment of the board meeting during which a successor is elected.

6.03 Removal and Resignation

The board of directors may remove an officer at any time, with or without cause. Any officer may resign at any time by giving written notice to the corporation without prejudice to the rights, if any, of the corporation under any contract to which the officer is a party. Any resignation shall take effect at the date of the receipt of the notice or at any later time specified in the notice, unless otherwise specified in the notice. The acceptance of the resignation shall not be necessary to make it effective.

6.04 Board President

The board president shall be the chief volunteer officer of the corporation. The president shall:

- (a) Lead the board of directors in performing its duties and responsibilities.
- (b) Preside over all meetings of the board.
- (c) Create agendas for board meetings and provide these agendas to board members four (4) days before the meeting takes place.
- (d) Set goals for Babies First, Inc.
- (e) Follow up on board decisions to ensure implementation.
- (f) Prepare and submit the annual report of Babies First, Inc. for the Secretary of State every August.
- (g) Stay up to date on the needs of Babies First, Inc. target population to ensure the goals and objectives stay relevant.
- (h) Contribute ideas and plan fundraising events.
- (i) Work with vice president and treasurer to create the Babies First, Inc. budget every fiscal year.

6.05 Vice President

In the absence or disability of the board president, the ranking vice-president or vice-president designated by the board of directors shall perform the duties of the board president. When so acting, the vice-president shall have all the powers of and be subject to all the restrictions upon the board president. Other duties include:

- (a) Working with the president of the board to set goals and objectives for Babies First, Inc.
- (b) Become thoroughly familiar with the operations of Babies First, Inc. including:
 - a. History, purpose, vision, and mission.
 - b. Fundraising events
 - c. Duties and functions of all officer positions
- (c) Take the office of president should the president be removed or resign.
- (d) Contribute ideas and plan fundraising events.
- (e) Ensure partner organizations are kept up to date on the business of Babies First, Inc.
- (f) Work with president and treasurer to create the Babies First, Inc. budget every fiscal year.

6.06 Secretary

The board secretary shall

- (a) Record and publish minutes of all meetings of the board.
- (b) Notify all board member of meetings as instructed by these bylaws.
- (c) Train incoming secretary in regards to duties.
- (d) All other duties as determined by the board of directors.

6.07 Treasurer

The treasurer shall be the lead director for oversight of the financial condition and affairs of the corporation. The treasurer shall oversee and keep the board informed of the financial condition of the corporation and of audit or financial review results. In conjunction with other directors or officers, the treasurer shall oversee budget preparation and shall ensure that appropriate financial reports, including an account of major transactions and the financial condition of the corporation, are made available to the board of directors on a timely basis or as may be required by the board of directors. The treasurer shall also:

- (a) Take the lead in helping the rest of the board form financial policies such as who can access funds, who has check-signing authority, how expenses get reimbursed, use of the organization's credit card and handling of small cash expenses.
- (b) Work with another director to prepare the annual audit report.
- (c) Provide a financial report for the board to review at every meeting.
- (d) Inform the rest of the board about important financial events, national or global trends, and any other financial concerns.
- (e) File Form 990 with the IRS annually.

The treasurer may appoint, with approval of the board a qualified fiscal agent or member of the staff to assist in performance of all or part of the duties of the treasurer.

6.08 Media Manager

The media manager shall:

- (a) Keep Babies First, Inc. website up to date and operational.
- (b) Photograph all Babies First, Inc. events.
- (c) Post updates and photos to Babies First, Inc. social media pages.
- (d) Attract attention to Babies First, Inc. from the media and target population through social media posts, radio interviews, articles, etc.

6.08 Non-Director Officers

The board of directors may designate additional officer positions of the corporation and may appoint and assign duties to other non-director officers of the corporation.

ARTICLE VII, CONTRACTS, CHECKS, LOANS,

INDEMNIFICATION AND RELATED MATTERS

7.01 Contracts and other Writings

Except as otherwise provided by resolution of the board or board policy, all contracts, deeds, leases, mortgages, grants, and other agreements of the corporation shall be executed on its behalf by the treasurer or other persons to whom the corporation has delegated authority to execute such documents in accordance with policies approved by the board.

7.02 Checks, Drafts

All checks, drafts, or other orders for payment of money, notes, or other evidence of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents, of the corporation and in such manner as shall from time to time be determined by resolution of the board.

7.03 Deposits

All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, trust companies, or other depository as the board or a designated committee of the board may select.

7.04 Loans

No loans shall be contracted on behalf of the corporation and no evidence of indebtedness shall be issued in its name unless authorized by resolution of the board. Such authority may be general or confined to specific instances.

7.05 Indemnification

(a) Mandatory Indemnification. The corporation shall indemnify a director or former director, who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which he or she was a party because he or she is or was a director of the corporation against reasonable expenses incurred by him or her in connection with the proceedings.

(b) Permissible Indemnification. The corporation shall indemnify a director or former director made a party to a proceeding because he or she is or was a director of the corporation, against liability incurred in the proceeding, if the determination to indemnify him or her has been made in the manner prescribed by the law and payment has been authorized in the manner prescribed by law.

(c) Advance for Expenses. Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the corporation in advance of the final disposition of such action, suit or proceeding, as authorized by the board of directors in the specific case, upon receipt of (I) a written affirmation from the director, officer, employee or agent of his or her good faith belief that he or she is entitled to indemnification as authorized in this article, and (II) an undertaking by or on behalf of the director, officer, employee or agent to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by the corporation in these Bylaws.

