



# FAMILY CHILD CARE PILOT PROGRAM

## APPLICATION AND PROGRAM GUIDE

For additional program details or questions contact:  
Melissa Latham, Director of Communications & Policy  
Main: 603-226-2170 | Direct: 603-717-9107  
Email: [mlatham@nhcdfa.org](mailto:mlatham@nhcdfa.org) | [www.nhcdfa.org](http://www.nhcdfa.org)

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## COMMUNITY DEVELOPMENT FINANCE AUTHORITY

The Community Development Finance Authority (CDFA) is a statewide, nonprofit authority focused on maximizing the value and impact of community development, economic development, and clean energy initiatives throughout New Hampshire. The organization leverages a variety of financial and technical resources, including the competitive deployment of grant, loan, and equity programs.

We envision a future New Hampshire composed of communities that are economically and socially resilient, reflect and respect their natural surroundings, and represent places where people want to live, work, and play.

To achieve this vision, CDFA invests in the people of New Hampshire by:

- Enabling its partners to make transformational and sustainable changes;
- Meeting the evolving needs of New Hampshire communities;
- Deploying a well-tuned, effective investment system which directly impacts local communities; and
- Taking an innovative and collaborative approach to development finance.

### OUR APPROACH

We believe that all people in New Hampshire should have their basic human needs met, access to opportunity, and be a part of sustainable, vibrant communities. Our role at the Community Development Finance Authority is to provide communities with capital and technical assistance to achieve this vision. Success for us means showing up in ways that are relevant, impactful, and center the existing assets in a community.

### HOW DATA SHAPES OUR STRATEGY

Data plays a pivotal role in our work. CDFA's Community Progress Indicators, a set of 13 metrics that assist in measuring socioeconomic well-being and community need at the municipal level in New Hampshire, assist the organization in meeting the evolving needs of New Hampshire communities by informing our strategic priorities and guiding the allocation of resources to the places that need those resources the most.

Identifying quality metrics in alignment with our vision and using them to identify and better understand statewide, regional and local trends helps CDFA support our partners in creating lasting impact within New Hampshire communities. Additional information on CDFA's Community Progress Indicators can be found on the [Resource Hub](#).

### CDFA'S INVESTMENT IN NEW HAMPSHIRE'S CHILD CARE SECTOR AND SMALL BUSINESSES

Investing in New Hampshire's child care sector is a high priority for CDFA and advances the equity and community impact goals outlined in the organization's new Living Strategic Plan, as well as leverages the organization's role as a statewide convener. Since state fiscal year 2014, CDFA has invested more than \$16 million to support child care services and facilities in New Hampshire at various stages of project development.

The Statewide Family Child Care Workforce Pilot Program also builds on CDFA's long-standing history of investment in the statewide infrastructure to support New Hampshire's small businesses through the federal Community Development Block Grant Microenterprise Program.

## PROGRAM OVERVIEW AND OBJECTIVES

CDFA has been allocated resources to support family-based child care providers across New Hampshire.

The Statewide Family Child Care Workforce Pilot Program will focus efforts on supporting family-based child care providers to increase equitable access to quality, affordable child care for New Hampshire families. The pilot program will also provide an understanding of the current landscape of supports and opportunities for family-based child care providers to help inform how New Hampshire may approach the development and implementation of a [Staffed Family Child Care Network](#) as a long-term solution for the sector.

Family-based child care providers are a distinct, essential and valued early care and education setting that require a unique and intentional focus. A strong network of family-based child care providers delivers quality care critical to the success of our children and enables New Hampshire families to participate in the workforce, increasing their ability to access economic opportunities while growing the state's economy.

CDFA is centering equity in this work and prioritizing delivering resources in a way which provides communities, families and individuals what they need to grow and prosper in New Hampshire. We believe this approach will continue to provide quality care for families and encourages the long-term sustainability of providers as small business owners in New Hampshire.

## PROGRAM OBJECTIVES

The one-year pilot program will focus on engaging new and existing family-based child care providers to deliver services and support including:

- Assess the health and readiness of the provider for start-up or expansion;
- Deliver business technical assistance and training;
- Create connections to sector-specific resources for training and mentoring;
- Resource agencies providing leadership in supporting family child care providers in each of the seven [Early Childhood Regions](#);
- Focus intentionally on a community-based, culturally grounded and equity-centered service delivery; and
- Provide access to a family child care provider start-up or expansion funding grant program.

