

Early Care and Education Report Findings and Recommendations



April, 2017

**Prepared by the
Early Care and Education Work Group**

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Early Care and Education Report

April, 2017

Requested by
Archuleta County Board of Commissioners
and
Pagosa Springs Town Council

Prepared by the
Early Care and Education Work Group



April 13, 2017

Dear Members, Pagosa Springs Town Council and Archuleta County Commissioners,

It has been an honor and privilege to have been asked to be the co-chairs of the Early Care and Education Work Group. From the beginning, a small, committed group of community members have worked tirelessly to address a critical problem in our community. This group did their homework. They dug deeply into the research and best practices in early care and education. They collected data and analyzed it. They reached out to other communities who have identified solutions, all the time keeping in mind, what works somewhere else, may or may not work in our community. What you are now reviewing is the result of countless hours by people who care deeply about this community and the future of our children.

We trust you will review this with an open mind and a critical eye. Our intent was always to offer data, relevant information and options, not just one solution. We look forward to our meeting with you on April 25th and hope to be able to answer any questions you may have at that meeting.

Thank you for your commitment to the youngest among us as they truly are the future of this community. In closing, we would like to share a favorite quote, which comes from Margaret Mead. "Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has." This work group has been the embodiment of that quote.

Kind regards,

A handwritten signature in blue ink that reads "Linda Reed".

Linda Reed, Co Chair

A handwritten signature in blue ink that reads "Michael Whiting".

Michael Whiting, Co Chair

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Executive Summary

Archuleta County and Town of Pagosa Springs identified affordable early care and education (ECE) as one of their Joint Strategic Priorities. The Early Care and Education Work Group (ECEWG) was formed to collect data and recommend further action.

This mission was carried out in four phases: 1) Determine current services; 2) Determine need for additional services; 3) Study other successful programs and; 4) Provide options for expanding ECE services.

Data collected through provider interviews and a community survey showed that:

- All of the 193 ECE slots currently available are filled most of the time
- 83% of the 568 children under five in Archuleta County would be enrolled in ECE if it were available and affordable
- 280 new slots would be required to fulfill the current need for ECE
- While all age groups need additional services, only 14 children under two are currently in licensed ECE

Detailed analysis of 15 other communities with established ECE programs highlighted the concept that success required collaboration on many fronts.

- Capital funding for bricks and mortar was raised from DOLA, property and sales taxes, local fundraising, USDA loans and grants, local government and significant support from the school districts.
- Annual operating revenue for ECE came from multiple sources, including tuition, substantial contributions from local school districts, grants, Head Start, tax initiatives, and local government.
- Steps to success started with acknowledgement of the benefits of ECE to the community and a commitment to resolve the issue by the public school district and local government. This was followed by the development of a multi-year plan for implementation and expansion of Early Care and Education.

In fulfillment of our mission, three solution options and detailed cost breakdowns within each option have been provided. We recommend using these options as navigation markers for more intensive dialog, where specific plans will emerge based on the reality of available resources in our county.

The major conclusion reached through this study is that there are ways to meet the need for additional ECE services in Archuleta County. The extent of the solution will be a direct function of the resources we apply. Enabling more parents to join the workforce combined with the substantial return of investment to our community through quality preschool are compelling reasons for immediate action.



Introduction

The History

In 2015 the Archuleta County Commissioners and the Town Council of Pagosa Springs jointly agreed with findings from Rural Philanthropy Days that the lack of early childhood care and education was a major roadblock to the future development and vitality of Pagosa Springs.

The Early Care and Education Work Group (ECEWG) was created under the leadership of Michael Whiting and Linda Reed to act as a trusted advisor for the Town and County to collect and distill data regarding the availability and need for affordable, quality early care and education in Archuleta County. The ECEWG was specifically tasked with advising the Town and County about options and recommendations for meeting these needs.

With the generous funds provided by the El Pomar Foundation and matched by the Town and County, a project coordinator was hired in May of 2016 for a period of one year to spearhead the work. The position entailed management of the project and collaboration with local, regional and state early care and education (ECE) entities and key stakeholders in Archuleta County.

The Process

A strategic plan was created and the project was divided into four phases to be completed over the course of one year.

Phase I: Collect Data on Availability

The objective was to determine the number of licensed care and education slots available in Archuleta County and the number of children enrolled in those slots, ages birth up to five years. There are 193 effective full-time slots, which are most often filled. Phase I was completed in July, 2016.

Phase II: Collect Data on Need

The objective was to determine the number of children ages birth up to five years who would be enrolled in early care or education if it was available and affordable. The goal was achieved by distributing

a two-question survey to parents in five focus groups in Archuleta County. The survey results indicated that additional slots were needed for all age groups and the number of currently available slots must be increased by approximately 150%. Phase II was completed in November, 2016.

Phase III: Research other Community Programs

The objective was to learn how other communities meet their early care and education needs. Fifteen communities were chosen based on a high-quality rating by Colorado Shines, proximity to Archuleta County, community similarities and referrals from the Colorado Department of Human Services Office of Early Childhood, Tri-County Head Start and others. Renowned models like the Denver Preschool Program and Lake County were also included. Detailed interviews were conducted with each about their innovative solutions. Much was discovered about successful collaboration among local governments and school districts, as well as federal and state funding options and public tax initiatives. The data were grouped and analyzed to help identify approaches that could be useful in Archuleta County. Phase III was completed in January, 2017.

Phase IV: Findings and Recommendations

The objective was to distill all data and suggest options for increasing ECE in Archuleta County. This final report, with findings based on data and research, was distributed to Town Council and Board of County Commissioners in April, 2017. Solution options were presented as examples of ways to meet the needs for specific age groups of children. Recommendations were included to effect progress toward a workable solution of providing more affordable early care and education to Archuleta County families. Phase IV was completed in April, 2017.

Phase I:

Availability of Early Care and Education Services in Archuleta County

Goal:

Determine the early care and education (ECE) services currently available in Archuleta County.

Key Findings:

- Three early care and education centers, Seeds of Learning Early Care and Education Center (Seeds of Learning), Mardel Gallegos Head Start Center (Head Start) and Our Savior Lutheran Preschool, provide licensed ECE through a total of 139 effective, full-time slots.
- Seven homes provide licensed ECE through a total of 54 effective, full-time slots.
- All effective slots in both home- and center-based ECE programs are filled most of the time.
- These results show that only one third of children ages 0 up to 5 in Archuleta County are currently receiving ECE (193 out of 568).
- Only 14 of these slots serve children less than 2-years of age.
- Tuition for full-day service in a center spans the range \$150-\$1100/month, depending on family income and other risk factors.
- Tuition for full-day service in a licensed home is approximately \$625/month.

Procedure

The first step in determining the need for additional ECE in Archuleta County was to know what services were currently available. Each ECE provider was visited and presented a uniform list of questions. Additional information was obtained through several follow-up telephone calls. The original data, which describe the currently available ECE services in Archuleta County, are given in Appendices I and II.

To become familiar with the broader picture of ECE in southwest Colorado, the ECEWG Project Coordinator joined the Early Childhood Council of La Plata County (ECCLPC). This organization is a coalition of community members and agencies working together to create a high quality comprehensive early education system. As a member of the ECCLPC, the project coordinator learned about ECE expansion and funding in southwest Colorado, as well as ECE licensing requirements. Collaboration was also conducted with the Colorado Office of Early Childhood to understand the opportunities and efforts at the state level for expanding ECE.

The regional state licensing agent was also contacted to gain an understanding about licensing requirements for centers and homes. The website for Colorado Shines, which lists all Colorado licensed early learning programs, was used to extend and verify information gained through visits and telephone calls.

Discussion of Results

State licensing regulations divide ECE providers in Archuleta County into two groups, center-based and home-based providers. Considerable information on the three centers and seven home providers is given in Appendices I and II. All 10 ECE providers are licensed to serve children ages 0 up to 5. Early care and education services are often divided into three age groups: Infants (0-12 months), toddlers (12 up to 36 months) and preschool (3-5 years). The number of children in these groups is blurred because the average age of children in any group changes throughout a year. To address the difference in licensing structure between centers and homes, age ranges (0-24 months, etc.) vs. age groups (infant, etc.) were used during data collection.

The number of licensed slots, as well as the number of slots that are normally filled, was determined for each provider. Even though all three centers are licensed to provide programs for children 0-24 months, none offer such programs. All three centers offer programs for children 3-5 years.

Five out of the seven homes are licensed as a large family home (up to 12 children) and two as a small family home (up to 6 children). Per licensing mandates, home providers cannot have more than two children under the age of two on any one day; the balance of the children can be a mixed group ages 2-18 years. Some home providers choose not to fill to licensed capacity for a variety of reasons, such as choosing the maximum number of children they feel fits comfortably in their home or not hiring the additional staff to meet the required child/teacher ratio.

Care for infants is extremely limited. Few home providers offer services for infants or for toddlers who are not walking and, again, none of the centers offer such programs. Discussions with all providers indicate that the lack of services for infants is due to the high cost of providing services: staff/child ratios require more employees and the cost for supplies is considerable. Additional time is required and hiring and retaining staff for this age group is difficult. These data also show a similar scarcity of slots for children between the ages of 12-24 months.

All of the slots in the centers and in the homes are filled most of the time. Most providers maintain wait lists. Although these findings clearly show that more ECE slots are needed, they do not accurately reflect the number of additional slots needed. Some families are on multiple lists. Some have moved away. Some have resorted to non-licensed ECE providers.

All center and home ECE providers offer all-day services. The seven home providers, as well as Seeds of Learning, provide year-round, 12-month service. Head Start and the Our Savior Lutheran offer 9-month programs that coincide with the normal school year (September to May).

The quality of licensed ECE in Colorado is rated by Colorado Shines, the state quality rating improvement system. Seeds of Learning and the Head Start programs are rated level 4 on a scale of 1-5. Our Savior Lutheran and the home providers are rated level 1. Seeds of Learning has the special distinction of being accredited by the National Association for the Education of Young Children (NAEYC).

This research shows that the tuition for ECE in Archuleta County varies considerably with the provider. The tuition for full-day, home-based ECE is approximately \$625/month. The Head Start program primarily serves children from families with incomes below the federal poverty line. Full-day service at Head Start preschool may cost as little as \$150/month if the child qualifies for the Colorado Preschool Program (CPP). Typically, 30 children in the Head Start program benefit from CPP funding. Full-day tuition for children who do not qualify for CPP funding in the Head Start program is approximately \$275/mo. Full-day tuition at Our Savior Lutheran preschool is \$515/mo. Tuition at Seeds of Learning varies from \$625-\$1100/month, depending on the family income and other risk factors. Typically, 22 children in the Seeds of Learning program benefit from CPP funding. All three centers accept Colorado Child Care Assistance Program (CCCAP) funding as well.

The data from the research (see Appendices I and II) show that the centers have a total of 139 effective, full-time slots; homes have a total of 54 effective, full-time slots. It is important to note that some children are enrolled part-time. That is, some slots serve two part-time children. These data show that both center and home providers play an important role in providing licensed ECE in Archuleta County.

Phase II:

Need for Additional Early Care and Education Services in Archuleta County

Goal:

Determine the ECE services that would be used if they were available and affordable.

Key Findings

- Parents of 83% (462) children under the age of 5 years in Archuleta County would enroll their children in ECE if it were available and affordable.
- The need for ECE in Archuleta County is similar for all age groups 0-4 years.
- A total of approximately 280 new slots must be created to meet the need for ECE in Archuleta County.
- Only 14 children under the age of 2 are currently enrolled in licensed ECE, but 185 would be enrolled if services were available.
- 52 new slots are required to serve children during the two years preceding kindergarten.

Procedure:

The need for additional ECE services was determined by asking the parents of children ages 0 up to 5 whether they would enroll their children in ECE if it were available and affordable. To answer this question, a two-question survey was developed and made available to residents.

The survey, which is available in Appendix III of this report, has two questions: 1) How many children do you have in each of six age groups (0-5 years)? 2) If affordable early childhood care and education were available, how many children would you enroll?

The study was designed to reach the largest number of families in Archuleta County while minimizing the possibility that some families may respond multiple times. To reach the most families in the county, surveys were distributed to five groups in both English and Spanish. Parents could respond either by returning the survey or through the internet via Survey Monkey.

To minimize multiple responses, parents were asked to complete only one survey. Furthermore, the results for each group were analyzed independently to estimate the need for ECE county-wide. Although the surveys were coded to identify the survey group, the identities of the respondents were unknown.

Survey Groups

Members of Churches (See Appendix IV for list)

Employees of the 21 largest businesses in Archuleta County (See Appendix V for list)

Parents of children attending Archuleta School District #50 Jt. (ASD)

Members of Pagosa Lakes Property Owners Association (PLPOA)

Parents responding through ads placed in the Pagosa Sun and Pagosa Daily Post (News Sources)

Survey Results Independent of Age

Results of the survey are presented in Table I independent of the age of the children. The number of responses from each survey group is given in the second column. Answers to question #1 for children age 4 and under are given in the 3rd column. The number of these children who would be enrolled in affordable early care or education is given in the 4th column. For example, there were 30 responses from churches. These families reported that there are 51 children under the age of 5 in their survey group, and that 46 of these children would be enrolled in early care or education if it were available. These results

show that 90% of the children in the church survey group would be enrolled in ECE if it were available and affordable. Data for other survey groups show that 75% to 90% of the children in each group would be enrolled in ECE. Results for the five survey groups show that approximately 83% of the children in Archuleta County below the age of 5 years would be enrolled in ECE if it were available and affordable.