(d) Indemnification of Officers, Agents and Employees. An officer of the corporation who is not a director is entitled to mandatory indemnification under this article to the same extent as a director. The corporation may also indemnify and advance expenses to an employee or agent of the corporation who is not a director,

consistent with Arkansas Law and public policy, provided that such indemnification, and the scope of such indemnification, is set forth by the general or specific action of the board or by contract.

ARTICLE VIII, MISCELLANEOUS

8.01 Books and Records

The corporation shall keep correct and complete books and records of account and shall keep minutes of the proceedings of all meetings of its board of directors, a record of all actions taken by board of directors without a meeting, and a record of all actions taken by committees of the board. In addition, the corporation shall keep a copy of the corporation's Articles of Incorporation and Bylaws as amended to date.

8.02 Fiscal Year

The fiscal year of the corporation shall be from January 1 to December 31 of each year.

8.03 Conflict of Interest

The board shall adopt and periodically review a conflict of interest policy to protect the corporation's interest when it is contemplating any transaction or arrangement which may benefit any director, officer, employee, affiliate, or member of a committee with board-delegated powers.

8.04 Nondiscrimination Policy

The officers, directors, committee members, employees, and persons served by this corporation shall be selected entirely on a nondiscriminatory basis with respect to age, sex, race, religion, national origin, and sexual orientation. It is the policy of Babies First, Inc. not to discriminate on the basis of race, creed, ancestry, marital status, gender, sexual orientation, age, physical disability, veteran's status, political service or affiliation, color, religion, or national origin.

8.05 Bylaw Amendment

These Bylaws may be amended, altered, repealed, or restated by a vote of the majority of the board of directors then in office at a meeting of the Board, provided, however,

(a) that no amendment shall be made to these Bylaws which would cause the corporation to cease to qualify as an exempt corporation under Section 501 (c)(3) of the Internal Revenue Code of 1986, or the corresponding section of any future Federal tax code; and,

(b) that an amendment does not affect the voting rights of directors. An amendment that does affect the voting rights of directors further requires ratification by a two-thirds vote of a quorum of directors at a Board meeting.

(c) that all amendments be consistent with the Articles of Incorporation.

ARTICLE IX

COUNTERTERRORISM AND DUE DILIGENCE POLICY

In furtherance of its exemption by contributions to other organizations, domestic or foreign, Babies First, Inc. shall stipulate how the funds will be used and shall require the recipient to provide the corporation with detailed records and financial proof of how the funds were utilized.

Although adherence and compliance with the US Department of the Treasury's publication the "Voluntary Best Practice for US. Based Charities" is not mandatory, Babies First, Inc. willfully and voluntarily recognizes and puts to practice these guidelines and suggestions to reduce, develop, re-evaluate and strengthen a risk-based approach to guard against the threat of diversion of charitable funds or exploitation of charitable activity by terrorist organizations and their support networks.

Babies First, Inc. shall also comply and put into practice the federal guidelines, suggestion, laws and limitation set forth by pre-existing U.S. legal requirements related to combating terrorist financing, which include, but are not limited to, various sanctions programs administered by the Office of Foreign Assets Control (OFAC) in regard to its foreign activities.

ARTICLE X, DOCUMENT RETENTION POLICY

10.01 Purpose

The purpose of this document retention policy is establishing standards for document integrity, retention, and destruction and to promote the proper treatment of Babies First, Inc. records.

10.02 Policy

Section 1. General Guidelines. Records should not be kept if they are no longer needed for the operation of the business or required by law. Unnecessary records should be eliminated from the files. The cost of maintaining records is an expense which can grow unreasonably if good housekeeping is not performed. A mass of records also makes it more difficult to find pertinent records.

From time to time, Babies First, Inc. may establish retention or destruction policies or schedules for specific categories of records in order to ensure legal compliance, and also to accomplish other objectives, such as preserving intellectual property and cost management. Several categories of documents that warrant special consideration are identified below. While minimum retention periods are established, the retention of the documents identified below and of documents not included in the identified categories should be determined primarily by the application of the general guidelines affecting document retention, as well as the exception for litigation relevant documents and any other pertinent factors.

Section 2. Exception for Litigation Relevant Documents. Babies First, Inc. expects all officers, directors, and employees to comply fully with any published records retention or destruction policies and schedules, provided that all officers, directors, and employees should note the following general exception to any stated destruction schedule: If you believe, or the president informs you, that corporate records are relevant to litigation, or potential litigation (i.e. a dispute that could result in litigation), then you must preserve those records until it is determined that the records are no longer needed. That exception supersedes any previously or subsequently established destruction schedule for those records.

Section 3. Minimum Retention Periods for Specific Categories

(a) Corporate Documents. Corporate records include the corporation's Articles of Incorporation, By-Laws and IRS Form 1023 and Application for Exemption. Corporate records should be retained permanently. IRS regulations require that the Form 1023 be available for public inspection upon request.

(b) Tax Records. Tax records include, but may not be limited to, documents concerning payroll, expenses, proof of contributions made by donors, accounting procedures, and other documents concerning the corporation's revenues. Tax records should be retained for at least seven years from the date of filing the applicable return.

(c) Employment Records/Personnel Records. State and federal statutes require the corporation to keep certain recruitment, employment and personnel information. The corporation should also keep personnel files that reflect performance reviews and any complaints brought against the corporation or individual employees under applicable state and federal statutes. The corporation should also keep in the employee's personnel file all final memoranda and correspondence reflecting performance reviews and actions taken by or against personnel. Employment applications should be retained for three years. Retirement and pension records should be kept permanently. Other employment and personnel records should be retained for seven years.