Outreach and engagement will be focused specifically on new or existing family-based providers, including:

- *Family Group Child Care Homes*: a child care program operated in a home in which the provider resides. In a family group child care home one provider and one family child care worker or assistant may care for 7 to 12 preschool children plus up to 5 children enrolled in a full-day school program. The number of children younger than 36 months of age that may be cared for is limited.
- *Family Child Care Homes*: a child care program operated in a home in which the provider resides. In a family child care home one provider may care for a maximum of 6 preschool children plus up to 3 children who are enrolled in a full-day school program. The number of children younger than 36 months of age and 24 months of age that may be cared for is limited.
- *License-Exempt Child Care Homes*: a non-licensed home-based program where providers care for no more than 3 children other than their own and meet additional minimal requirements by the state.
- *Informal Family Child Care Providers*: those who may be currently providing family-based child care but are not currently licensed or licensed-exempt with the State of New Hampshire.

CDFA aims to capitalize on the momentum of programs and initiatives that are demonstrating progress and showing promise towards supporting family child care providers today while meeting the Department of Health and Human Services' long-term goals of creating a family child care support network. The program goal is to provide each of the seven regions support that matches their current capacities and initiatives currently underway or emerging.

## KEY PROGRAM ELEMENTS & COLLABORATION

CDFA and program grantees will engage with statewide, regional and community-based organizations, networks and consultants to accomplish program goals, including:

- *Business and Quality Support Providers*: Conducts business health assessment for new or existing family-based child care providers; analyze how to accelerate business models for existing providers; provide technical support, trainings, mentorship, grants and stipends relevant to business and early childhood education needs. Business and/or quality support providers are likely the lead organization for

a regional application.

- *Community Partners*: Conducts outreach to family-based child care providers not currently or formally engaged with New Hampshire's system; demonstrates deep connections within the communities they are serving and the ability to engage with potential or current providers that could benefit from access and connection to the Business and Quality Support Providers.
- *Community Anchor*: Serves as a placed-based anchor and convener for family-based providers. Community Anchors will provide access to child care to enable family-based providers to engage in onsite trainings and business technical assistance.

CDFFA is approaching this work with a focus on ingenuity and adaptability. We will continue to engage diverse partners and communities throughout the grant period and uplift key learnings and practices as they emerge.

Technical assistance will be available throughout application and the grant period, including the sharing of materials, information and expertise to assist in the success of applicants and awardees. This may include but not be limited to opportunities for awardees to come together on a regular basis and share challenges, opportunities and key learnings.

## ELIGIBILITY

Eligible applicants include nonprofit organizations that deliver or intend to deliver within the grant period support to family child care providers.

**Nonprofit organizations** are a nonprofit organization organized under the laws of the state. The nonprofit must be good standing with the State of NH. To ensure eligibility, applicants will be required to submit the following:

- Articles of Incorporation;
- By Laws;
- IRS Determination Letter; and
- Proof of Good Standing – New Hampshire Secretary of State.

Those family-based providers eligible to receive services through this program are outlined in the definitions provided within the program overview and objectives section of this application and program guide.

## PROGRAM GUIDELINES

The Family Child Care Pilot Program grant resources are focused on activities that will help increase the supply of and access to family child care programs across New Hampshire. This includes delivering services and supports to licensed, license-exempt and prospective New Hampshire-based family child care providers.

### ELIGIBLE ACTIVITIES

CDFFA may award resources to eligible applicants (as defined in the eligibility section) that demonstrate the capacity to undertake all or a portion of eligible activities that advance program objectives. These may include but are not limited to the following.

#### *Outreach and Engagement with Family Child Care Providers*

Applicants will need to demonstrate the ability to conduct outreach and engage with prospective, new or existing family child care providers. Efforts can include but are not limited to:

- Conducting outreach to existing licensed and licensed-exempt providers within the region.
- Engaging Community Partners and Community Anchors to reach new audiences of potential or existing family child care providers.

- Using social media marketing strategies.
- Attending and hosting relevant community events.
- Hosting informational webinars or trainings.
- Creating and distributing marketing materials.