The data presented in the last column of Table I show how results for each survey group were extrapolated to give the number of children in Archuleta County below the age of 5 years that would be enrolled in ECE. This extrapolation uses the fact that, according to the 2015 US Census, there are 568 children below the age of 5 years living in Archuleta County. The average of the values for each survey group extrapolated to include the entire county is given at the bottom of the far-right column. These results indicate that an average of 462 children below the age of 5 would be enrolled in ECE if it were available and affordable.

It is important to note that the survey includes responses for most of the children in Archuleta County. The total number of children represented by this survey may be estimated from the data presented in third column of Table I. These data show that responses for 564 children were received. According to the 2015 US Census, there are 568 children under the age of 5 in Archuleta County.

Possible sources of error were considered. For example, it is not certain that the preferences of families in the church group would reflect the preferences of the rest of the county. The fact that a large fraction (75%-90%) of the families in all five survey groups would enroll their children in ECE suggests that the preferences of families in any group are similar to the preferences of all families in Archuleta County.

Table I
Extrapolation of the results for each survey group shows the total number of children in Archuleta County under the age of 5 who would be enrolled in ECE if it were available and affordable.^a

| Survey Group | Number of families responding to the survey | Number of children in the responding families | Number of children who would be enrolled in ECE | Percent of children who would be enrolled | %/100 x 568^b |
|------------------------|--|--|--|--|--------------------------------|
| Churches | 30 | 51 | 46 | 90% | 511 |
| Businesses | 87 | 216 | 192 | 89% | 506 |
| AC School Dist. | 104 | 204 | 157 | 77% | 437 |
| PLPOA | 31 | 89 | 68 | 76% | 432 |
| News Sources | 2 | 4 | 3 | 75% | 426 |
| | | | | | |
| Total | 254 | 564 | 466 | | |
| Average | | | | 83% | 462 |

^a All of the original survey data are presented in Appendix VI. Survey data for children “5 but not in kindergarten” were not used.

^b The 2015 US Census shows that there were 568 children in Archuleta County under the age of 5 years.

The population of Archuleta County is growing. The 2016 enrollment in kindergarten suggests that the early childhood population has increased by 9% since 2015. This increase suggests that the number of children below the age of 5 that would be enrolled in ECE may be closer to 500. This study was designed to measure the current needs for ECE and did not attempt to predict future needs.

Survey Results for Age Groups

A summary of the results obtained for the number of children in each age group who would be enrolled in ECE is given below in Table II. The numbers in columns 2-5 of Table II give the number of children in Archuleta County that would be enrolled in ECE if it were available. As described for data in Table I, these results were obtained by extrapolating data for each group to include the entire county. The results in the far right column are averages for four survey groups. Data for responses to the advertisements in the newspapers were not used because the number of responders was small and not statistically significant.

These results show that an average of 92-98 children in each age group would be enrolled ECE if it were available and affordable.

Table II
Data from each survey group were analyzed to give the number of children in each age group that would be enrolled in ECE if it were available and affordable.

| Age Group | Churches | Businesses | ASD | PLPOA | Average of Survey Groups |
|--------------------|-----------------|-------------------|------------|--------------|---------------------------------|
| 0-12 months | 105 | 96 | 68 | 97 | 92 |
| 1 year | 101 | 100 | 83 | 87 | 93 |
| 2 years | 101 | 106 | 86 | 82 | 94 |
| 3 years | 96 | 105 | 105 | 76 | 96 |
| 4 years | 96 | 101 | 105 | 90 | 98 |

Discussion of Results from Phases I and II

The results of the Phase I study give the number of slots currently being used for ECE in Archuleta County. The results from the Phase II survey give the total, county-wide need for these services by age group. Data for these two studies were combined to determine the number of additional slots of ECE that would be used if available. The results in Table III summarize this effort. The 2nd column in Table III gives the number of children in each age group that would be enrolled in ECE, as presented in Table II. The next four columns give the number of slots that are currently available in each of the three centers and the seven home care providers. The total number of slots available through the three centers and the seven home care providers is given in the 7th column by age group.

The differences between columns 2 and 7 give the additional number of children that need to be served if affordable ECE were available. These data, which are given in the right hand column of Table III, show that additional services are needed for all ages. Furthermore, these data show that a total of 280 new slots would be used if affordable ECE were available. The number of new slots needed, 280, is far greater than the current number of slots available, 193. That is, to serve the need for ECE in Archuleta County, the number of currently available slots for ECE must be increased by approximately 150%.

The greatest need for additional slots is care for children under the age of 2. There are currently only 14 children in this age group that receive care in licensed facilities, but 171 more would use this care if it were available and affordable.

Because high quality ECE is required to prepare children for the new K-12 standards, the availability of high quality ECE for children during the 2 years preceding kindergarten is especially important. The data in Table III show that 52 additional slots are needed to serve this group.

Table III
Results from Phase I (availability) and Phase II (need) show the need for additional slots.

| Age Group | Number of Children Needing ECE | Seeds Slots | Head Start Slots | Our Savior Lutheran Slots | Home Care Slots | Total Slots Currently Available | Additional Slots Needed |
|----------------------|--------------------------------|-------------|------------------|---------------------------|-----------------|---------------------------------|-------------------------|
| 0-12 months | 92 | 0 | 0 | 0 | 5 | 5 | 87 |
| 1 year | 93 | 0 | 0 | 0 | 9 | 9 | 84 |
| 2 years | 94 | 12 | 0 | 3 | 22 | 37 | 57 |
| 3 years ^a | 96 | 12 | 24 | 19 | 10 | 65 | 31 |
| 4 years ^a | 98 | 26 | 24 | 19 | 8 | 77 | 21 |
| | | | | | | | |
| Totals | 473 | 50 | 48 | 41 | 54 | 193 | 280 |

^a The age group “4 years” corresponds to the year immediately preceding kindergarten. The age group “3 years” corresponds to the year that precedes kindergarten by 2 years.

Kindergarten data provide an alternate way to determine the need for pre-K education

The number of additional slots needed to meet the need for ECE during the year preceding kindergarten can also be estimated from the number of children entering kindergarten and the number entering kindergarten that were enrolled in one of the three ECE centers during the previous year. These data are given for three years in Table IV.

These data show that the average kindergarten class has 108 children. Of these, only 52 will have been enrolled in pre-K. That is, fewer than half of the children entering kindergarten have been enrolled in pre-K.

The survey data presented in Table I show that approximately 83% of all children would be enrolled in ECE if it were available and affordable. Applying this percentage to the total number of children entering kindergarten shows that 90 children (0.83×108) would have been enrolled in pre-K if the services were available and affordable. Because only 52 children had been enrolled in pre-K, it follows that 38 others ($90-52$) would have been enrolled in pre-K if the services had been available. That is, approximately 38 additional slots are needed to meet the need for pre-K. This projection, which is based on kindergarten enrollment data, is somewhat less than the projection based on survey data (Table III). This difference may be due to the fact that some children are enrolled only as part-time or because this analysis did not include children enrolled in home-based ECE.

Table IV
The number of children entering kindergarten that were not enrolled previously in ECE shows the number of pre-K slots that would be used if they were available and affordable.

| Kindergarten class | Total number of children enrolled in kindergarten | Number of children who would have been enrolled in ECE if it were available ^a | Number of children enrolled in ECE | Number of children who were unable to enroll in ECE |
|--------------------|---|--|------------------------------------|---|
| | | | | |
| 2013 | 105 | 87 | 43 | 44 |
| 2014 | 105 | 87 | 57 | 30 |
| 2016 | 114 | 95 | 55 | 40 |
| | | | | |
| Average | 108 | 90 | 52 | 38 ^b |

^a This calculation assumed that 83% of all children enrolled in kindergarten would have been enrolled in pre-K education if it were available and affordable.

^b The actual number of new slots is likely fewer because some children would be enrolled part-time.

Phase III:

Successful Early Care and Education Programs in Other Communities

Goal:

Determine how other communities organize and fund early care and education (ECE) services to meet the needs of their communities.

Key Findings:

- All 15 programs offered preschool for 1 or 2 years prior to kindergarten. Four programs offered infant/toddler services for children from birth to 36 months.
- Funding from DOLA, property and sales taxes, local fund raising, USDA loans and grants were used to make capital improvements (i.e., bricks and mortar). Seven of the sites received significant support from the school district; one received support from the local government.
- Hours and days of service varied extensively, from 3 hours/day to full day, from 9 months/year to 12 months/year, and either 4 or 5 days per week. The wide variation in services depends on available finances and community needs.
- Staff at 10 of 15 sites are employees of the school district. Staff at two additional sites are county employees.
- Funding for annual operating expenses comes from multiple sources. All sites charge tuition. The local school districts in 12 of the 15 sites contribute substantially. Eight sites receive some support from grants; seven sites have Head Start support; four sites have support from local sales or property taxes; three sites have support from local government; one site has an Early Head Start Program.

Procedure:

The benefits of ECE to both the individual and the community have become widely recognized over the past decade. Most communities in Colorado have developed means for providing some level of ECE services. Some have developed highly successful, comprehensive ECE services. Phase III of this study was undertaken to learn how these communities have used their resources to develop ECE services and to evaluate how their approaches might be used in Archuleta County to expand ECE services here.

This goal was achieved by first defining a “successful program” as one that increased the availability of early care slots in the community while finding ways to fund both the creation and the maintenance of the program. Next, a list of criteria deemed pertinent to the creation of a successful program was adopted to use during each program interview. The criteria helped ensure consistency in questioning and led to easier comparisons of multiple programs. General information included the area where the program was located, type of program offered, days/hours of operation and the annual term of the program. Program information included the age groups of the children, quality rating and the number of children enrolled. Financial information included the annual budget, funding sources for capital improvement and daily operations, tuition options and staff wages.

Recommendations for programs to research came from multiple sources including:

- Colorado Department of Human Services, Office of Early Childhood (OEC)
- Colorado Department of Education
- Directors of early childhood programs
- Tri-County Head Start
- State regional licensing agent
- Directors of Early Childhood Councils (ECCs)

From these recommendations 15 programs were chosen to research based on:

- High-quality rating (level 3-5) from Colorado Shines
- Similarities to Archuleta County (small mountain towns, rural/agricultural, similar population, close to recreational/resort opportunities, economy largely based on tourism and/or agriculture)
- Physically adjacent to Archuleta County or in the southwest region of Colorado
- Nationally recognized programs in Denver

Results:

The data from the 15 programs were compiled into a spreadsheet (see Appendix VII). Most of this information was obtained from a combination of telephone calls and websites. Members of the work group visited three communities, Teddy Bear Preschool in Dolores, Bayfield Early Childhood Program and the Council of Governments Children’s Center in Trinidad. Approaches used by different communities to provide ECE services vary widely. These data were grouped and analyzed with the goal to identify approaches that may be useful in Archuleta County. Results of this analysis are given in Tables I, II and III.

Table I
Summary of General Information on ECE in Other Communities.
 (See Appendix VII for details)

| Section I: General Information |
|--|
| 1. Staffed Number of Days |
| 5 days:Monday-Friday = 11* sites |
| 4 days:Monday-Thursday OR Tuesday-Friday = 5* sites |
| *Denver Preschool Program (DPP) varies by site so it was included in both counts |
| |
| 2. Staffed Hours |
| Full-time (7-12 hours/day) = 14* sites |
| Part-time (2.5-4 hours/day) = 2* sites |
| *DPP varies by site so it was included in both counts |
| |
| 3. Term |
| School-year = 6 sites |
| Year-round = 6 sites |
| Combination = 3 sites |

Summary of General Information

- 1) The staffed number of days was based on the days staff was present regardless of the reason (education program, care or planning time). Most sites were open five days per week but the ECE program may have been offered only four days per week.
- 2) The staffed number of hours per day was based on the hours staff was present. Most sites were open full-time, more than seven hours per day.
- 3) The term of programs was based on a year-round schedule, school-year schedule or a combination of both. One of the programs was deemed a combination because the preschool program was offered on a school-year schedule, but their infant/toddler program was offered year-round. Since only some of the Denver Preschool Program (DPP) and Denver Public School sites offered summer programs, they were also included in the combination count. The results showed an equal number of sites for the year-round and school-year terms.

Table II
Summary of Program Information on ECE in Other Communities.
(See Appendix VII for details)

| Section II: Program Information |
|--|
| 1. Type of Program |
| Infant/Toddler = 4 sites |
| Preschool = 12 sites |
| Pre-K (4s) = 3 sites |
| Extended day = 4 sites |
| Child Care/Enrichment = 2 sites |
| Summer program = 6 sites |
| |
| 2. Age Group |
| Infant/Toddler only (birth up to 36 months) = 0 sites |
| Preschool only (ages 3-5) = 8 sites |
| Pre-K only (age 4) = 3 sites |
| All ages (birth up to age 5) = 4 sites |
| |
| 3. Number of Children Enrolled |
| More than 100 children = 7 |
| Fewer than 100 children = 8 |
| |
| 4. Quality Rating (Colorado Shines) |
| Level 4 (high) = 6 sites |
| Level 3 = 1 site |
| Level 2 = 4 sites |
| Level 1 = 2 sites |
| Range of levels 2-5 = 2 sites DPS and DPP.82% of the DPP programs were rated at level 3-4) |

Summary of Program Information

- 1) The type of program offered indicated that some programs were a combination with other types of programs, and others were preschool or pre-K only.
- 2) The age group correlated with the type of program: infant/toddler (birth up to 36 months), preschool (ages 3-5) and pre-K (4s only).
- 3) The number of children enrolled ranged from 20 to 165. Each number is influenced by many variables but can be used when comparing annual budgets, funding sources, types of programs, etc.
- 4) In 2015 the State of Colorado launched Colorado Shines, a quality rating and improvement system that is tied to the state's licensure of child care facilities. The system assesses quality in five domains and is based on levels 1-5, with 5 being the highest. Most of the sites researched were of a high quality.