(d) Board and Board Committee Materials. Meeting minutes should be retained in perpetuity in the corporation's minute book. A clean copy of all other Board and Board Committee materials should be kept for no less than three years by the corporation.

(e) Press Releases/Public Filings. The corporation should retain permanent copies of all press releases and publicly filed documents under the theory that the corporation should have its own copy to test the accuracy of any document a member of the public can theoretically produce against the corporation.

(f) Legal Files. Legal counsel should be consulted to determine the retention period of particular documents, but legal documents should generally be maintained for a period of ten years.

(g) Marketing and Sales Documents. The corporation should keep final copies of marketing and sales documents for the same period of time it keeps other corporate files, generally three years. An exception to the three-year policy may be sales invoices, contracts, leases, licenses, and other legal documentation. These documents should be kept for at least three years beyond the life of the agreement.

(h) Development/Intellectual Property and Trade Secrets. Development documents are often subject to intellectual property protection in their final form (e.g., patents and copyrights). The documents detailing the development process are often also of value to the corporation and are protected as a trade secret where the corporation:

1. derives independent economic value from the secrecy of the information; and
2. has taken affirmative steps to keep the information confidential.

The corporation should keep all documents designated as containing trade secret information for at least the life of the trade secret.

(i) Contracts. Final, execution copies of all contracts entered into by the corporation should be retained. The corporation should retain copies of the final contracts for at least three years beyond the life of the agreement, and longer in the case of publicly filed contracts.

(j) Correspondence. Unless correspondence falls under another category listed elsewhere in this policy, correspondence should generally be saved for two years.

(k) Banking and Accounting. Accounts payable ledgers and schedules should be kept for seven years. Bank reconciliations, bank statements, deposit slips and checks (unless for important payments and purchases) should be kept for three years. Any inventories of products, materials, and supplies and any invoices should be kept for seven years.

(l) Insurance. Expired insurance policies, insurance records, accident reports, claims, etc. should be kept permanently.

(m) Audit Records. External audit reports should be kept permanently. Internal audit reports should be kept for three years.

Section 4. Electronic Mail. E-mail that needs to be saved should be either:

(a) printed in hard copy and kept in the appropriate file; or

(b) downloaded to a computer file and kept electronically or on disk as a separate file. The retention period depends upon the subject matter of the e-mail, as covered elsewhere in this policy.

ARTICLE XI

Transparency and Accountability

Disclosure of Financial Information With The General Public

11.01 Purpose

By making full and accurate information about its mission, activities, finances, and governance publicly available, Babies First, Inc. practices and encourages transparency and accountability to the general public. This policy will:

- (a) indicate which documents and materials produced by the corporation are presumptively open to staff and/or the public
- (b) indicate which documents and materials produced by the corporation are presumptively closed to staff and/or the public
- (c) specify the procedures whereby the open/closed status of documents and materials can be altered.

The details of this policy are as follow:

11.02 Financial and IRS documents (The form 1023 and the form 990)

Babies First, Inc. shall provide its Internal Revenue forms 990, 990-T, 1023 and 5227, bylaws, conflict of interest policy, and financial statements to the general public for inspection free of charge.

11.03 Means and Conditions of Disclosure

Babies First, Inc. shall make “Widely Available” the aforementioned documents on its internet website to be viewed and inspected by the general public.

- (a) The documents shall be posted in a format that allows an individual using the Internet to access, download, view and print them in a manner that exactly reproduces the image of the original document filed with the IRS (except information exempt from public disclosure requirements, such as contributor lists).
- (b) The website shall clearly inform readers that the document is available and provide instructions for downloading it.
- (c) Babies First, Inc. shall not charge a fee for downloading the information. Documents shall not be posted in a format that would require special computer hardware or software (other than software readily available to the public free of charge).
- (d) Babies First, Inc. shall inform anyone requesting the information where this information can be found, including the web address. This information must be provided immediately for in-person requests and within 7 days for mailed requests.

11.04 IRS Annual Information Returns (Form 990)

Babies First, Inc. shall submit the Form 990 to its board of directors prior to the filing of the Form 990. While neither the approval of the Form 990 or a review of the 990 is required under Federal law, the corporation's Form 990 shall be submitted to each member of the board of director's via (hard copy or email) at least 10 days before the Form 990 is filed with the IRS.

11.05 Board

- (a) All board deliberations shall be open to the public except where the board passes a motion to make any specific portion confidential.
- (b) All board minutes shall be open to the public once accepted by the board, except where the board passes a motion to make any specific portion confidential.
- (c) All papers and materials considered by the board shall be open to the public following the meeting at which they are considered, except where the board passes a motion to make any specific paper or material confidential.

11.06 Staff Records

- (a) All staff records shall be available for consultation by the staff member concerned or by their legal representatives.
- (b) No staff records shall be made available to any person outside the corporation except the authorized governmental agencies.
- (c) Within the corporation, staff records shall be made available only to those persons with managerial or personnel responsibilities for that staff member, except that
- (d) Staff records shall be made available to the board when requested.

11.07 Donor Records

- (a) All donor records shall be available for consultation by the members and donors concerned or by their legal representatives
- (b) No donor records shall be made available to any other person outside the corporation except the authorized governmental agencies.
- (c) Within the corporation, donor records shall be made available only to those persons with managerial or personnel responsibilities for dealing with those donors, except that ;
- (d) donor records shall be made available to the board when requested.