#### *Connecting to Community Partners and Community Anchors*

Applicants have the opportunity to engage Community Partners and Community Anchors to advance outreach efforts or enhance access to services and supports for family child care providers. These organizations or networks are defined within this program as follows:

- *Community Partners:* Conducts outreach to family-based child care providers not currently or formally engaged with New Hampshire's system; demonstrates deep connections within the communities they are serving and the ability to engage with potential or current providers that could benefit from access and connection to the Business and Quality Support Providers.
- *Community Anchor:* Serves as a placed-based anchor and convener for family-based providers, Community Partners and Business and Quality Support Providers. Community Anchors will provide access to child care to enable family-based providers to engage in onsite trainings and business technical assistance.

Examples of organizations or networks that may serve as Community Partners and/or Anchors include but are not limited to: Child care directors network, child care center, library, children's museum, family resource center, Boys & Girls Club, YMCA, community center, nonprofit organizations serving priority populations or delivering trainings/services of value to family child care providers.

These partners may engage in a range of activities alongside the applicant, including but not limited to:

- Designing solutions and/or services for meeting program objectives;
- Providing feedback on emerging needs, as well as the value, accessibility, and impact of the services being offered to family child care providers;
- Hosting community events or trainings that engage a broad range of family child care providers or a more focused cohort;
- Supporting the development of trusted relationships between populations they serve and the applicant;
- Promoting and introducing potential or existing family child care providers to services offered by the applicant.

Community Partners and Community Anchors may receive stipends for their engagement. Participation and potential compensation levels may vary based on the number of activities or family child care providers to be engaged through their work. For example, funding may range from \$1,500 to \$15,000 depending on the scope of services/activities offered and the number of engagements proposed with family child care providers.

#### *Navigating Business and Quality Supports*

Applicants will be expected to help family child care providers access business and quality support providers. These organizations or networks are defined within this program as follows:

- *Business and Quality Support Providers:* Conducts business health assessment for new or existing family-based child care providers; analyze how to accelerate business models for existing providers; provide technical support, trainings, mentorship, grants and stipends relevant to business and early childhood education needs.

Business and/or quality support providers are likely the lead organization for a regional application within this program.

Applicants must demonstrate a plan or the capacity to ensure close engagement with family child care providers as they navigate how to access resources to bolster their health as a small business and the quality of care they

offer to the families they are currently or anticipate serving. These can include resources at the local, regional and state level being delivered by a variety of service providers within the child care ecosystem.

Business support activities and services can include but are not limited to the following.

- One-on-one mentoring or counseling to understand the providers current priorities, goals and objectives as a small business and child care service.
- Assess the health and readiness of the provider for start-up or expansion.
- Opportunities to strengthen business operations and the potential to expand.
- Provide technical assistance for business planning, marketing, financial management and business structuring in order to develop and expand their businesses.
- Support developing a marketing strategy and materials.
- Guidance on how to access additional materials, technology, equipment, capital, renovations (excluding construction) and space for child care services.
- Navigating local zoning regulations impacting child care.
- Access to water quality testing and remediation.

Funding for Business Support Providers is estimated to range from \$2,500 to \$3,500 for a cost-per-engagement throughout the grant period with each family child care provider. Resources dedicated to this activity should align with the scope of services/activities offered and the number of engagements proposed with family child care providers.

Quality support activities and services can include but are not limited to the following.

- Hosting family child care peer groups.
- Connecting family child care providers with mentors or coaches.
- Providing or hosting trainings, including: CPR, pyramid model, health, safety, play-based learning and education techniques, etc.
- Connecting family child care providers with the appropriate career, certification or professional development pathways through the Community College System of New Hampshire or other certification programs aligned with the requirements of the Department of Health and Human Services for providers.
- Developing tools and resources to support family child care providers in serving families, including hand books, policies, etc.
- Supporting family child care providers through the licensing process.

Applicants can utilize funds to support eligible activities delivered by their organization (e.g. staff or expanding staff capacity to undertake activities) or through agreements with a contractor or subrecipient that demonstrates the capacity to collaborate with the grantee to perform the contracted activities.

### **ACCESS TO OPPORTUNITIES FOR SUCCESS GRANTS**

Family child care providers may be eligible to access additional grant resources to support start-up or expansion costs through a fund being administered by SEED Collective, LLC. Grants are available for qualifying family child care participants to address business goals, opportunities for growth and facility needs.