Table III
Summary of Financial Information on ECE in Other Communities.
(See Appendix VII for details)

| Section III: Financial Information |
|--|
| 1. Tuition Options |
| Both full- and part-time = 12 sites |
| Full-time only = 2 |
| Part-time only = 1 |
| Extended day = 4 |
| |
| 2. Capital Improvement Funding |
| School district = 7 sites (bond issue = 2) |
| Local Government = 1 sites |
| Loan/Grant = 2 sites |
| Combination of all of the above = 3 (mill levy = 1) |
| |
| 3. Daily Operation Funding |
| Private-pay tuition = 15 sites |
| Colorado Preschool Program (CPP) = 13 sites |
| School district = 12 sites |
| Grants = 8 sites |
| Child Care Assistance Program (CCAP) – 8 sites |
| Head Start = 7 sites |
| Child and Adult Care Food Program (CACFP) = 5 sites |
| Local Government = 3 sites (TANF = 1) |
| Taxation = 4 (sales tax, mill levy) = 4 sites |
| Early Head Start = 1 site |
| United Way = 1 site |
| Other = 2 sites |
| |
| 4. Staff |
| School district employee – same salary schedule and benefits as district employees = 7 sites |
| School district employee – same benefits but specific preschool salary schedule = 3 sites |
| County employee – same benefits but specific preschool salary schedule = 2 sites |
| Center employee = 2 sites, one offers benefits |
| DPP is not included in the count since they are not an employer |

Summary of Financial Information

- 1) The majority of the sites offered both full- and part-time tuition options. One site offered full-time only and one offered part-time only. For additional fees, some sites provided extended-day programs, which were offered prior to or following the traditional education program.
- 2) Capital improvement funding relates to property and building acquisition and/or construction. In some cases the property and/or building was donated. For others, the building was already in existence and only renovation was necessary to meet licensing requirements. In a few cases the school district or local government went to the voters for additional funding (bond issue or mill levy overrides). Only two programs found it necessary to secure loans and grants. Note that DPP offers only tuition credits.

- 3) Regarding daily operation funding, all programs accepted private-pay tuition. The majority of the programs accepted state funding from the Colorado Preschool Program(CPP) and the Colorado Child Care Assistance Program (CCCAP). Some programs obtained federal funding for participation in the Child and Adult Care Food Program (CACFP) or for collaborative programs that included Head Start and Early Head Start children. Locally, school districts provided support for the majority of programs in some way (building maintenance, staff, etc.). Local governments provided funding for some programs while others were funded by local sales tax initiatives or mill levy overrides approved by voters. Other funding was provided by grants and, in a lesser amount, by donations. Note, none of the researched programs received support from local businesses, which could be an untapped revenue source.
- 4) The majority of the sites had staff that were employees of the local school district and received the same pay and benefits as other district employees. Some sites had staff that were employees of the school district and received the same benefits, but used a salary schedule that was specific to the preschool program, usually less than the district's licensed teacher salary schedule. Likewise, staff employed by the county received the same benefits as all county employees, but with a salary schedule that was specific to the preschool program. The staff at a few sites was employed by the non-profit center; one offered benefits. Note that the DPP was not included in the tally since they are not an employer of school staff.

Phase IV:

Data Analysis and Options for Providing Affordable Early Care and Education

Key Findings

- A typical family with 2 young children and the median salary for Archuleta County (\$48,186) will spend approximately 41% of its income on child care and preschool.
- Model I, which would serve 86-171 children ages 1-3, has annual deficits from \$412,800 to \$1,641,600, depending on the number of children served, on the months per year that services are offered, on the tuition paid by families, and on whether services are provided in licensed homes or centers.
- Model II, which would serve 52 children ages 1-5 in a center, has annual deficits from \$374,400 to \$499,200, depending on whether the service is provided 9 or 12 months/year.
- Model III, which would serve 171 children during the 2 years before entering kindergarten in centers, has annual deficits from \$384,750 to \$741,750, depending on whether the service is provided 9 or 12 months/year, and on the tuition paid by families. The annual deficit can be reduced to \$235,350 if enrollment were limited to serving only children during the year before entering kindergarten.

Analysis of Phase I and Phase II

Early care and education (ECE) for children 0 up to 5 years of age is provided by both home- and center-based providers. Seven licensed home care providers serve a total of 54 full-time children. Three centers serve a total of approximately 139 full-time children. Both approaches are essential for meeting the need for ECE in Archuleta County.

Whether a family chooses to use a home-based or a center-based provider likely depends on many factors. Some families may prefer home-based care because they believe that the environment is similar to that which a child would have in its own home. Other families prefer center-based programs, which they believe are better equipped for preparing their children for success in kindergarten.

Cost is a major factor differentiating home- and center-based facilities. Twelve month, full-day care in a home typically costs \$7,800/year in Pagosa Springs, while enrollment in a center that includes high quality preschool education costs approximately \$12,000/year. The higher costs of the centers are due to increased costs required to meet high academic standards, as specified by Colorado Shines.

All home- and center-based providers have every available slot filled most of the time. Most providers maintain wait lists. The number of children who are currently waiting to enter home- or center-based facilities provides one measure of the need for additional early child care and education services. However, wait lists do not provide an accurate projection of the number of additional slots needed. Some families are on multiple lists. Some have moved away. Some have resorted to non-licensed ECE providers. For more accuracy, a community survey was conducted rather than relying on wait list data.

The survey of parents' wishes (Phase II of this report) indicates a far greater need for expanded services. These data show that 80%-85% of the children under the age of 5 would be enrolled in ECE if it were available and affordable. This survey of parents' wishes shows that services are needed for an additional 280 children (See Table III in Phase II).

Affordability of ECE

The requirement that services should be “affordable” is likely the major factor for the large difference between the survey results and the current wait list. Most (80%-85%) of families in Archuleta County would enroll their children in ECE if they could afford the cost. They understand the value of this experience for their children, but the cost is beyond their means.

The problem of “affordability” can be illustrated with the typical family in Archuleta County. This family has 2 children and the County median income of \$48,186. If they enrolled one child in home-based day care (annual cost \$7,800) and one child in high quality, center-based pre-K (annual cost \$12,000), they would be paying \$19,800 annually for ECE. Hence, this most typical family in Archuleta County would be spending 41% of its income on child care. The US Department of Health and Human Services recommends that families spend no more than 10% of their family income on child care. It is important to note that children from this family are unlikely to qualify for government subsidies, such as Head Start, the Colorado Preschool Program (CPP), or Colorado Child Care Assistance Program (CCCAP).

Most children from low-income families are eligible for some financial assistance through federal and state programs. Children ages 3-5 whose family income is less than the Federal Poverty Guideline (\$24,600 for family of 4) may enroll in Head Start. Most 4-year-old children from families with incomes less than 185% of the Federal Poverty Guideline (\$45,510 for a family of 4) receive some assistance from CPP. Some children receive assistance from CCCAP. It is important to note that these programs do not provide full-day, full-year services.

Many communities have developed plans to address “affordability” of ECE. As described elsewhere in this report, Denver Public Schools offer a large, high quality pre-K program that is affordable for most families. The table below shows what parents pay for this service. Note that the median household income in Denver is \$4,470/month (11% higher than the median household income in Archuleta County). The typical family with two children and the median income for Denver would spend about 3% of their monthly income on ECE.

Table I
Preschool tuition charged by Denver Public Schools depends on family income and size.
 (Table taken from DPS website)

| MONTHLY GROSS INCOME | | | | | | | | | | | | |
|-----------------------|--------------|---------|---------|---------|----------|----------|----------|----------|----------|--------------|---------------------|---------------------|
| TUITION LEVEL | A | | B | | C | | D | | E | | F Opt Out | Non-Denver Resident |
| Household Size: | Up to | From | Up to | From | Up to | From | Up to | From | Up to | Greater than | | |
| 2 | \$2,470 | \$2,471 | \$3,204 | \$3,205 | \$4,005 | \$4,006 | \$4,539 | \$4,540 | \$9,479 | \$9,480 | | |
| 3 | \$3,108 | \$3,109 | \$4,032 | \$4,033 | \$5,040 | \$5,041 | \$5,712 | \$5,713 | \$11,928 | \$11,929 | | |
| 4 | \$3,746 | \$3,747 | \$4,860 | \$4,861 | \$6,075 | \$6,076 | \$6,885 | \$6,886 | \$14,378 | \$14,379 | | |
| 5 | \$4,385 | \$4,386 | \$5,688 | \$5,689 | \$7,110 | \$7,111 | \$8,058 | \$8,059 | \$16,827 | \$16,828 | | |
| 6 | \$5,023 | \$5,024 | \$6,516 | \$6,517 | \$8,145 | \$8,146 | \$9,231 | \$9,232 | \$19,277 | \$19,278 | | |
| 7 | \$5,663 | \$5,664 | \$7,346 | \$7,347 | \$9,183 | \$9,184 | \$10,407 | \$10,408 | \$21,732 | \$21,733 | | |
| 8 | \$6,304 | \$6,305 | \$8,178 | \$8,179 | \$10,223 | \$10,224 | \$11,586 | \$11,587 | \$24,193 | \$24,194 | | |
| ECE TUITION PER MONTH | | | | | | | | | | | | |
| Program: | A | B | | C | | D | | E | | F Opt Out | Non-Denver Resident | |
| Half-Day | Tuition-Free | \$31 | | \$117 | | \$212 | | \$333 | | \$424 | \$461 | |
| Full-Day | Tuition-Free | \$63 | | \$234 | | \$425 | | \$666 | | \$848 | \$921 | |

Options for Expanding Early Care and Education in Archuleta County

Three models have been developed to show the annual operating expenses for various ECE services in Archuleta County. Although these models lack many details, they do provide realistic estimates of the costs for providing specific services to specific numbers of children.

Formulation of each model starts with a set of parameters. Some of these parameters are known with considerable accuracy. For example, results from Phase I of this study show that home-based ECE costs \$7,800/year while high quality, center-based ECE care costs \$12,000/year. Some parameters are only estimates. For example, results from Phase II of this study show that 83% of the children below the age of 5 would be enrolled in ECE if it were affordable. The accuracy of this number is unknown, although 70%-80% of the children in other communities are enrolled in preschool. Other parameters can be varied to change the cost of the program. For example, a model may specify that income from tuition will cover 20% of the cost of the program. This parameter can be varied to some extent, as needed to render a program financially feasible.

After establishing a set of parameters, the total cost of the program will be calculated based on the number of children enrolled in a program and the annual cost of the program. The difference between the program cost and all known sources of income gives the deficit. Each model ends with consideration of possible ways to reduce the cost or possible new sources of income.

None of the models provides ECE for infants, children 0-12 months. Although survey results from Phase II show that this group is in greatest need of additional services, providing these services is difficult and expensive. Efforts to expand ECE for children ages 1 up to 5 are more likely to succeed under the current conditions.

Model I: Toddler Care (Ages 1-3)

Model Parameters:

- Limit support to children enrolled in centers with Colorado Shines rating of 3-5
- There are approximately 114 children in each age group (e.g. 1-2 years, 2-3 years etc.) in Archuleta County (based on 2015 US Census data)
- Create enough slots to serve 75% of children ages 1-3 (171 children). Note that the Phase II data show that 80%-85% of children would be enrolled if services were available and affordable
- Provide full-day service 5 days/week throughout the year
- Assume that the total annual cost/child is \$12,000/year, which is consistent with data from Phases I and II
- Although tuition will likely depend on a family's income, the tuition paid by all families will equal 20% of the total cost of the program. Sources of income other than tuition will pay the remaining 80% of the cost of the program

Annual Operating Cost, Known Support and Annual Deficit:

Annual Operating Cost = 171 children x \$12,000/year = \$2,052,000

Tuition = 0.20 x \$2,052,000 = \$410,400

Annual deficit = \$2,052,000 - \$410,400 = **\$1,641,600**

Ways to Reduce the Annual Deficit:

- 1) Reducing the services from 12 months/year to 9 months/year would reduce the deficit to \$1,231,200.
- 2) Replacing center-based care (\$12,000/year) with home-based care (\$8,000/year) would reduce the deficit to \$820,800 for 9 months.
- 3) Increasing the average tuition payment from 20% to 40% would reduce the deficit to \$615,600 for home-based care for 9 months.
- 4) Approximately half of children in Archuleta County come from families that qualify for free or reduced lunches (i.e., family income less than 185% of federal poverty line). The deficit for home-based care for 9 months/year for this group (86 children) would be \$412,800 if the average tuition payment were 20%.

Potential Sources of Additional Support:

- Start an Early Head Start program
- Local Government Support
- Private Sector/Businesses
- Churches
- Philanthropy
- Grants
- CCCAP

Notes:

- 1) Providing additional center-based care will require construction of a new building or remodeling of existing space.
- 2) Providing additional home-based care will require opening of more home care facilities. Assistance in navigating state regulations will likely be necessary.
- 3) Initiating an Early Head Start program requires either additional federal support for Tri-County Head Start, or reallocation of slots within Tri-County Head Start.
- 4) The average tuition paid can be varied to change the deficit. However, raising the tuition paid by the average family will reduce the number of families that find ECE affordable.
- 5) As a point of reference, tuition at the Seeds of Learning Early Care and Education Center (Seeds of Learning) provides approximately 50% of the total center budget.