ARTICLE XII

CODES OF ETHICS AND WHISTLEBLOWER POLICY

12.01 Purpose

Babies First, Inc. requires and encourages directors, officers and employees to observe and practice high standards of business and personal ethics in the conduct of their duties and responsibilities. The employees and representatives of the corporation must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. It is the intent of Babies First, Inc. to adhere to all laws and regulations that apply to the corporation and the underlying purpose of this policy is to support the corporation's goal of legal compliance. The support of all corporate staff is necessary to achieving compliance with various laws and regulations.

12.02 Reporting Violations

If any director, officer, staff or employee reasonably believes that some policy, practice, or activity of Babies First, Inc. or any of its directors, employees, or officers is in violation of law, a written complaint must be filed by that person with the vice president or the board president.

12.03 Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false shall be subject to civil and criminal review.

12.04 Retaliation

Said person is protected from retaliation only if she/he brings the alleged unlawful activity, policy, or practice to the attention of Babies First, Inc. and provides the Babies First, Inc. with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is only available to individuals that comply with this requirement.

Babies First, Inc. shall not retaliate against any director, officer, staff or employee who in good faith, has made a protest or raised a complaint against some practice of Babies First, Inc. or of another individual or entity with whom Babies First, Inc. has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy.

Babies First, Inc. shall not retaliate against any director, officer, staff or employee who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of Babies First, Inc. that the individual reasonably believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, or protection of the environment.

12.05 Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations shall be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

12.06 Handling of Reported Violations

The board president or vice president shall notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports shall be promptly investigated by the board and its appointed committee and appropriate corrective action shall be taken if warranted by the investigation.

This policy shall be made available to all directors, officers, staffs or employees and they shall have the opportunity to ask questions about the policy.

ARTICLE XIII, INTERNAL GREIVANCE POLICY

Babies First, Inc. shall have an open door policy in regards to internal disputes. If an employee, director, or officer has a concern he/she wishes to report, he/she may bring that concern to the attention of the president of the board. If the concern is regarding the conduct of the president, the concern may be brought to the attention of the vice president. If the matter can be resolved by the president or vice president, no further action is required. If the concern is not then resolved, he/she may file a complaint in writing and it shall be put on the agenda for the next scheduled board meeting. Depending on the severity of the concern, an emergency board meeting may be called; this shall be left to the discretion of the president or vice president.

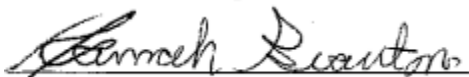
ARTICLE XIV, AMENDMENTS OF ARTICLES OF INCORPORATION

14.01 Amendment

Any amendment to the Articles of Incorporation may be adopted by approval of two-thirds (2/3) of the board of directors.

CERTIFICATE OF ADOPTION OF BYLAWS

I do hereby certify that the above stated Bylaws of Babies First, Inc. were approved by the Babies First, Inc. board of directors on November 7, 2021 and constitute a complete copy of the Bylaws of the corporation.



Hannah Branton, Secretary

Date: 11/7/2021

CONFLICT OF INTEREST POLICY AND AGREEMENT

ARTICLE I, PURPOSES

It is important for Babies First, Inc. directors, officers, and staff to be aware that both real and apparent conflicts of interest or dualities of interest sometimes occur in the course of conducting the affairs of the corporation and that the appearance of conflict can be troublesome even if there is in fact no conflict whatsoever. Conflicts occur because the many persons associated with the corporation should be expected to have, and do in fact generally have multiple interests and affiliations and various positions of responsibility within the community. In these situations a person will sometimes owe identical duties of loyalty to two or more corporations. The purpose of the conflict of interest policy is to protect the corporation's tax-exempt interest when it is

contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the corporation or might result in a possible excess benefit transaction. The policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Conflicts are undesirable because they potentially or eventually place the interests of others ahead of the corporation's obligations to its charitable purposes and to the public interest. Conflicts are also undesirable because they often reflect adversely upon the person involved and upon the institutions with which they are affiliated, regardless of the actual facts or motivations of the parties. However, the long-range best interests of the corporation do not require the termination of all association with persons who may have real or apparent conflicts that are harmless to all individuals or entities involved.

Each member of the board of directors and the staff of the corporation has a duty of loyalty to the corporation. The duty of loyalty generally requires a director or staff member to prefer the interests of the corporation over the director's/staff's interest or the interests of others. In addition, directors and staff of the corporation shall avoid acts of self-dealing which may adversely affect the tax-exempt status of the corporation or cause there to arise any sanction or penalty by a governmental authority.

ARTICLE II, DEFINITIONS

2.1 Interested Person

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

2.2 Financial Interest

A person has a financial interest if the person has, directly or indirectly, thorough business, investment, or family:

- (a) An ownership or investment interest in any entity with which the corporation has a transaction or arrangement,
- (b) A compensation arrangement with the corporation or with any entity or individual with which the corporation has a transaction or arrangement, or
- (c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

ARTICLE III, PROCEDURES

3.1 Duty to Disclose

In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement

3.2 Determining Whether a Conflict of Interest Exists

After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3.3 Procedures for Addressing the Conflict of Interest

(a) An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

(b) The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

(c) After exercising due diligence, the governing board or committee shall determine whether the corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

(d) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

3.4 Violations of the Conflicts of Interest Policy

(a) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.