Grants may be used only for authorized expenditures. Applications will be accepted on a rolling basis. Approval is based on good standing with the Department of Health and Human Services, program participation, the discretion of the Department and SEED Collective, LLC.

Additional details on how the process for family child care providers to access these resources is forthcoming. Examples of eligible services and activities are outlined below.

<b>Eligible Service or Activity</b>	<b>Examples</b>
<b>Materials</b>	Expenses incurred for the purchase of materials for play and learning, safe sleeping, diapering or toileting.



<b>Equipment</b>	Expenses for office equipment that will last and be used longer than a year in the operation of the child care center, such as computers, printers, office furniture, and company vehicles.
<b>Supplies</b>	Expenses for office supplies and other smaller items to be used within a year of purchase.
<b>Operational Enhancements</b>	Expenses relating to business technology, software, business automation, training and support services, and facility updates such as touch-free faucets or light switches.
<b>Approved Professional Services</b>	Expenses incurred by working with experts and licensed professionals, such as human resources, marketing, legal and compliance, tax, coaching, strategic planning and operational areas as approved.
<b>Facility Improvements</b>	Expenses relating to maintenance/repairs or minor improvements.
<b>Drinking water testing and remediation</b>	Expenses relating to drinking water testing, remediation plans, and completion of remediation services.
<b>Professional Development</b>	Expenses related to professional development, including CPR, accreditation, pyramid model, or other resources recommended by business or quality support providers.

### AVAILABLE FUNDING

Applicants may apply for grants ranging from \$50,000 to \$120,000 per [Early Childhood region](#) served. Funding priorities, eligible services and activities outlined within this section of the guide.

Applicants are encouraged to focus their activities and budget on delivery of services and plan for leveraging the Opportunities for Success Grants for expenditures eligible within that program as defined above, which may include: materials, equipment, supplies, operational enhancements, approved professional services, facility improvements, drinking water testing and remediation, and professional development.

### FUNDING PRIORITIES

CDFA will strongly prioritize funding to those organizations most ready to implement programming and demonstrate the following:

- Strong connection to statewide, regional and/or local organizations currently serving child care providers.
- Outcomes achieved to-date and ability to achieve proposed outcomes by September 30, 2024 related to supporting family-based child care providers.
- Alignment, or willingness to align, with state-level strategy and best practice recommendations for family-based child care programming.
- Ability to scale programming and services.
- Plan for program and organizational sustainability.

### DATA COLLECTION

The Family Child Care Pilot Program will require grantees to collect data that will assist in developing a deeper understanding of those family child care providers that are being served. Additional information on data collection will be provided to grantees as part of implementation guidance and may evolve based on the needs of the program. Data will be reported in the aggregate and communicate the impact of the program.

## HOW TO APPLY

All applications must be completed and submitted on CDFA'S Grants Management System ([www.nhcdfragrants.org](http://www.nhcdfragrants.org)).

New to CDFA's Grants Management System? Follow these [instructions](#) to register. Already a registered user on CDFA's Grants Management System? Please use your existing account. Forgot your username or password? Follow these [instructions](#) to gain access.



Begin an application by following [these](#) steps and selecting the appropriate funding opportunity: Family Child Care Pilot Program.

More information on how to use the Grants Management System can be found on the [CDFA Resource Hub](#).

The application requires applicants to detail their specific project, describe the extent to which it aligns with program objectives, and provide other pertinent information that will help CDFA determine the applicant organization's capacity to complete a successful project.

An outline of the application can be found in Appendix A of this document.

CDFA staff offers applicants technical assistance, guidance on program objectives, and instruction on how to successfully complete an application. Technical assistance is provided through workshops, one-on-one training, and pre-application meetings.

Organizations interested in applying that would like a pre-application meeting with CDFA staff can email Carolyn Saunders at [csaunders@nhcdfa.org](mailto:csaunders@nhcdfa.org) to schedule a time.

CDFA would like to better understand the landscape of organizations interested in delivering services to family child care providers across the state. Those organizations interested in advancing this work but not currently ready to apply for implementation resources within this grant opportunity are encouraged to fill out [this form](#) and request a meeting with CDFA staff by emailing Carolyn Saunders at [csaunders@nhcdfa.org](mailto:csaunders@nhcdfa.org) to schedule a time.