Model 2: Center with 52 Slots for Children Ages 1-5

Model Parameters:

- Limit support to children enrolled in centers with Colorado Shines rating of 3-5
- Create enough slots to serve 52 children
- Provide full-day service 5 days/week throughout the year
- Assume that the total annual cost/child is \$12,000/year, which is consistent with data from Phases I and II
- Although tuition will depend on a family's income, the tuition paid by all families will equal 20% of the total cost of the program. Sources of income other than tuition will pay the remaining 80% of the cost of the program

Annual Operating Cost, Known Support and Annual Deficit:

Annual Operating Cost = 52 children x \$12,000/yr = \$624,000

Tuition = 0.20 x \$624,000 = \$124,800

Annual deficit = \$624,000 - \$124,800 = \$499,200

Ways to Reduce the Annual Deficit:

- 1) Reducing the services from 12 months/year to 9 months/year would reduce the deficit to \$374,400.

Potential Sources of Additional Support:

- Start an Early Head Start program
- Private Sector/Businesses
- Churches
- Philanthropy
- Grants
- CCCAP
- Increasing tuition paid by parents

Notes:

- 1) Providing additional center-based care will require construction of a new building or remodeling of existing space.

Model 3: High Quality Preschool Education

Model Parameters:

- Provide preschool for 75% of the children ages 3-4 in Archuleta County. The 2015 US Census data show that this plan will serve 171 children ages 3-4.
- Existing Head Start and Our Savior Lutheran preschool programs will continue to serve 86 of the 171 included in this plan. The number of children that would be served by Seeds of Learning and additional slots is 85 (171 – 86).
- Provide full-day service 5 days/week throughout the year.
- Assume that the total annual cost/child is \$12,000/year, which is consistent with data from Phases I and II.
- Although the tuition paid by a family will depend on its income, the tuition paid collectively by all families will equal 20% of the total cost of the program. Sources of income other than tuition will pay the remaining 80% of the cost of the program.

Annual Operating Cost, Known Support and Annual Deficit:

Annual Operating Cost = 85 x \$12,000 = \$1,020,000

Tuition = 0.20 x \$1,020,000 = \$204,000

Colorado Preschool Program (CPP) (22 slots in Seeds of Learning)

22 slots x \$3,375/slot = \$74,250

Total Support = Tuition (20% of cost) plus CPP = \$204,000 + \$74,250 = \$278,250

Annual Deficit = \$1,020,000 - \$278,250 = \$741,750

Ways to Reduce the Annual Deficit:

- 1) Reducing the services from 12 months/year to 9 months/year would reduce the deficit to \$537,750.
- 2) Increasing the average tuition payment from 20% to 40% would reduce the deficit to \$384,750 for 9 months.
- 3) Limiting service to only 4-year old children (i.e., 1 year before entering kindergarten), and to only 9 months/year, the deficit would be \$235,350 if the average tuition paid was 20% of real cost.

Potential Sources of Additional Support:

- Additional taxation (sales or property) is likely the most viable source for funding a major part of this cost. Note that a 0.2% sales tax is expected to generate approximately \$200,000/year. A 1 mill property tax would generate approximately \$300,000/year.
- Public school system might provide support, either in-kind or actual funding. In-kind support might include transportation, building maintenance, preparation of meals, or administrative services, such as accounting.
- Private Sector/Businesses
- Churches

- Philanthropy
- Grants
- Increasing tuition paid by parents
- CCCAP

Notes:

- 1) Providing additional center-based care will require construction of a new building or remodeling of existing space.
- 2) The average tuition paid can be varied to change the deficit. However, raising the tuition paid by the average family will reduce the number of families that find ECE affordable. As a point of reference, tuition at the Seeds of Learning provides approximately 50% of the total center budget.

Capital Improvements (Bricks and Mortar):

Home-Based Development

Providers use their homes to provide these services. New providers may appear as funding for ECE increases.

Center Development

Expansion of the number of center-based slots can occur only when there is new space. The capital expense for new centers serving 50 children in ECE is expected to be roughly \$2,000,000 each. Funding such major capital improvements will require support from many sources, which may include:

DOLA

USDA

TANF

Major donors

Local government

Bond measure

School district

Ways other Communities Provide Comprehensive Early Care and Education:

- Local government support: Local businesses recognize the importance of ECE and encourage local government support, which may be either in-kind or actual funding. Counties may employ ECE center staff or direct TANF funds to specific ECE programs.
- School district support: The public school system might provide support, either in-kind or actual funding. In-kind support might include transportation, building maintenance, preparation of meals, or administrative services, such as accounting. In many communities, the school district provides space and employs the teachers. Schools often provide assistance with capital improvements. This assistance may be in the form of classrooms, providing land for new construction, and securing funding.
- Taxation: In some communities, a mill levy was passed to support annual operating expenses for ECE. In others, a portion of the sales tax was directed to ECE. Proceeds of these taxes are used either to support ECE centers directly or to provide children with tuition vouchers. These vouchers may be used at any licensed program in the region.

Findings and Recommendations

General Findings

Over one year of research has been devoted to understanding the complex issue of expanding Early Care and Education (ECE) in Archuleta County. Analysis of need, resources, and solutions has shown:

- 1) What ECE services are currently available in Archuleta County.
- 2) What ECE services are needed and would be used if available and affordable.
- 3) That there are several working options that can be applied for expanding ECE services in Archuleta County.

Despite financial challenges like ours, many communities in Colorado have made substantial progress in developing affordable ECE. An analysis of 15 such communities showed success sometimes took years and involved collaborative efforts among local governments, public schools, and many other vested stakeholders.

Project development almost universally started with community awareness. Local governments and public school districts acknowledged the need and committed time and resources to resolve the issue. You have already made important first steps in that direction by forming this ECE Work Group, assisting in the funding of a coordinator, and committing to action.

Tasked with creating solution recommendations, the ECEWG intentionally limited its focus to providing data-driven “Options” with detailed cost/benefit breakdowns. This interim step is intended to offer the best possible navigation markers for decision-making on your part. The lower cost options can be executed within 6 to 48 months; some immediately. Additional productive dialogs, using the models as a starting point, will lead to workable plans based on available resources in our county.

The ECEWG looks forward to working further with the Town, County, School District, and other stakeholders as specific near and long-term actions are selected and refined. As reasonable funding is identified, solutions are implemented, and direct and indirect benefits are tracked, our role will be to recommend and advise, but not lead. The prize of expanded, affordable ECE in our county is clearly within our grasp.

Specific Recommendations

- Schedule joint Town/County work sessions to select and refine solutions that are consistent with financial and political realities.
- Develop a 5-year strategy for prioritized solutions to include specific objectives and a corresponding implementation plan.
- Continue support for the ECEWG Coordinator for another year to spearhead the strategy and planning work, and liaison with state and regional allies.
- Expand the work group to include members that represent more community stakeholders such as parents and businesses.
- Increase joint awareness of any land use regulations and/or development rules and incentives that could be leveraged to promote the development of ECE facilities or activities.

Glossary of Terms

1. **Bond measures:** Asks voters to approve or deny additional proposed spending that will provide local revenue for construction purposes and/or land acquisitions. Proceeds from the measure are used to pay the principal and interest on construction bonds. They are offered for a specified dollar amount and a specified period of time.
2. **Capital improvement/needs:** Building new facilities and or new schools and/or improving existing facilities. This includes improvements to school security and classrooms, building new schools, administration buildings, athletic fields, etc.
3. **CPP (Colorado Preschool Program):** Begun in 1988, funding is offered by the Colorado Department of Education and is managed by local school districts and their preschool advisory councils. Each participating school district is given a predetermined number of half-day slots to serve eligible children who are mostly 4-years old, but some 3-year olds may qualify. Two types of slots can be allocated to districts: CPP slots which can be used to serve eligible preschoolers and ECARE slots which can be used to serve preschoolers or to provide full-day opportunities for eligible kindergarteners. Two half-day slots can be combined to create full-day opportunities for preschool children with very high needs. Children are determined eligible for CPP based on certain risk factors present in their lives and associated with later challenges in school. Most children who are eligible for CPP attend high-quality early childhood programs. These may be located in school district settings, local child care centers, community preschools or Head Start programs.
4. **CCCAP (Colorado Child Care Assistance Program):** CCCAP provides financial assistance for child care to families who qualify. Each county's Department of Social/Human Services and the Colorado Office of Early Childhood, Division of Early Care and Learning manage the CCCAP program. Each county sets eligibility requirements for families, but must help families that have an income of 165% or less of the federal poverty guideline.
5. **CACFP (Child and Adult Care Food Program):** CACFP reimburses centers for nutritious meals and snacks served to eligible children and adults through state funding from the U.S. Department of Agriculture (USDA) and distributed to programs by the Colorado Department of Public Health and Environment.
6. **Colorado Shines:** In 2013, the State of Colorado was awarded \$45 million to improve early childhood education and link quality assessment to child care licensing. Colorado Shines, the new Quality Rating Improvement System (QRIS), assigns a quality rating to licensed early care and education programs. All licensed child care programs caring for children prior to kindergarten are required to participate in the system. A Colorado Shines rating helps parents find the best care for their child and creates a path to quality improvement for providers.
7. **DOLA (Department of Local Affairs):** The Colorado DOLA is the principal department of the Colorado state government responsible for local government assistance, property taxation, property assessment appeals, affordable housing, and housing construction regulation. DOLA administers the federal Community Development Block Grant (CDBG) program for non-entitlement municipalities and counties to carry out community development activities. The funds must be used for activities that either benefit low- and moderate-income persons; prevent or eliminate slums or blight, or address community development needs that have a particular urgency.
8. **DPP:** Denver Preschool Program.

9. **Early Head Start:** The program was designed in 1994 by an Advisory Committee on Services for Families with Infants and Toddlers formed by the Secretary of Health and Human Services. It is a federally funded community-based program for low-income families with pregnant women, infants, and toddlers up to age 3. It is a program that came out of Head Start and offers three program options: home-based, center-based or a combination of both.
10. **ECC (Early Childhood Council):** Established through House Bill 07-1062 in 2007 for the purpose of developing and ultimately implementing a comprehensive system of early childhood services to ensure the school readiness of children five years of age or younger. The ECCs are responsible for improving and sustaining the availability, accessibility, capacity and quality of early childhood services for children and families throughout the state. They have consistent function and structure statewide and are governed by the Colorado Department of Human Services. The Councils support the implementation of Colorado Shines and distribution of quality incentives to licensed early care and learning programs. Currently, 31 Early Childhood Councils in Colorado represent almost all of the counties in Colorado. Two ECCs serve southwest Colorado: ECC of La Plata County in Durango and Montelores ECC in Cortez.
11. **ECE:** Early Care and Education.
12. **Head Start:** A program of the United States Department of Health and Human Services initially launched in 1965 that provides comprehensive early childhood education, health, nutrition, and parent involvement services to low-income children and their families. Locally, the Mardel Gallegos Head Start Center provides these services to families and children age 3 up to 5 years in Archuleta County.
13. **Infant:** A child that is 0 up to 12 months old.
14. **Mill levy:** The assessed property tax rate used by local governments and other jurisdictions to raise revenue in order to cover annual expenses.
15. **Mill levy override:** Overrides for school districts are allowed with voter approval. Overrides allow districts to raise and spend property taxes over and above those that support the school finance act. Overrides are limited to 25 percent of a district's total funding or \$200,000 whichever is greater. The money generated from this tax stays in the community and goes directly to the school district.
16. **Pre-K:** Programs offering early childhood education to children in the year just before kindergarten, typically for those who are 4-years-old.
17. **Preschool:** Programs offering early childhood education for children who are usually between the ages of three and five.
18. **TANF (Temporary Assistance to Needy Families/Colorado Works):** A federal program that provides monthly cash assistance to qualifying families with dependent children while preparing for, looking for and/or maintaining employment. It is designed to help families become self-sufficient by strengthening their economic and social stability and help with emergency household expenses and services, such as counseling, and training.
19. **Toddler:** A child that is 12 months up to 36 months old.