(b) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

ARTICLE IV, RECORDS OF PROCEEDINGS

4.1 Minutes

The minutes of the governing board and all committees with board delegated powers shall contain:

(a) The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

(b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

ARTICLE V, COMPENSATION

5.1 Voting

(a) A voting member of the governing board who receives compensation, directly or indirectly, from the corporation for services is precluded from voting on matters pertaining to that member's compensation.

(b) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the corporation for services is precluded from voting on matters pertaining to that member's compensation.

5.3. Consulting

No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

ARTICLE VI, ANNUAL STATEMENTS

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

(a) Has received a copy of the conflicts of interest policy,

(b) Has read and understands the policy,

(c) Has agreed to comply with the policy, and

(e) Understands that the corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

ARTICLE VII, PERIODIC REVIEWS

To ensure the corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(a) Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.

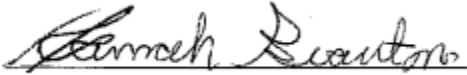
(b) Whether partnerships, joint ventures, and arrangements with management corporations conform to the corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII, USE OF OUTSIDE EXPERTS

When conducting the periodic reviews as provided for in Article VII, the corporation may, but need not, use outside advisers. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

CERTIFICATE OF ADOPTION OF CONFLICT OF INTEREST POLICY

I do hereby certify that the above stated Conflict of Interest Policy and Agreement for Babies First, Inc. were approved and adopted by the board of directors on Saturday, November 7, 2021 and constitute a complete copy of the Conflict of Interest Policy of the corporation.

A handwritten signature in dark ink, appearing to read "Hannah Branton", is written over a horizontal line.

Hannah Branton, Secretary

Date: 11/7/2021

Babies First, Inc. Nonprofit Member of the Board of Directors

Mission

Babies First, Inc.'s mission is to improve the health of families through high-quality infant/toddler childcare, parent education and support.

Position

The Board will support the work of Babies First, Inc. and provide mission-based leadership and strategic governance. While day-to-day operations are led by Babies First, Inc.'s chief executive officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific Board Member responsibilities include:

Leadership, governance and oversight

- Serving as a trusted advisor to the CEO as s/he develops and implements Babies First, Inc.'s strategic plan
- Reviewing outcomes and metrics created by Babies First, Inc. for evaluating its impact, and regularly measuring its performance and effectiveness using those metrics; reviewing agenda and supporting materials prior to board and committee meetings
- Approving Babies First, Inc.'s annual budget, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities
- Contributing to an annual performance evaluation of the CEO
- Assisting the CEO and President in identifying and recruiting other Board Members
- Partnering with the CEO and other board members to ensure that board resolutions are carried out
- Serving on committees or task forces and taking on special assignments as needed
- Representing Babies First, Inc. to stakeholders; acting as an ambassador for the organization
- Ensuring Babies First, Inc.'s commitment to a diverse board and staff that reflects the communities Babies First, Inc. serves

Fundraising

Babies First, Inc. Board Members will consider Babies First, Inc. a philanthropic priority and make annual gifts that reflect that priority. So that Babies First, Inc. can credibly solicit contributions from foundations, organizations, and individuals, Babies First, Inc. expects to have 100 percent of Board Members make an annual contribution to the organization. This shall include any contribution which will assist Babies First, Inc in accomplishing the mission including but not limited to money, products, or services.

Board terms/participation

Babies First, Inc.'s Board Members will serve a one-year term to be eligible for re-appointment. Board meetings will be held monthly until organization is well established, then quarterly. Committee meetings will be held in coordination with full board meetings.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about Babies First, Inc.'s mission. His/her accomplishments will allow him/her to attract other well-qualified, high-performing Board Members.

Ideal candidates will have the following qualifications:

- Extensive experience with or as a part of the target population.
- A commitment to and understanding of Babies First, Inc.'s beneficiaries, preferably based on experience
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Personal qualities of integrity, credibility, and a passion for improving the lives of Babies First, Inc.'s beneficiaries

Service on Babies First, Inc.'s Board of Directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to Board Members' duties.

Appendix C

Executive Director Job Posting/Description

Babies First, Inc. is a high-quality, non-profit childcare center serving ages 4 weeks to 36 months. Our mission is to improve the wellness of families through high-quality infant/toddler childcare and parent support. If you have been searching for a way to make a true difference in the lives of the families you serve in a unique way, this is the right position for you. We will provide truly unique care for our families and you will be expected to share this passion. Our program will feature a 1:3 child to caregiver ratio, group sizes of six, experienced staff, parent support/education program, and affordability.

The Executive Director will have a variety of responsibilities including Leadership, Board Development, Public Relations, Financial Management, Compliance, and Parent Support/Education. Essential duties include but are not limited to:

- Leadership
 - Serve as an example to staff.
 - Provide oversight for the organization, ensuring the mission is being pursued.
 - Provide direction for employees.
- Board Development
 - Serve as the liaison between the board of directors and the staff.
 - Ensure the board is well-informed of the innerworkings of the organization.
 - Relay suggestions and ideas to the board of directors.
 - Participate in the strategic planning of the organization.
- Public Relations
 - Serve as the face of Babies First at all times.
 - Speak with reporters, donors and other community members regarding our services and mission.
 - Attend and plan fundraising events both for Babies First and other non-profit organizations.
- Financial Management
 - Responsible for soliciting major gifts, donations, and sponsorships.
 - Basic understanding of non-profit accounting.
- Compliance
 - Ensure Babies First complies with rules and regulations for non-profit organizations.
- Parent Education/Support
 -
- Planning and implementing the parent support program in a way that best serves families.
- Ensuring families have a positive experience at Babies First, Inc.
- Continuously evaluating the parent support program to ensure community needs are met.
- Develop positive relationships with community partners to provide appropriate education for families.
- Implement quarterly parent satisfaction surveys and address concerns.