## KEY DATES

Applicants should note the following dates and deadlines as they relate to the funding.

### **Online Application Available**

Applications will be available on CDFA's Grants Management System (GMS) on February 27, 2024.

### **Application Deadline**

Applications are due Wednesday, March 20, 2024 by 4:00 PM. Late submissions and incomplete applications will not be accepted.

### **Award Announcement**

CDFA will notify applicants the week of April 8, 2024 regarding funding decisions.

### **Program Implementation**

CDFA will reimburse eligible expenses incurred beginning March 1, 2024 and September 30, 2024. Activities may be funded beyond September 30, 2024 upon agreement.

## EVALUATION

Applicants are subjected to an organizational capacity and readiness evaluation, as well as a review of the applicant's ability to implement programming and demonstrate impact. Recommendations for funding will be based upon applicant's goals, measurable objectives, activities, and needs. A project is considered on its own merits and as it compares to the other applicants in the funding round.

Recommendations for funding will be made to CDFA's Board of Directors who determine final awarding decisions.

Due to the nature of a pilot program and specific program goals and objectives necessary to be delivered within a short timeframe, CDFA may identify opportunities for collaboration across applicants or fund a portion of the requested grant amount.

## PROGRAM ADMINISTRATION

### **Reporting Requirements**

Grantees will be required to report on the outcomes of the investment. The report may include, but not be limited to those metrics outlined in Appendix B of this guide.

### **Conditions of Default**

CDFA will take into account the status of existing agreements between the applicant and CDFA. Existing conditions of default of any agreements may be at the sole discretion of CDFA to automatically eliminate the applicant from consideration.

### **Contract Requirements**

Successful applicants will be required to execute a grant agreement with CDFA. Certain additional information may be required to satisfy CDFA that applicant is eligible under RSA 162-L.

### **Cost Principles**

Grantees must use appropriate accounting and fiscal procedures (such as distinct cost centers) to document the various costs associated with implementing all elements of the Family Child Care Pilot Program and maintain records that accurately reflect the work performed. Costs incurred and submitted for reimbursement must be reasonable and necessary to complete the activity or activities related to the program goals and objectives.

### **Compliance Requirements**

Grants are funded by Federal resources, including ARP Child Care Supplemental Discretionary Funds, as awarded on April 14, 2021, by the U.S. Department of Health and Human Services, Child Care and Development Block Grant CFDA 93.575, FAIN 2101NHCDC6, and may be subject to federal compliance requirements.

## APPENDIX A: APPLICATION OUTLINE

Below you will find an outline of the application for the Family Child Care Pilot Program. Applications must be submitted by 4:00 PM on Wednesday, March 20, 2024, through our online Grants Management System ('GMS')([www.nhcdagrant.org](http://www.nhcdagrant.org)). Hard copy or emailed applications will not be accepted.

### I. Applicant Information

- Primary Contact
- Authorized Official
- Organization Information

### II. Eligibility

- Choose Your Eligible Applicant Type (select ONE)
  - Nonprofit currently delivering support to family child care providers
  - Nonprofit intending to deliver support to family child care providers
- Eligibility Threshold Attachments
  - Articles of Incorporation
  - By Laws
  - IRS Determination Letter
  - Proof of Good Standing – New Hampshire Secretary of State

### III. Capacity

- Describe your organization's connection to family-based child care providers and New Hampshire's child care ecosystem.
- Describe your organization's current programs and/or services relevant to family-based child care providers. What geographies are currently served?
- Describe family-based child care programming needs your organization has identified within the community.
- How will this one-time infusion of resources assist your organization in developing or scaling programming and services to family-based providers? Will your organization have the capacity to serve communities beyond its current geographical reach?
- Describe your organization's programmatic and financial sustainability plans for family-based child care provider programming.

### IV. Program Design

- Describe your plans to conduct outreach to and engage with prospective, new or existing family child care providers.
- Describe your plans to collaborate with new or existing partners to deliver services to family child care providers. Partners may include but not be limited to those described as Business and Quality Supports, Community Partners or Community Anchors within the Family Child Care Pilot Program Application and Program Guide.