| | | | |
|------------------------------|--|--|---|
| | | | |
| Business Name | Mardel Gallegos Head Start Center | Our Savior Lutheran Preschool | Seeds of Learning Early Care & Education Center |
| Director/Owner | Mardel Gallegos | Anette McInnis | Lynne Bridges |
| Phone | 264-2484 | 731-3512 | 264-5513 |
| Mobile | | 903-4217 | |
| Address | 475 South 8th Street | 56 Meadows Drive | 575 South 7th Street |
| City | Pagosa Springs | Pagosa Springs | Pagosa Springs |
| State | CO | CO | CO |
| Zip | 81147 | 81147 | 81147 |
| Email | | annettemcinnis@yahoo.com | seedsoflearning@growingseeds.org |
| Area | Town | West Pagosa | Town |
| Type of Care | Preschool (2.5-6yrs) | Preschool (2.5-6yrs) | Preschool (2.5-6yrs) |
| Hours | Mon-Fri, 7:30am-5:30pm | Mon-Fri., 7:30a-5:30p Preschool 7:30am-11:45am, Enrichment 12pm-5:30pm | Mon-Fri, 7:30am-5:30pm Play-based curriculum all day. |
| Term | School Year | School Year (Sept-May) | Calendar Year |
| Licensed for... | 48 (3-5 years) | 60 (2yr, 8 months -12yr). | 60: 2.5yrs-4yrs (Preschool), 4yrs-5yrs (Pre-K). |
| 0 up to 24 m | 10 max - 1:5 staff-child ratio | 10 max - 1:5 staff-child ratio | 10 max - 1:5 staff-child ratio |
| 24m up to 36m | 20 max - 1:10 staff-child ratio (3-4 yrs) | 16 max - 1:8 staff-child ratio (2.5-3 yrs) | 16 max - 1:8 staff-child ratio (2.5-3 yrs) |
| 3 years up to 5 years | 24 max - 1:12 staff-child ratio | 24 max - 1:12 staff-child ratio | 24 max - 1:12 staff-child ratio |
| Enrolled... | 48 (three classrooms of 16 each, 3s, 4s & 5s) | 41 in three preschool classrooms. M-F full days, half day; M-W-F full day, half days; Two full + two half days. | 60 but only 50 total on one day. Mon-Fri, Tues & Thurs or Mon-Wed-Fri. |
| 0 up to 24 m | 0 | 0 | 0 |
| 24m up to 36m | 0 | 3 (age 2 years, 8 months) | Bumble Bee (2.5-3yrs) = 12 (6:1) |
| 3 years up to 5 years | 48 (three classrooms) | 38 (not all on the same day) | Dragonfly (3 yrs) = 12 (6:1), Lady Bug (4 yrs) = 12 (6:1), Butterfly (4-5 yrs) = 14 (7:1). |
| Wait List | Yes - 16 over-income families. Prioritized via point system. | 3 (3-4 yrs) for 2015-16. | Approx 32. Calls are made when there is an opening. Verified for potty-trained, still needed, etc. About 3 calls are made before a child is enrolled. |
| Tuition/Funding | School Day (Tues-Fri., 8am-3:00pm) : \$125/month; CPP free. Extended Day (M-F, 8am-5pm): \$275/month, CPP \$150/month. Part Day (Tues-Fri, 8am-12pm): Free. CPP and CCAP accepted. 30 out of 48 have CPP slots. Tuition is waived if a child has an IEP and has requested extended care. EAP is federally funded. | \$515/month, CCAP (1) | CCAP (2), CPP (22), Sliding Scale (\$30-\$52/day). |
| Language | English, Spanish | English, Spanish | English, Spanish |
| Curriculum | Creative Curriculum, Dinosaur School | Classic Curriculum, faith-based. | Creative Curriculum, Dinosaur School |
| Quality Rating | 4 | 1 | 4 |
| Notes (history, etc.) | 43 years for the center and director. | Anette has been there since 1997, school 25-30 years. Have 27 enrolled for 2016-17, 3 yrs almost full. Would consider infant/toddler but staffing is an issue. | Seeds has existed for 18 yrs (1998); Lynne has been Director since 2003. |

| Business Name | Teresa's Lil Blessings | Judy Graham Daycare | Shonda's Daycare | Tiff's Lil Cubs Childcare | Wee Toddle Inn | Marie's Daycare & Preschool | Pea Pods Family Care Home |
|-----------------------|--|---|---|--|---|---|---|
| Director/Owner | Teresa Mael | Judy Graham/Dorothy Poor | Shonda Martinez | Tiffany Wilkins | Pauline Young | Marie Lattin | Kailey Wiggers |
| Phone | 264-4786 | 264-5251/398-0402 | 264-5122 | 731-0816 | 731-1121 | 903-2473 | 585-2273 |
| Mobile | 946-8692 | | | | 946-1101 | | 946-8681 |
| Address | 161 Terrace Drive | 419 North 4th Street | 658 South 5th St. | 206 Hummingbird Place | 22 Homestead | 21 Pueblo Court | 242 North 6th Street |
| City | Pagosa Springs | Pagosa Springs | Pagosa Springs | Pagosa Springs | Pagosa Springs | Pagosa Springs | Pagosa Springs |
| State | CO | CO | CO | CO | CO | CO | CO |
| Zip | 81147 | 81147 | 81147 | 81147 | 81147 | 81147 | 81147 |
| Email | | | | | | | |
| Area | Pagosa Hills | Town | Town | Aspen Springs | Vista | Pagosa Lakes | Town |
| Type of Care | Family | Family | Family | Family | Small Family | Family | Small Family |
| Hours | 7:30a-5:30p | 7am-6pm | 7:30a-5:30p | 7:30a-5:30p | 4:30am-7pm, Days, Nights, Weekends | 7:30a-5:30p | 7:30a-5:30p |
| Term | Calendar year | Calendar year | Calendar | Calendar year | Calendar | Calendar year | Calendar year |
| Licensed for... | 12 | 12 | 12 | 12 | 6 | 12 | 6 |
| 0 up to 24 m | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| 24m up to 36m | | | | | | | |
| 3 years up to 5 years | 10** | 10* | 10* | 10* | 4* | 10* | 4* |
| Enrolled... | 8 (no helper) | 12 | 8 (no helper) | 8 (no helper) | 6 | 8 (no helper) | 4 |
| 0 up to 24 m | 2 | 2 | 2 | 2 | 3 (not all on the same day) | 2 | 1 |
| 24m up to 36m | 2 | 3 | 4 | 4 (not all on the same day) | 4 (not all on the same day) | 2 | 3 |
| 3 years up to 5 years | 3 | 6 | 2 | 2 | 2 (not all on the same day) | 3 (not all on the same day) | 0 |
| Wait List | 10+ - call back, 1st come, first-served | None, ask them to call back | 20-30. Asks them to call back. | 30+ (98% under 2) | 20 - mostly infants | 7 on current list, call when there is an opening | No |
| Tuition/Funding | \$30/day, \$150/wk | \$30/day, \$125/wk | \$150/wk | \$30/day, \$150/wk | \$30/day, drop-in \$50/day | \$30/day | \$30-\$45/day |
| Language | English/Spanish | English/Spanish | English | English | English | English, Spanish | English |
| Curriculum | Preschool - assessment and lesson plan for each child, rich environment. ECH college classes but no AAS. | Preschool - during the school year; not the summer. 8am-12pm; free play in the afternoon. | True home care - just like what parents would do in their home. | Mother Goose curriculum - circle time and throughout the day. | True home care - just like what parents would do in their home. | True home care - just like what parents would do in their home. | True home care - just like what parents would do in their home. |
| Quality Rating | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Notes (history, etc.) | 20+ years and 12 years in Pagosa (2005). Has filed appeals to take more than 2 under 2. | 1976 (40 yrs). Critical need for infant care! | 1980s (30 yr) Majority of wait list is for 3yr and under. | 2008. Has appealed to take more under 2 but it takes 2.5 months. | 4 yrs | 28 yrs. | 1 year |

*Per licensing rules, home providers cannot have more than two children under the age of two. The balance of children can be a mixed age group up to the maximum for which they are licensed.

**Appendix III:
Phase II - Early Care and Education Work Group Survey**

The Archuleta County Commissioners and the Pagosa Springs Town Council have jointly agreed that the lack of early childhood care and education in our community for children up to kindergarten is one of our most urgent problems.

A group of volunteers organized as the Early Care & Education Work Group (ECEWG) is studying the availability and need for additional early care and education in Archuleta County. The goal of this research is to obtain data required to make recommendations to the Town and County for how these needs can be met. With your help we can better assess the actual numbers and ages of children that need care and pre-K education.

All information collected from this survey is strictly anonymous and only aggregate data will be used for reporting purposes.

1. How many children does your family have in each of the following age groups?

- 0-12 months ____
- 1 year ____
- 2 years ____
- 3 years ____
- 4 years ____
- 5 years but not yet in kindergarten ____

2. If affordable early childhood care and education were available, how many of your children would you enroll in each age group?

- 1-12 months ____
- 1 year ____
- 2 years ____
- 3 years ____
- 4 years ____
- 5 years but not yet in kindergarten ____

Comments:

PLEASE SUBMIT ONLY ONE SURVEY PER FAMILY using one of the options below:

- 1. **Hard Copy:** Please seal your completed survey in the attached envelope and drop it in the box marked "ECEWG Surveys", **OR** return to the designated person on site **OR** mail to the address below.
- 2. **Online:** Visit <https://www.surveymonkey.com/r/5Q6MLZB> to access and complete the survey via the internet.

DEADLINE: Friday, October 14, 2016.

If you have any questions please contact:

Jan Santopietro, Project Coordinator
7601 Highway 84, Pagosa Springs, CO 81147
(970) 264-6560 janet.santo78@gmail.com

Thank you so much for participating and helping us learn more about the needs of our youngest population.

**Appendix IV:
Phase II - Churches Surveyed**

Members of the following churches were provided questionnaires:

Amazing Grace
Arboles Baptist Church
Calvary Chapel
Centerpoint Church
Church of Christ
Community United Methodist Church
CrossRoad Christian Fellowship
Grace Evangelical Church
Immaculate Heart of Mary/John Paul II Catholic Churches
Open Door Church
Our Savior Lutheran Church
Pagosa Bible Church
Pagosa Unitarian Universalist Fellowship
Restoration Fellowship
Seventh Day Adventist Church
St. Patrick's Episcopal Church
The Church of Jesus Christ of Latter Day Saints
Trinity Angelican Church

**Appendix V:
Phase II - Business Employees Surveyed**

Employees of the following businesses were provided questionnaires:

Alley House Grille/Farrago Market Cafe/Tavern Le Boeuf/Side Street Sushi

Archuleta County

Archuleta County School District

Boss Hogg's Restaurant & Saloon

McDonald's

Master Corp

Pagosa Brewing Company & Grill

Pagosa Ranger District (Department of Agriculture)

Parelli Natural Horsemanship

Pagosa Area Water and Sanitation District

Pine Ridge Extended Care

Ponderosa Lumber Company

Pagosa Springs Medical Center

Riff Raff Brewing Company

Sonic

The Springs Resort & Spa

Terry's Colorado Home Supply

Town of Pagosa Springs

Visiting Angels

Walmart

Wyndham Pagosa

**Appendix VI:
Phase II - Early Care and Education Work Group Survey Data**

Church Members

| Age Group | Total Number of Children | Total Number of Children That Would be Enrolled | % Who Would be Enrolled in Affordable Care | %/100 x 114 |
|--|---------------------------------|--|---|--------------------|
| 0-12 months | 12 | 11 | 91.7 | 105 |
| 1 year | 9 | 8 | 88.9 | 101 |
| 2 years | 9 | 8 | 88.9 | 101 |
| 3 years | 13 | 11 | 84.5 | 96 |
| 4 years | 8 | 8 | 100 | 96 |
| 5 years (not yet in Kindergarten) | 6 | 6 | 100 | 114 |
| TOTAL | 57 | 52 | | 613 |

Business Employees

| Age Group | Total Number of Children | Total Number of Children That Would be Enrolled | % Who Would be Enrolled in Affordable Care | %/100 x 114 |
|--|---------------------------------|--|---|--------------------|
| 0-12 months | 51 | 43 | 84.3 | 96 |
| 1 year | 40 | 35 | 87.5 | 100 |
| 2 years | 42 | 39 | 92.8 | 106 |
| 3 years | 40 | 37 | 92.5 | 105 |
| 4 years | 43 | 38 | 88.4 | 101 |
| 5 years (not yet in Kindergarten) | 36 | 33 | 91.7 | 105 |
| TOTAL | 252 | 225 | | 613 |

Archuleta School District #50 Jt. Families

| Age Group | Total Number of Children | Total Number of Children That Would be Enrolled | % Who Would be Enrolled in Affordable Care | %/100 x 114 |
|--|---------------------------------|--|---|--------------------|
| 0-12 months | 50 | 30 | 60.0 | 68 |
| 1 year | 40 | 29 | 72.5 | 83 |
| 2 years | 40 | 30 | 75.0 | 86 |
| 3 years | 36 | 33 | 91.7 | 105 |
| 4 years | 38 | 35 | 92.1 | 105 |
| 5 years (not yet in Kindergarten) | 20 | 14 | 70.0 | 80 |
| TOTAL | 224 | 171 | | 527 |

Pagosa Lakes Property Owners Association Members

| Age Group | Total Number of Children | Total Number of Children That Would be Enrolled | % Who Would be Enrolled in Affordable Care | %/100 x 114 |
|--|---------------------------------|--|---|--------------------|
| 0-12 months | 20 | 17 | 85.0 | 97 |
| 1 year | 17 | 13 | 76.5 | 87 |
| 2 years | 18 | 13 | 72.2 | 82 |
| 3 years | 15 | 10 | 66.7 | 76 |
| 4 years | 19 | 15 | 78.9 | 90 |
| 5 years (not yet in Kindergarten) | 15 | 11 | 73.3 | 84 |
| TOTAL | 104 | 79 | | 516 |

News Source Respondents

| Age Group | Total Number of Children | Total Number of Children That Would be Enrolled | % Who Would be Enrolled in Affordable Care | %/100 x 114 |
|--|---------------------------------|--|---|--------------------|
| 0-12 months | 0 | 0 | -- | |
| 1 year | 1 | 0 | 0 | |
| 2 years | 0 | 0 | -- | |
| 3 years | 2 | 2 | 100 | |
| 4 years | 1 | 1 | 100 | |
| 5 years (not yet in Kindergarten) | 0 | 0 | -- | |
| TOTAL | 4 | 3 | | |