This is a full-time, Monday through Friday position, must have weekend availability as classes require. Hours may vary, but most days will be 8-5.

The job requirements include:

- Bachelor's degree PLUS at least two years of program planning and implementation.
- Five years of customer service experience preferred.
- Experience in quality improvement is a plus.
- Non-profit management experience preferred.
- Excellent written and verbal communication.
- Strong leadership and interpersonal skills.
- Ability to empathize with parents and caregivers.
- Excellent organizational and problem-solving skills.
- Friendly and approachable demeanor.
- Ability to always maintain a professional and ethical attitude.

Childcare Program Director Job Posting/Description

Babies First, Inc. is a high-quality, non-profit childcare center serving ages 4 weeks to 36 months. Our mission is to improve the wellness of families through high-quality infant/toddler childcare and parent support. If you have been searching for a way to make a true difference in the lives of the families you serve in a unique way, this is the right position for you. We will provide truly unique care for our families and you will be expected to share this passion. Our program will feature a 1:3 child to caregiver ratio, group sizes of six, experienced staff, parent support/education program, and affordability.

We are looking for a Director for our childcare program. The perfect candidate will have experience in the childcare industry and will share the passion we have for providing a different kind of service to families. The Director will have a positive attitude and ensure families have an amazing experience with our center. Duties include but are not limited to:

- Ensure a safe and happy environment which encourages healthy development for all children enrolled.
- Supervise caregivers and ensure their needs are met as valued employees.
- Evaluate the need and order appropriate materials and supplies needed for the center.
- Serve on the hiring committee to ensure high quality staff.
- Train caregivers to provide high quality care to infants and toddlers.
- Ensure all required continuing education is completed by all staff.
- Serve as the spokesperson for staff to the Board of Directors.
- Communicate and meet with parents every quarter to review each child's progress and address concerns.
- Manage and oversee budget of the childcare program.
- Develop and implement a successful marketing plan.
- Develop and maintain our program portfolio for Better Beginnings
- Work with the Director of the Parent Support program to ensure the overall mission of Babies First, Inc is achieved.

This position will be Monday-Friday, 9:00 am – 6:00 pm

Job requirements:

- Bachelor's degree in related field plus 5 years of childcare experience OR Associate's degree in related field plus 8 years of childcare experience.
- 1-2 years of experiences as a childcare director is preferred.
- PAS basics training completed.
- Meet requirements for Foundation 3 or higher, including 21 clock hours of training in program planning/management and/or leadership preferred
- Training in infant/toddler Environmental Rating Scales.
- Completed training in developmentally appropriate activities for infants and toddlers.
- Excellent written and verbal communication.
- Strong leadership and interpersonal skills.
- Ability to empathize with parents and caregivers.
- Excellent organizational and problem-solving skills.

- Friendly and approachable demeanor.
- Ability to always maintain a professional and ethical attitude.

Full-time Infant/Toddler Teacher Job Posting/Description

Babies First, Inc. is a high-quality, non-profit childcare center serving ages 4 weeks to 36 months. Our mission is to improve the wellness of families through high-quality infant/toddler childcare and parent support. If you have been searching for a way to make a true difference in the lives of the families you serve, this is the right position for you. We will provide truly unique care for our families and you will be expected to share our passion. Our program will feature a 1:3 child to caregiver ratio, group sizes of no more than six, experienced staff, a parent support/education program, and affordability.

We are seeking full-time infant/toddler teachers to provide high quality care for families. The perfect candidates understand that infant and toddler care is more than just changing diapers. At Babies First, Inc, you will be respected and appreciated as the heartbeat of our center, and we will expect you to respect and appreciate our families in return. You are expected to do more than just babysit, and we will work to provide an environment which allows you to do this confidently. We are a new center, but will operate as a 3-Star Better Beginnings center and will acquire this rating ASAP. Your duties will include but are not limited to:

- Working with your co-teacher to create and implement a curriculum for the infants/toddlers in your class.
- Create portfolios for each child and update them regularly.
- Thinking on your feet in order to respond to individual needs of the children
- Displaying a patient and calm personality.
- Observing infants/toddlers for healthy development.
- Providing each child with a secure relationship and support.
- Reporting accidents, illnesses, or unusual behavior to the director and parents.
- Update parents during the day through the Brightwheel application.
- Answer any questions parents may have to the best of your ability.
- Change diapers as requested by the parents.
- Feeding babies as requested by the parents.
- Have an approachable demeanor.
- Attend all fundraising events held by Babies First, Inc.
- Complete all continuing education as assigned by Director.
- Train volunteers on the basics of infant/toddler care.

This will be a full-time position, Monday-Friday 6:00 am to 3:00 pm.

Requirements:

- Associate degree related to child development PLUS 3 years of experience in an infant/toddler care setting OR a high school diploma or equivalent PLUS 5 years of related experience.
- Bachelor's degree in Child Development or related field and two years of experience in an infant/toddler care setting preferred.
- Within the first year of employment you must meet requirements for Foundation 1 or higher or Better Beginnings.
- Excellent written and verbal communication.
- Strong leadership and interpersonal skills.
- Ability to empathize with parents and caregivers.
- Excellent organizational and problem-solving skills.