- Describe what services and programs your organization will deliver to family child care providers. Please address specifically those services outlined as eligible business and quality support activities.
- Describe how your program is unique or innovative in its approach to breaking down barriers for family child care providers to access resources and support.
- What are the goals and measurable outcomes for your organization? Has your organization achieved any successes to-date in your efforts to service family child care providers? What is your methodology for tracking these outcomes?
- Enter the totals for outcomes achieved to-date and proposed program outcomes where applicable.

	Outcomes achieved to-date				
	Informal	Licensed Exempt	Licensed	Licensed Group	Total
Contacted or engaged in outreach efforts					
Completed business health assessment					
Accessed technical assistance					
Accessed quality supports					
Accessed professional development or training					
Engaged in peer groups					

	Proposed outcomes				
	Informal	Licensed Exempt	Licensed	Licensed Group	Total
Contacted or engaged in outreach efforts					
Completed business health assessment					
Accessed technical assistance					
Accessed quality supports					
Accessed professional development or training					
Engaged in peer groups					

**V. Program Budget**

- Provide a budget with line items for the use of family child care pilot program funds. Indicate the level of funding needed within the following areas.

	Primary Grantee	Sub Grantees	Total
Business Supports			
Quality Supports			
Professional Fees			
Stipends for Providers			
Community Partners			

Community Anchors			
Staff Training			
Salaries/Wages			
Supplies			
Travel			
Marketing/Communications			
Events			
Capacity Building/Planning			
Other			
Other			
Other			

- Provide a brief description of the budget items above.

**VI. Program Development and Financial Capacity Attachments**

- List of or link to Board of Directors list (including affiliation)
- Organizational Chart
- Applicant Organization Financial Statement for most recent completed Fiscal Year (provide ONE of the following, listed in order of priority):
  - Audited Financial Statement (required for organizations with operating budgets > \$1,000,000)
  - Review Financial Statement (required for organizations with operating budgets > \$500,000)
  - IRS Form 990 (required if no Audited or Review Financial Statement available)
- Applicant Organization Management Prepared Financial Statements for current Fiscal Year (Balance Sheet, Profit and Loss, Cash Flow)
- Applicant Organization Budgets
  - Current fiscal year budget
  - Previous two completed fiscal year budget-to-actual

➤ **Other Attachments**

Applicant can upload any documents not listed in other attachment sections or which may provide additional information that would be beneficial for CDFA to review as we evaluate your application.

**VII. CERTIFICATION**

Prior to application submission, CDFA requires an Authorized Official of the applicant organization to sign a certification.

I certify that I am one of the persons named above and am authorized by the applicant organization to submit this application. I certify that all statements are true and accurate to the best of my knowledge.

I acknowledge this application is being submitted with the full knowledge and approval of the organization's Board of Directors and that the organization will comply with:

- New Hampshire conflict of interest laws as defined by RSA 7:19-a and RSA 292:6-a; and
- CDFA's Privacy Policy by which you acknowledge all information and documents created, accepted or obtained by, or on behalf of, CDFA are potentially subject to disclosure in compliance with RSA 91-A, New Hampshire's Right-to-Know law.

I further acknowledge that my organization is willing to align our efforts with New Hampshire's state-level strategy and best practice recommendations for family child care providers, as well as collaborate with other entities/grantees, share learnings, materials and learnings from our experience serving providers.

**Certification**

**Full Name of Certifying Officer**

**CEO/Executive Director/Board Officer Certification Form**

## APPENDIX B: HOW SUCCESS IS MEASURED

The following represents the number of family-based child care and license-exempt providers across New Hampshire:

- Family-based Child Care Providers Statewide: 114
- License-Exempt Providers Statewide: 11

The table below outlines the statewide metrics for success.

<b>Metrics</b>	<b>Percentage Required</b>	<b>Outcome</b> (Number of providers)
FCCs enrolled in 'business health assessment'	25%	29
License Exempt (LE) FCCs enrolled in 'business health assessment'	10%	11
New providers participate in 'business health assessment'		21 3 per region
Qualifying FCCs (61) complete 'business health assessment'	65%	40
FCCs participate in referred training	40%	16
FCCs utilize business expert and facilities expert	40%	16
FCCs have a DISP plan	65%	26
FCCs engage with mentor	40%	16
FCCs have IMPROVED report scores over pilot period	35%	14