**Appendix VII:
Phase III - Early Care and Education Programs in Other Communities**

| GENERAL INFORMATION | 3/7/2017 | | | | | | | | | | | | | | |
|---|--|---|---|--|---|---|--|---|---|---|---|---|--|--|--|
| Business Name | Bayfield Early Childhood Program | Bent County ELC | Center for Early Childhood Programs | Council of Governments Children's Center | Denver Preschool Program | Denver Public Schools | Dolores RE-2J | Dove's Nest | Durango 9-R | Mancos Early Learning Center | Salida Early Childhood Center | Soroco Preschool | Steamboat Springs RE-2 | Summit School District | Teddy Bear Preschool |
| City | Bayfield | Las Animas | Leadville | Trinidad | Denver | Denver | Dove Creek | Dove Creek | Durango | Mancos | Salida | Oak Creek | Steamboat Springs | Frisco | Delores |
| Area | East La Plata County | Bent, Otero and Crowley Counties | Lake County | Las Animas and Huerfano County | City and County of Denver | City of Denver | Dolores County | Dolores County | La Plata County | Montezuma County | Chaffee County | Southern Routt County | Routt County | Summit County | Montezuma County |
| Days/Hours Paid Staff | 5 Days: Monday-Friday, 8am-5:30pm | 5 days, Monday-Friday, 5:15am-5:30pm | 5 days, Monday-Friday, 6:30am-5:30pm. Friday: care only | 5 days, Monday-Friday, 7:30am-5:30pm | Varies by site | 5 days, Monday-Friday, 7:30am-3pm | 4 days, Monday-Thursday, 8am-4pm | 5 days, Monday-Friday, 7am-6pm | 5 days, Monday-Friday, 8am-3pm. Monday planning only. | 5 days, Monday-Friday, 7:45am-4pm. Friday - care and planning only. | 5 days, Monday-Friday, 7:50am-3:30pm. Friday - care and planning only. | 4 days, Monday-Thursday, 7am-6pm | 4-days, Monday-Thursday, 8:30am-11:30am or 12pm-3pm | 4 days, Tuesday-Friday, 8:45am-3:55pm | 5 days, Monday-Friday, 7:30am-4pm. Friday - planning only. |
| Term | Year-round | Year-round | Year-round | Year-round | Combination: Varies by site | Combination: Varies by site. | School-year | Year-round | School-year | School-year | Combination: Preschool=school-year, Infant/Toddler=year-round | Year-round | School-year | School-year | School-year |
| School District | Bayfield School District | Las Animas RE-1 | Lake County School District | Trinidad School District | Denver Public Schools | Denver Public Schools | Dolores RE-2J | Dolores County RE-2J | Durango 9-R | Mancos RE-6 | Salida R-32 | South Routt RE-3 | Steamboat Springs RE-2 | Summit RE-1 | Delores RE-4A |
| PROGRAM INFORMATION | | | | | | | | | | | | | | | |
| Type of Program | Preschool, extended day, enrichment program, summer program | Infant/Toddler, preschool, extended day, summer program | Preschool, extended day, summer program | Infant/Toddler, preschool, extended day, summer program | Pre-K (4s) | Preschool, summer program | Pre-K (4s, some 3s) | Infant/Toddler, Preschool | Pre-K (4s) | Preschool | Infant/toddler, preschool, child care | Preschool, summer program | Preschool | Preschool | Preschool |
| Age Groups | Preschool: 3-5 yrs | Infant/Toddler: 6 weeks-36 months, preschool: 3-5 yrs | Preschool: 3-5 yrs | Infant/Toddler: 12-36 months, preschool: 3-5 yrs | Pre-K: 4 yrs | Preschool: 3-5 yrs | Pre-K: 4s, some 3s | Infant/Toddler: 12-36 months, preschool: 3-5 yrs | Pre-K: 4 yrs | Preschool: 3-5 yrs | Infant/Toddler: 12-36 months, preschool: 3-5 yrs | Preschool: 2.5-5 years | Preschool: 2.5-5 years | Preschool: 3-5 yrs | Preschool: 3-5 yrs |
| Number of Children Enrolled | 64 | 25 | 106 | 110 | N/A | 4500 in 90 programs | 26 | 20 | 160 | 43 | 110 | 26 | 59 | 165 (151 FT slots) | 69 |
| Quality Rating | 2 | 2 | 4 | 3 | 82% of the 252 sites had a 3 or 4. 35% in 4-star, 57% in 3-star | Site specific, 2-5 | 1 | 1 | 2 | 2 | 4 | 4 | 4 | 4 | 4 |
| FINANCIAL INFORMATION | | | | | | | | | | | | | | | |
| Annual Budget | 430,000 | Revenue=\$277,418 Expense=\$277,338 | \$644,905 | \$900,000 | \$20M | \$50M | \$127,300 (7th Street = \$97,800, Rico = \$29,500) | \$270,000 | \$1.3M | \$234,000 | \$1.6M (-\$138,000 for Buena Vista Head Start) | \$200,000 | \$306,000 | \$913,425 | \$350,000 |
| Funding - Capital Improvement | Loan, Grant, fundraising. | County: ELC is in a nursing home building owned and paid for by the County | School district: in existing facility | Loan, Grant | Other | School district: existing facilities (2016 DPS Bond issue for buildings and space). | School District - in existing facilities | Other - building donated by Housing Solutions for the Southwest | School district - in existing facilities | Combination: School District - property and half of the construction costs; Grant for the remaining balance. Donation - supplies. | Combination: School district = property. Grant/loan, county (TANF), Head Start, donations = building. | School District - property and bond issue (2008) paid for construction of the building. | School district - in existing facility | School District - in existing facilities | Combination: Housing Authority (property), school district (mill levy override), Head Start, Town of Delores, Montezuma County, BOCES, Pueblo CC, grant. |
| Funding - Daily Operations | Private-pay tuition + combination: CPP, CCAP, city & county (TANF), school district, grants. | Private-pay tuition + combination: CPP, CCAP, city & county (TANF), school district, grants. | Private-pay tuition + combination: CPP, school district, Head Start, grants | Private-pay tuition + combination: CPP, CCAP, CACFP, school district, counties, grants. | Private-pay tuition + sales tax initiative | Private-pay tuition + combination: CPP, DPP, school district (mill levies), Head Start, other (Early Reading First). | Private-pay tuition + combination: CPP, school district | Private-pay tuition + combination: CCAP, CACFP, county (mill levy), grants | Private-pay tuition + combination: CPP, CCAP, CACFP, school district, Head Start. | Private-pay tuition + combination: CPP, school district, Head Start | Private-pay tuition + combination: CPP, CACFP, school district, (mill levy, in-kind), Head Start, Early Head Start, grants. | Private-pay tuition + combination: CPP, CCAP, school district, grants, United Way. | Private-pay tuition + combination: CPP, CCAP, school district, grants | Private-pay tuition + combination: CPP, CCAP, school district, grants (Summit Foundation). | Private-pay tuition + combination: CPP, CACFP, school district, Head Start |
| Tuition Options: full-time and part-time definitions vary by program | Full-time = \$891/month, Part-time = \$345/month. Preschool = \$668/month. Extended Day = \$14/day. Non-refundable application fee = \$50. | Full-time: infant = \$700/mo, Toddler = \$650/mo, Preschool = \$625/mo. Part-time: Infant = \$385/mo, Toddler = \$357/mo, Preschool = \$344/mo. 10-12 hrs/day = additional \$35/month | Full-time = \$458/month, +Friday = \$600/month, Free/reduced lunch = \$353/month, +Friday = \$400/month. Part-time (less than 5 hrs/day). | Full-time = \$100/week, extended day = \$4.00/hour | Full-time and part-time. Average = \$303/child/month | Full-time = \$800 per month, Part-time = \$400 per month. | Full-time = \$25/day, Part-time = \$14/day | Full-time: Infant = \$19/day, \$17/day all others. Part-time: Infant=\$13, \$11/day all others. | Full-time = \$420/month, Part-time = \$210/month | Full-time = \$30/day, Part-time = \$20/day (AM), \$15/day (PM) | Full-time = \$375/month, Part-time = \$250/month | Full-time = \$40/day | Part-time = \$25/half-day session | Full-time = \$700/month, Part-time = \$350/month | Full-time = \$35/day, Part-time = \$25/day |
| Staff wages | BEEP employees: \$13 up to \$16.75/hour | County employees: Assist=\$9.30-\$10.20/hr. Lead=\$10.20-\$11.10/hr, benefits for FT employees | School district employees: Assist = \$10.27-\$17.44 Lead = \$11.74-\$18.25 + benefits | County employees: out of the ELC budget: \$9.50-\$12.00/hour | N/A | School district employees: Teachers = \$40,000-\$56,000/year (BA degree), paraprofessionals = \$12,000-\$17,000/year + benefits | School district employees: Teachers = \$27,000-\$32,130 (BA), professional aides = \$11.00-\$17.96 | Dove's Nest employees: \$10-\$13/hour, medical insurance (50%), PTO, paid holidays (12) | Teacher=\$36,600-\$38,200 (BA), Para=\$12.05-\$19/hour + benefits | School district employees: Teacher (BA) = \$13.31-\$16.45/hour, CDA = \$12.31-15.45/hour, Para = \$9.44-12.58/hour, AA = \$12.81-\$15.96/hour + benefits. | School district flat amount (\$270,909 in 2016) given to SECC for salaries and benefits. | School district employees: \$10-\$14/hour + benefits | School district employees: teachers (BA) = \$36,486-\$52,498/year, Para = \$13.92-19.95/hour + benefits | School district employees: Teachers (BA) = \$15.50-\$19.89/hour, Paras = \$10.05-\$14.44/hour + benefits | School district employees: Teachers (BA) = \$15.50-\$19.89/hour, Paras = \$10.05-\$14.44/hour + benefits |
| Notes | Private, non-profit preschool | Daily contact and activities with Elders | Renowned program. | Trinidad High School has an early childhood class. Those students come to the center 9am-2pm every day; they receive high school and college credit. | 72% of 4-year olds attend Pre-K, DPP funds 81% of them. | Birth to 8 Road Map (2020) | | 2013 mill levy override approved in perpetuity. | All children are welcome but priority is given to 4-year olds. | Advisory group surveyed parents. | Annual amount if given to SECC for staff salaries and benefits. Monthly and annual reports are given to the local school board. | The building and in-kind services are provided by the school district. | Early intervention program at Horizon Specialized Services for children 0-3 years - developmental screenings and family therapy. | Funding does not cover the cost of the preschool program; the deficit is absorbed by the school district | preschool. Bus transportation is provided by the school district. A hot breakfast and lunch and snacks are provided. Updates and reports are provided to the local school board. |

**Appendix VIII:
Phase III - Program Narratives**

Bayfield Early Education Programs (BEEP)
Bent County Early Learning Center
The Center Early Childhood Program
Council of Governments Children's Center
Denver Preschool Program
Denver Public Schools
Dolores RE-2J
Dove's Nest
Durango 9-R
Mancos Early Learning Center
Salida Early Childhood Center
Soroco Preschool
Steamboat Springs RE-2
Summit School District
Teddy Bear Preschool

Bayfield Early Education Programs (BEEP)

Bayfield, CO

The Bayfield Early Education Program (BEEP) started in the basement of churches in 1995 offering half-day programs. In 2001 BEEP became a non-profit organization and the school district provided the facilities (modular, old elementary school). To avoid being bumped from the school buildings, BEEP initiated a capital campaign to construct their own facility in 2005. The \$1.7M project was funded by a DOLA grant, USDA loan (40-year, 4% interest) and fundraising. The current BEEP opened in 2011.

Operational costs are funded by CPP (20), CCAP (3), private-pay tuition with a sliding scale (based on annual income, DOLA data), tuition scholarships via fundraising and bartering (15 hours of volunteer time is required of CPP parents). Tuition: Full-time (10 hours/5 days) = \$891/month, part-time (3hours/4days) = \$345/month; Preschool (8am-3pm/4 days) = \$668/month, Extended Day = \$14/day. A non-refundable application fee = \$50. The annual budget is \$430,000 and enrolls 98 children in 64 slots per day for ages 3 up to 5 years. The cost per child per year is approximately \$4,388.

BEEP has four classrooms with two teachers each for 16 children, mixed ages. The preschool program runs Monday-Thursday, 8am-3pm; extended day runs Monday-Friday, 3pm-5:30pm and a Friday enrichment program with one classroom runs 8am-3pm. Summer camp is offered in June and July, 4 days/4 weeks each month. One of the classrooms is for part-time children (16) on Mondays and Wednesdays, 8am-11am. BEEP's quality rating is 2. The preschool staff members are included in BEEP's annual budget with a salary range of \$13.00/hour up to \$16.75/hour. Benefits include 8 paid holidays and 10 paid-time-off days.

BEEP is located in Bayfield, an adjacent community to Pagosa Springs and has a comparable population and economic base.

Points of Interest:

- Term of the program: school-year
- # of days per week: 5 days/week
- Daily schedule: full- or half-day schedules available, extended day
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding (bricks and mortar): DOLA grant, USDA low-interest loan and donations
- Operational funding: CPP, CCAP, private-pay tuition, fundraising, bartering.
- Community support: none
- Why we chose this school to review: adjacent community
- Unique aspects: non-profit, capital campaign

Bent County Early Learning Center Las Animas, CO

The Bent County Early Learning Center (BCELC) is a publically funded program in collaboration with Bent County, the City of Las Animas and the Las Animas School District. The BCELC is housed in the Bent County HealthCare Center, which is owned by the County and lends itself to intergenerational learning experiences. The County contributes \$20,000 per year to BCELC and serves as its fiscal agent and employer. In addition, the County Department of Human Services disburses \$90,000 in TANF funds to BCELC. The City has included BCELC in its annual budget; \$4,000 in 2016. The school district provides in-kind services for maintenance and prepares breakfast and lunch for BCELC.