- Friendly and approachable demeanor.
- Ability to always maintain a professional and ethical attitude.

Infant/Toddler Teacher's Aide Job Posting/Description

Babies First, Inc. is a high-quality, non-profit childcare center serving ages 4 weeks to 36 months. Our mission is to improve the wellness of families through high-quality infant/toddler childcare and parent support. If you have been searching for a way to make a true difference in the lives of the families you serve, this is the right position for you. We will provide truly unique care for our families, and you will be expected to share our passion. Our program will feature a 1:3 child to caregiver ratio, group sizes of no more than six, experienced staff, a parent support/education program, and affordability.

We are seeking part-time infant/toddler teachers to provide high-quality care for families. The perfect candidates understand that infant and toddler care is more than just changing diapers. At Babies First, Inc, you will be respected and appreciated as the heartbeat of our center, and we will expect you to respect and appreciate our families in return. You are expected to do more than just babysit, and we will work to provide an environment which allows you to do this confidently. We are a new center but will operate as a 3-Star Better Beginnings center and will acquire this rating ASAP. Your duties will include but are not limited to:

- Following the curriculum provided by the lead teachers.
- Providing detailed communication to parents when they pick up their child about their day. This will require good communication with the lead teachers.
- Thinking on your feet in order to respond to individual needs of the children
- Displaying a patient and calm personality.
- Observing infants/toddlers for healthy development.
- Providing each child with a secure relationship and support.
- Reporting accidents, illnesses, or unusual behavior to the director and parents.
- Update parents during the day through the Brightwheel application.
- Have an approachable demeanor.
- Change diapers as requested by the parents.
- Feeding babies as requested by the parents.
- Attend all fundraising events held by Babies First, Inc.
- Complete all continuing education as assigned by Director.
- Train volunteers on the basics of infant/toddler care.

This will be a full-time position, Monday-Friday, must have evening and weekend availability for parent classes (at least two week notice will be given regarding evening and weekend needs)

Requirements:

- Associate degree related to child development PLUS 1 year of experience in an infant/toddler care setting OR a high school diploma or equivalent PLUS 3 years of related experience.
- Within the first year of employment you must meet requirements for Foundation 1 or higher or Better Beginnings.
- Excellent written and verbal communication.
- Strong leadership and interpersonal skills.
- Ability to empathize with parents and caregivers.
- Excellent organizational and problem-solving skills.
- Friendly and approachable demeanor.
- Ability to always maintain a professional and ethical attitude.

Volunteer Infant/Toddler Helper Job Posting/Description

Babies First, Inc. is a high-quality, non-profit childcare center serving ages 4 weeks to 36 months. Our mission is to improve the wellness of families through high-quality infant/toddler childcare and parent support. If you have a passion for infant care and have been searching for a way to make a true difference in the lives of families, we would love for you volunteer for us. We will provide truly unique care for our families, and you will be a unique part of this mission. Our program will feature a 1:3 child to caregiver ratio, group sizes of no more than six, experienced staff, a parent support/education program, and affordability.

We are seeking passionate volunteers to assist our infant/toddler teachers with whatever they may need to provide excellent, individualized care for the babies enrolled. Working as an infant/toddler teacher can be overwhelming at times, and this is where you come in! The perfect candidates understand that infant and toddler care is more than just changing diapers. Your duties will include but are not limited to:

- Assisting teachers with diaper changes, feedings, and activities as specified by teachers.
- Stay knowledgeable of Babies First, Inc services.
- Thinking on your feet in order to respond to individual needs of the children.
- Displaying a patient and calm personality.
- Observing infants/toddlers for healthy development.
- Reporting accidents, illnesses, or unusual behavior to the director and parents.
- Have an approachable demeanor.

Schedules will involve 2-4 hour blocks (Examples: 6:00 am – 10:00 am, 10:00 am – 2:00 pm, 2:00 pm – 6:00 pm) Monday through Friday. Shorter shifts may be considered if needed.

Requirements:

- AT LEAST 1 year of experience in infant/toddler care.
- Excellent written and verbal communication.
- Ability to read and follow directions.
- Punctuality.
- Ability to empathize with parents and caregivers.
- Excellent organizational and problem-solving skills.
- Friendly and approachable demeanor.
- Ability to always maintain a professional and ethical attitude.

Appendix D

Start-Up Costs

Classroom (each)	Cost
Cribs (6)	\$2500.00
Sheets	\$ 300.00
Bottle Warmers (4)	\$ 160.00
Heavy Duty Trashcan with Lid	\$ 165.00
Toys	\$2000.00
Toy Shelves	\$ 300.00
Climbing Toys (Soft Zone)	\$ 490.00
Books	\$ 400.00
Infant Floor Seats (4)	\$ 400.00
Infant Feeding Chairs (4)	\$ 320.00
Bookshelf	\$ 169.00
Small Refrigerator (10 Cubic ft.)	\$ 400.00
Changing Station	\$2000.00
Storage for Supplies (Wall Mounted)	\$ 480.00
Hooks for Diaper Bags	\$300.00
Clipboards	\$ 120.00
Tablet	\$ 600.00
Rugs	\$ 700.00
Bibs	\$ 60.00
Glider	\$ 1000.00
TOTAL	\$12,864.00 x 4 = \$51,456.00