Other funding for operational costs besides the County, City and school district include CPP (8), CCAP and private pay tuition (Infant: full-time=\$700/month, part-time=\$385/month; Toddler: full-time=\$650/month, part-time=\$357/month; Preschool: full-time=\$625/month, part-time=\$344/month). A \$35.00 annual registration fee is also charged. The annual budget is \$277,418 and enrolls 25 children, ages 6 weeks up to 5 years. The cost per child per year is approximately \$11,000.

The original child care center closed due to a lack of funding. Businesses saw the effect of no child care/education in their area and organized a group in 2015 to solve the problem. The BCELC opened its doors in the Bent County HealthCare Center in October 2015; hence no need for a capital campaign to fund infrastructure. The Center has three classrooms with three lead teachers and three assistants. The BCELC offers full-time (9.5 hours/day, Monday-Friday), part-time (5:15am-11:30am OR 11:30am-5:30pm) and extended day schedules (10-12 hours per day = additional \$35.00/month). Additional programs are available for school-age children. A summer program is available May through August. Staff members are County employees – lead teachers receive \$10.20-\$11.10 per hour and assistants receive \$9.30-\$10.20 per hour. Benefits are for full-time employees only and include health insurance, comp time, paid sick/personal days and retirement. BCELC's quality rating is 2.

Points of Interest:

- Term of the program: Year-round
- # of days per week: 5 days/week
- Daily schedule: Full- and half-day schedules are available, extended day.
- Ages served: Infant/Toddler (6 weeks-30 months), Preschool (2.5 -5 years)
- Capital improvement funding (bricks and mortar): Bent County
- Operational funding: Bent County, City of Las Animas and Las Animas school district, CPP, CCAP and private-pay tuition, grants and annual registration fee
- Community support: Collaborative effort between county, city and school district
- Why we chose this school to review: Referral from the Colorado Dept. of Human Services Office of Early Childhood based on a successful collaborative effort
- Unique aspects: Intergenerational learning experiences since the preschool is located in the Bent County HealthCare Center

The Center Early Childhood Program Leadville, CO

The Center Early Childhood Program is a public school-based program in collaboration with Head Start. The school district is the grantee for the Head Start program.

Other funding for operational costs besides the school district and Head Start (68) include CPP (75), private-pay tuition and private foundation funding for tuition assistance. The program's annual budget is \$994,335 and enrolls 106 children, ages 3 up to 5 years. The annual cost per child is approximately \$6,000.

The program began in 1988 when local leaders brought the community together to plan a center that met the needs of children and families in Lake County. An elementary school building that houses only the preschool program is provided by the school district; hence there was no need for a capital campaign to fund infrastructure. The preschool follows the school-year calendar and is open Monday-Thursday, 6:30am-5:30pm; the preschool program runs 9:30am-1:30pm. They are open on Fridays, but only for child care. Children may attend a full day (over five hours/day) or half-day (under five hours/day). Tuition for full-day, four-day = \$458/month, + Friday = \$600/month. Tuition for full-day, four-day for those eligible for the free/reduced lunch program = \$353/month, + Friday = \$400/month (sliding scale). Extended day before or after the preschool program is available for a pre-paid monthly fee. Bussing is provided for Head Start students via a partnership with the school district. A summer program is offered on an "as needed" basis.

The preschool staff are school district employees who receive the same benefit package as other district employees but use a different pay schedule (lead teachers \$11.00-\$18.00/hour). Benefits include health insurance and accrued paid-time-off. The lead teachers are required to have at least an associate's degree; assistants are required to have early childhood credentialing. Their quality rating via Colorado Shines is 4.

Lake County is similar to Pagosa Springs in that it is a small mountain town close to recreational and resort opportunities. They are also struggling with affordable housing issues and care for children birth up to 3 years.

Points of Interest:

- Term of the program: school-year
- # of days per week: 5 days/week, open on Friday for child care only
- Daily schedule: Full- and half-day schedules are available, extended day
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Lake County School District (building and associated costs)
- Operational funding: School district (building and staff), Head Start, CPP, tuition, grants
- Community support: Collaborative effort between The Center, school district and Head Start
- Why we chose this school to review: Renowned program (Yale University Bush Center and Working Mother Magazine). Small mountain town close to recreational/resort opportunities that is also struggling with affordable housing and care for children birth up to 3 years
- Unique aspects: School district employees but different pay schedule

Dolores RE-2J School District Dove Creek, CO

The Pre-K programs (4-year olds, some 3-year olds) at Seventh Street Elementary and Rico Elementary are public school-based programs. Other funding for operational costs besides the school district includes CPP and private-pay tuition. In 2015 a school district mill levy was approved to provide programs that are not currently available, but will subsidize Pre-K if necessary. The program's annual budget is \$127,300 and enrolls 26 children (24 at Seventh Street, 2 at Rico). The annual cost per child is approximately \$5,000.

Since the Pre-K programs are part of the school district and classrooms are housed in the elementary schools, there was no need for a capital campaign to fund infrastructure.

The Pre-K programs follow the school-year calendar and offer full-day or half-day schedules. Hours are Monday-Thursday, 8am-4pm. Tuition for a full-day = \$25/day; half-day = \$14/day.

The preschool staff members are school district employees who receive the same pay and benefits as other district employees. The Colorado Shines quality rating for the programs is 1 for both sites. Teachers' pay ranges from \$27,000-\$32,130/year (BA degree) and professional aides range from \$11.00-\$17.36/hour. Benefits include insurance, PERA and more.

Points of interest:

- Term of the program: School-year
- # of days per week: 4 days/week
- Daily schedule: Full- and half-day schedules are available
- Ages served: Pre-K (4s), some 3s
- Capital improvement funding: Dolores RE-2J School District
- Operational funding: Dolores RE-2J School district, CPP, private-pay tuition
- Community support: Dolores RE-2J School district
- Why we chose this school to review: In the same county as another successful early childhood programs
- Unique aspects: Small school district that provides affordable early childhood education programs

Dove's Nest Dove Creek, CO

Dove's Nest is a non-profit organization subsidized by Dolores County – a mill levy was approved in 2003 in perpetuity when a volunteer group realized current funding was not enough to keep the center open.

Other funding for operational costs besides the county include private pay tuition, CCAP, CACFP and grants. The program's annual budget is \$270,000 and enrolls 20 children, infant up to 5 years. The annual cost per child is approximately \$13,500.

The preschool is housed in a building donated by the Housing Solutions of the Southwest. The school has two classrooms, four full-time and two part-time employees. Because of the building donation, there was no need for a capital campaign to fund infrastructure. The preschool is open year-round, Monday-Friday, 7am-6pm. Children may attend a full day or part-day. Tuition for full-day is \$19/day for infants, \$17 for all others. Part-day is \$13/day for infants and \$11/day for all others. Transportation is provided by Dove's Nest for children coming from the two public preschools in the area.

Staff members are preschool employees who receive \$10-\$13/hour and benefits including medical insurance (50%), paid time off and 12 paid holidays. Their quality rating via Colorado Shines is 1.

Dove Creek is a southwest Colorado community and similar to Pagosa Springs in that its economy is rural/agricultural and they are close to recreational and resort opportunities.

Points of Interest:

- Term of the program: Year-round
- # of days per week: 5 days/week
- Daily schedule: Full- and half-day schedules are available
- Ages served: Infant/toddler and preschool
- Capital improvement funding: Housing Solutions of the Southwest
- Operational funding: Dolores County, CCAP, CACFP, private pay tuition, grants
- Community support: Collaborative effort between the Dolores County and Housing Solutions of the Southwest
- Why we chose this school to review: Southwest Colorado community, small rural, agricultural town that is close to recreation/resort opportunities
- Unique aspects: 70% of Dove's Nest's budget is funded by the County (2003 mill levy)

Denver Preschool Program

Denver, CO

The Denver Preschool Program (DPP) is an independent non-profit organization funded by a sales tax initiative that was approved in 2006 (.12 percent sales tax increase) and again in 2014 (increased the tax to .15 percent) until 2026. DPP provides tuition credits based on a sliding scale to Denver residents for the education of young children who are typically 4-years old and those in the year just before kindergarten. The average tuition credit in 2014-15 was \$303 per month for a full-day program. The credits are based on family income and program quality (a low-income family that chooses a high-quality program is eligible for the highest subsidy).

Mayor John Hickenlooper launched an early childhood initiative in 2003. Committees were appointed and partnerships created to plan and prepare for a public campaign. A joint steering committee recommended that an early education program should be independent of city government, focus on quality and improvement, allow parents to choose the program that's best for their child (public, private, community-based, school-based or faith-based programs) and be available to all children in Denver, specifically 4-year olds. It became clear that any effort to establish a new early education program would require a ballot initiative. An education campaign (launched in early 2006) was conducted separately from the political campaign (launched April 2006).

The annual budget for DPP is \$20M. Because they are a non-profit organization, they can secure funding from other sources.

Points of Interest:

- Term of the program: varies from school to school; some offer summer programs
- # of days per week: varies, some are open 5 days/week, others 4/days per week
- Daily schedule: varies, but most are full-day
- Ages served: 4 years, the year just prior to Kindergarten
- Capital improvement funding: none, in existing buildings
- Operational funding: Sales tax initiatives for Denver (2006 and 2014)
- Community support: voters in Denver
- Why we chose this school to review: renowned program, national model for a locally-funded, high-quality early childhood education program
- Unique aspects: Universal Pre-K education for a period of one year for young children who are typically 4-years old and are in the year just before kindergarten; public funding via two sales tax initiatives; parents can choose where they would like their child to receive care or education and the program encourages parents to choose high-quality

Denver Public Schools Early Education

Denver, CO

Denver Public School (DPS) Early Education program is a public school-based program. Other funding for operational costs besides the school district include Head Start (302 children), Early Reading First, CPP, tuition and the Denver Preschool Program (DPS requires participation). The program's annual budget is \$50M and enrolls 4500 children, ages 3 up to 5 years, in 90 programs. The annual cost per child is approximately \$11,000.

Since the Early Education program is part of the DPS school district and programs are housed in elementary schools or partner facilities across the district, there was no need for a capital campaign to fund infrastructure. However, in 2013 a DPS mill levy was approved by Denver voters to fund early childhood programs (\$13M). In 2016 Denver voters approved a DPS bond issue (buildings) and a mill levy that included early childhood education components.

Most of the preschool programs follow the school-year calendar but some sites offer a summer program. Hours are site-specific, but generally run Monday-Friday, 7:30am-3pm for a full-day program. Half-day programs are offered for 3-year olds for 2.5 hours in the morning or afternoon in mixed-age classrooms. Tuition for a full-day = \$800 per month, half-day = \$400 per month and based on a sliding scale of income and number in household.

The preschool staff members are school district employees who receive the same pay and benefits as other district employees. Teachers' pay ranges from \$40,000-\$56,000/year (BA degree) and paraprofessionals range from \$12,000-\$17,000/year. Benefits include insurance, flexible spending accounts and PERA. The Colorado Shines quality rating for the programs is site-specific and rank levels 2-5 across the district.

Points of interest:

- Term of the program: most sites are school-year but some offer a summer program
- # of days per week: 5 days/week
- Daily schedule: full- or half-day schedules are available
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Denver Public Schools. In 2016 Denver voters approved a DPS bond issue (new buildings and improved spaces)
- Operational funding: DPS, Head Start, Early Reading First, CPP, tuition and the Denver Preschool Program. 2013 mill levy approval by Denver voters to fund early childhood programs (\$13M). 2016 Denver mill levy approval that included early childhood education components
- Community support: School district and Denver voters (2016 mill levy and bond approval)
- Why we chose this school to review: Connection to other renowned programs (DPP, Head Start, Road Map 2020), voter approval for school district mill levy and bond issues
- Unique aspects: DPS is working in conjunction with Early Milestones Colorado, the Mayor's Office of Children's Affairs and Denver's early childhood community in the creation of the Birth to Eight Roadmap, whose goal is to improve outcomes and close opportunity and achievement gaps by investing in the city's youngest learners

Durango 9-R Early Childhood Program Durango, CO

The Durango 9-R Early Childhood Program is a public school-based program in collaboration with Head Start. Other funding for operational costs besides the school district and Head Start include CPP, CCAP, CACFP and private-pay tuition. The program's annual budget is \$1.3M and enrolls 160 children with priority given to 4-year olds, though there are some 3-year olds. The annual cost per child is approximately \$4,833.

The program began in 1992 when the School District Superintendent and principals recognized the need and CPP funding became available. The Pre-K classrooms are housed in seven elementary schools throughout the district - 2 classrooms in each school with one lead teacher and one assistant in each classroom. The building and all associated costs are provided by the school district; hence there was no need for a capital campaign to fund infrastructure. The preschool follows the school-year calendar and is open Tuesday-Friday, 8am-3pm for full-day; half-day can be 8am-11am OR 12pm-3pm (in one school only). Mondays are used for planning, meetings, etc. Tuition for a full-day=\$420/month; half-day=\$210/month.

The preschool staff members are school district employees who use the same salary schedule and receive the same benefit package as other district employees. Licensed teachers receive \$36,600-\$38,200 (BA) and paraprofessionals receive \$12.05-\$19.00/hour. Their quality rating via Colorado Shines is 2.