Parent/Staff Information Center	Cost
Materials (books, handouts, etc.)	\$1000.00
Bookshelves	\$ 800.00
Tables (2)	\$ 600.00
Chairs (8)	\$ 400.00
White Board	\$ 200.00
Erasers	\$ 15.00
Markers	\$ 40.00
Projector equipment	\$ 650.00
TOTAL	\$3,705.00

Description for Office	Cost
3 Desks	\$2000.00
3 Computers	\$3000.00
3 Office Chairs	\$ 900.00
1 Large File Cabinet	\$ 700.00
2 Small File Cabinets	\$ 800.00
6 Client Chairs	\$ 300.00
Storage Shelves	\$ 500.00
Copy Machine	\$2200.00
Office Supplies	\$ 500.00
Wastebaskets	\$ 45.00
Childcare Software	TBD
TOTAL	\$10,945.00 + Cost of Childcare Software

Kitchen	Cost
Stove	\$2000.00
Refrigerator	\$1500.00
Dishwasher	\$3000.00
Triple Sink	\$1000.00
Pots/Pans	\$ 600.00
Cooking Spoons	\$ 60.00
Spatulas	\$ 40.00
Washcloths	\$ 30.00
Hand Towels	\$ 40.00
Sippy Cups	\$ 50.00
Plates	\$ 50.00
Flatware	\$ 50.00
TOTAL	\$8,420.00

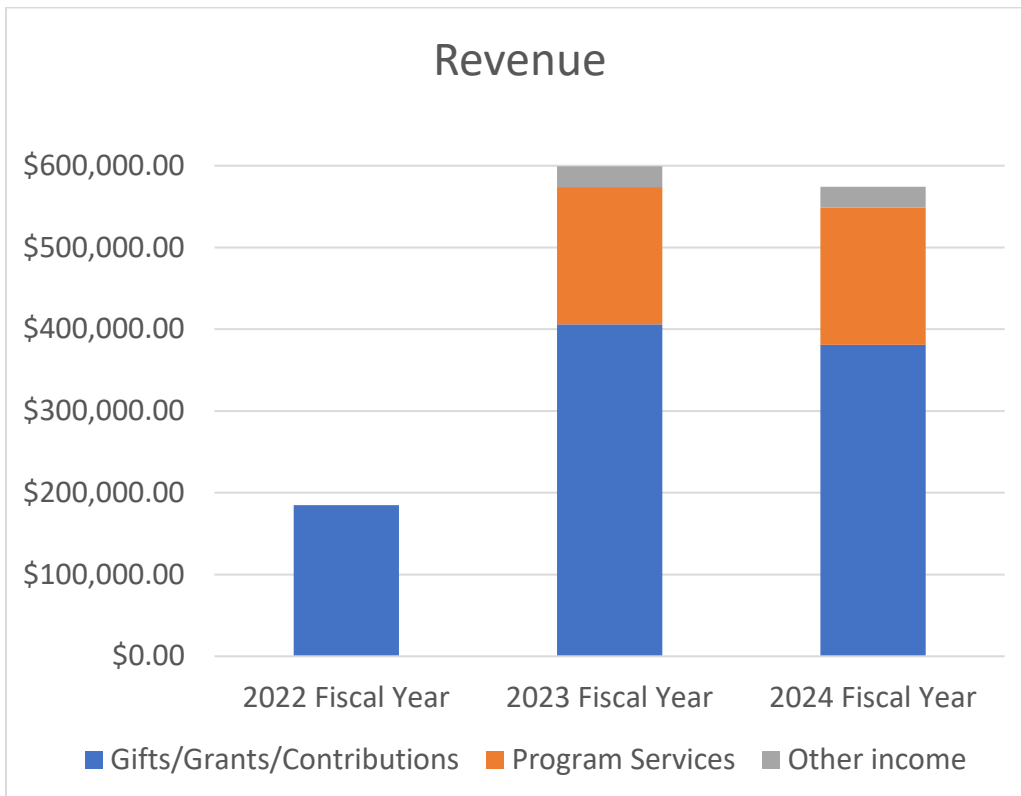
Staff Lounge	Cost
Sofa/Chair/Coffee Table	\$1700.00
Table	\$ 320.00
Stacking Chairs (4)	\$ 400.00
Mini Fridge	\$ 350.00
Microwave	\$ 200.00
Cabinet Upper/Lower	\$ 600.00

Coffee Pot	\$ 100.00
Coat Hooks	\$ 300.00
Lockers	\$ 450.00
TOTAL	\$4,420.00

ALL INCLUSIVE TOTAL (less salaries) **\$78,946.00**

Appendix E

Type of Revenue	2022 Fiscal year	2023 Fiscal year	2024 Fiscal year
	1/1/2022 – 12/31/2022	1/1/2023 – 12/31/2023	1/1/2024 – 12/31/2024
Gifts, Grants, and contributions	\$185,000.00	\$406,000	\$381,000
Program Services	\$0	\$167,840	\$167,840
Other income	\$0	\$25,507	\$25,507
Total Revenue	\$185,000	\$599,347	\$574,347
Type of Expense	2022 Fiscal year	2023 Fiscal year	2024 Fiscal year
Program expenses	\$9,250	\$99,236	\$24,925
Salaries	\$20,000	\$380,560	\$380,560
Occupation	\$32,500	\$32,500	\$32,500
Professional fees	\$3,000	\$13,000	\$13,000
Other Expenses	\$1,850	\$80,560	\$80,560
Total Expenses	\$66,600	\$605,856	\$526,547
Net gain/loss			



Expenses