Durango 9-R is an adjacent community and similar to Pagosa Springs in that it is a small mountain town close to recreational and resort opportunities, rural/agricultural and their economy is based largely on tourism. They are also struggling with affordable housing issues.

Points of Interest:

- Term of the program: School-year
- # of days per week: 5 days/week, Monday is for planning only
- Daily schedule: Full- and half-day schedules are available
- Ages served: Priority for 4-year olds, some 3-year olds
- Capital improvement funding: Durango 9-R school district
- Operational funding: Durango 9-R school district, Head Start, CPP, CCAP, CACFP and tuition
- Community support: Collaborative effort between the school district and Head Start
- Why we chose this school to review: Adjacent community and a small mountain town, close to resort/recreational opportunities with an economy largely base

Mancos Early Learning Center Mancos, CO

The Early Learning Center is a public school-based program in collaboration with Head Start. Other funding for operational costs besides the school district and Head Start include CPP, private-pay tuition and BOCES for special needs. A mill levy was approved in 2012 specific to salaries for all school district employees. The program's annual budget is \$234,000 and enrolls 43 children. The annual cost per child is approximately \$5,400.

The building sits on property donated by the Mancos RE-6 school district. The school district paid half of the construction cost and secured a grant for the balance, so there was no need for a capital campaign to fund infrastructure.

The preschool program follows the school-year calendar. Hours are Monday-Thursday, 7:45am-4pm and Friday for teacher planning. Tuition for a full-day = \$30/day, half-day = \$20.00 (AM) and \$15.00 (PM).

The preschool staff members are school district employees who use the Preschool Salary Schedule. Teacher (BA) = \$13.31-\$16.45/hour, CDA = \$12.31-15.45/hour, Para = \$9.44-12.58/hour, AA = \$12.81-\$15.96/hour. Benefits include medical, dental, vision and life insurance for full-time employees. The Colorado Shines quality rating for the program is level 2 but they are working to improve.

Points of interest:

- Term of the program: School-year
- # of days per week: 5 days/week, Friday is for planning only
- Daily schedule: Full-time and part-time schedules are available
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Mancos RE-6 School District (property and building)
- Operational funding: Mancos RE-6 School District, Head Start, CPP, BOCES, private-pay tuition
- Community support: Mancos RE-6 School District
- Why we chose this school to review: Referral by Teddy Bear Preschool, southwest Colorado community that is rural/agricultural and close to recreation/resort opportunities with an economy that is largely based on tourism
- Unique aspects: Local leaders saw the need

Salida Early Childhood Center Salida, CO

The Salida Early Childhood Center (SECC) began as a Head Start program in 1991 and implemented longer days when CPP funds became available in 2000. Now funding for operational costs besides Head Start include Early Head Start, CPP, CACFP, private-pay tuition, Salida R-32 school district (2010 mill levy) and grants. The program's annual budget is \$1.6M and enrolls 110 children, ages 1 and walking up to 5 years. The annual cost per child is approximately \$13,000.

Land was donated by the school district and construction of a new building was funded by a 1.3M capital campaign that included a DOLA grant and USDA grants, TANF and donations. A 2010 expansion, funded by the American Recovery and Reinvestment Act of 2009, added another classroom, conference room and gym. The building also houses the Chaffee County Early Childhood Council. The school district provides in-kind services for snow removal, IT, maintenance and limited administration.

The preschool follows the school-year calendar but the infant/toddler schedule is year-round. SECC is open Monday-Thursday, 7:50am-3:30pm. Fridays are for daycare only and staff meetings. Tuition for full-time = \$375/month; part-time (4 hours/day) = \$250/month. Their Colorado Shines quality rating is level 4.

All SECC staff members are school district employees. SECC is allotted an annual amount (\$270,909 in 2016) from the school district's general fund, which is used for SECC salaries and benefits. The school district also supplies a special education teacher every day and OT, PT and speech specialists twice per week.

Salida is similar to Pagosa Springs in that it is a small mountain town close to recreational opportunities, the economy is largely based on tourism, the town population is approximately 5,000 and county is approximately 15,000. Affordable housing and low wages are challenges.

Points of Interest:

- Term of the program: Combination - School-year for preschool; year-round for infant/toddler
- # of days per week: 5 days/week, Friday is child care only
- Daily schedule: Full- and half-day schedules are available
- Ages served: Infant/toddler (birth up to 36 months), preschool (3-5 years)
- Capital improvement funding: school district (land), DOLA and USDA grants, TANF, donations
- Operational funding: Head Start and Early Head Start, CPP, CACFP, tuition, school district, grants
- Community support: School district
- Why we chose this school to review: Mountain town, the economy is largely based on tourism, similar population size (town = 5,000 and county = 15,000). Affordable housing and low wages are challenges
- Unique aspects: An annual amount is given to SECC by the school district for staff salaries and benefits. Monthly and annual reports are given to the local school board. Staff members volunteer in the local community

South Central Council of Governments Early Learning Center Trinidad, CO

The South Central Council of Governments (SCCOG) is a non-profit, regional organization in existence since the 1970s to address the needs of the member communities and provide resources and services. It is the administrator of seven departments, including the Early Learning Center (ELC), on behalf of Las Animas and Huerfano counties and the cities of Trinidad and Walsenburg. Each department is expected to be self-funded but may receive support from the SCCOG general fund from time to time. 2% of the \$8M annual budget is contributed by the cities and counties. Funding sources include department grants, fees and contracts.

Funding for operational costs of the (ELC) include CPP (47), CCAP, Trinidad School District (special education), Child and Adult Care Food Program (CACFP), private-pay tuition and grants. SCCOG has applied for grants and provided matching funds on behalf of the ELC. The program's annual budget is \$900,000 and enrolls 110 children, ages 1 up to 5 years. The cost per child per year is approximately \$7,500-\$8,000.

In 1997 the SCCOG saw the need and lack of availability of early childhood programs in the area. The ELC began as a Head Start program in a building donated by the SCCOG. It grew quickly, so in 2007 the current \$2M building was constructed using grant funding (DOLA) and a USDA low-interest loan. The monthly loan payment is included in the ELC's budget. The building has seven classrooms with seven certified teachers, 12 aides and one paraprofessional. All except the Executive Director are part-time; hence they do not receive benefits, and are paid by the ELC.

The ELC is open year-round with the summer program subsidized by the SCCOG. Hours are Monday-Friday, 7:30am-5:30pm; the preschool program runs 9:00am-2:00pm. Extended-day is offered 7:30am-9:00am and 2:00pm-5:30pm. Tuition for the preschool program is \$100.00 per week; the extended-day fee is \$4.00/hour. Their quality rating via Colorado Shines is 4.

The SCCOG Early Learning Center was referred for research by the DHS Office of Early Childhood because of its collaboration and support by their local governments.

Points of Interest:

- Term of the program: Year-round
- # of days per week: 5 days/week
- Daily schedule: Five-hour preschool program and extended-day available
- Ages served: Toddler (1 and walking up to 3 years), Preschool (3-5 years)
- Capital improvement funding: DOLA grant, USDA loan (SCCOG)
- Operational funding: SCCOG, CPP, CCAP, school district, CACFP, private-pay tuition and grants
- Community support: Collaborative effort between the ELC and local governments (SCCOG)
- Why we chose this school to review: Referral from the Colorado Dept. of Human Services Office of Early Childhood based on a successful collaborative effort
- Unique aspects: Very inexpensive, early childhood class offered at Trinidad High School – students come to ELC every day and receive high school and college credit

Soroco Preschool Oak Creek, CO

Soroco Preschool is a public-school-based program in South Routt County, 20-miles south of Steamboat Springs. Originally the early childhood program was half-day only and run by BOCES and CPP funding in a building that was constructed using funds from a 2008 approved bond issue on school district property. The school district noticed the building was being under-utilized and that money was leaving the school district because parents were taking their children to Steamboat for care and then eventually enrolling them in the Steamboat school district. So a full-day preschool was established.

Funding for operational costs include the South Routt School District RE-3, BOCES, CPP, CCAP, private pay tuition, United Way and grants. The program's annual budget is \$200,000 and enrolls 26 children. The annual cost per child is approximately \$7,700.

The building and all associated costs are in-kind services provided by the school district; hence there was no need for a capital campaign to fund infrastructure. The school has two classrooms with one teacher and one aide in each. The preschool program (ages 2.5 up to 5 years) follows the school-year calendar and is open, Monday-Thursday, 7am-6pm. A year-round program (ages 2.5-6 years) is available for all school breaks, including summer. Tuition is \$40/day and their quality rating via Colorado Shines is level 4.

The preschool staff members are school district employees who receive hourly wages (\$10-\$14/hour) and benefits including medical, dental, health savings account, PERA, PTO and paid holidays.

Oak Creek and the surrounding towns are rural/agricultural, close to recreational and resort opportunities with a comparable population (town = 3,000 in town; all of Routt County = 26,000). Steamboat Springs, which is similar to Pagosa Springs in that it is a resort town with a tourism-based economy, is about 20 miles from Oak Creek. Steamboat is also struggling with a lack of early childhood care and education and affordable housing.

Points of Interest:

- Term of the program: Year-round
- # of days per week: 4 days/week
- Daily schedule: Full-time schedule, part-time is charged the full-time fee
- Ages served: Infant/toddler (0 up to 3 years), preschool (2.5-5 years)
- Capital improvement funding: South Routt School District (building)
- Operational funding: School district (staff and in-kind services), BOCES, CPP, tuition, annual registration and materials fees and grants
- Community support: School district
- Why we chose this school to review: Small mountain town similar to Pagosa Springs
- Unique aspects: Opened preschool to allow children and families to stay in the community

Steamboat Springs Early Childhood Center Steamboat Springs, CO

Steamboat Springs Early Childhood Center is a public-school-based program in collaboration with Northwest BOCES. The building is provided by the school district, which also houses several other departments adjacent to the admin building.

The teachers and paraprofessionals are school district employees who receive the same pay and benefits as other district employees. The special education paraprofessional is a BOCES employee.

The program began two years ago at the beginning of the 2015-16 school year. Other funding for operational costs besides the school district include CPP (22 slots), CCAP (not many), private pay (\$25/half-day session) and grants. The preschool is open Monday- Thursday and serves children ages 2.5-5. Only half-day programs are offered in two classrooms with no more than 15 students per teacher and paraprofessional. Their quality rating via Colorado Shines is level 4. The program's annual budget is \$306,000 and enrolls 59 children, ages 3-5 years, but not yet in Kindergarten. The annual cost per child is approximately \$5,200. It was noted that an Early Intervention program at Horizon Specialized Services was available for children birth to three years of age and offered free developmental screenings and locally-based family-oriented therapy to children identified with developmental delays.

Steamboat is similar to Pagosa Springs in that it is a resort town with a tourism-based economy. The city has a population of 17,500, the County population is 26,000. They are also struggling with a lack of early childhood care and education options and affordable housing. A 2016 school district bond issue (multi-faceted) failed this past November that would have funded preschools in both elementary schools. Private providers rebelled and others were concerned about the location of the preschools and that there may have been a hidden agenda behind the bond. A committee has been formed to bring another bond issue before the voters in November 2017.

Points of interest:

- Term of the program: School-year
- # of days per week: 4 days/week
- Daily schedule: Part-time schedules only
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Steamboat Springs RE-2 school district
- Operational funding: School district, Northwest BOCES, CPP, CCAP, tuition, grants
- Community support: School district, Northwest BOCES
- Why we chose this school to review: Rural/agricultural, close to recreation/resort opportunities and similar population
- Unique aspects: Offers only a part-time preschool program. A 2016 school district bond issue (multi-faceted) failed this past November that would have funded preschools in both elementary schools. A committee has been formed to bring another bond issue before the voters in November 2017.

Summit School District Preschool Program Frisco, CO

Summit School District Preschool Program is a public school-based program in collaboration with Summit County Head Start. In turn, Summit County Head Start/Early Head Start is in partnership with Summit County government (grantee), Early Childhood Options and the Family and Intercultural Resource Center. Early Childhood Options incorporates Child Care Resource and Referral, the Head Start programs and the Rural Resort Region – NE Division Early Childhood Council.

Other funding for operational costs besides the school district and Head Start include CPP, the Right Start Project (CCAP), the Summit Foundation and tuition. Tuition for full-time = \$700/month; part-time (4 hours/day) = \$350/month. The program's annual budget is \$913,425 and enrolls 165 students in 151 slots, ages 3 up to 5 years. The cost per child per year is \$6,000-\$7,000.

The program began in 1983 with one classroom in the elementary school; hence no need for a capital campaign to fund infrastructure. Now the school district has 10 preschool classrooms in five elementary schools. The program follows the school-year calendar and is open Tuesday-Friday, 8:45am-3:55pm. The preschool staff members are school district employees who receive the same pay and benefits as other district employees. Most of the preschool teachers are also endorsed in special education. Their quality rating via Colorado Shines is level 4.

Summit County is similar to Pagosa Springs in that it is a resort/recreation area with a tourism-based economy. They are also struggling with a shortage of early childhood care and education options and affordable housing.

Points of interest:

- Term of the program: School-year
- # of days per week: 4 days/week
- Daily schedule: full- or part-time schedules are available
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Summit RE-1 school district (buildings)
- Operational funding: School district, Head Start, CPP, CCAP, tuition, Right Start Project (2005 tax initiative in perpetuity for workforce development, tuition assistance, family support/education, quality initiatives and capacity building), Summit Foundation (\$70,000 for each of the last three years) and grants
- Community support: School district, Summit County government, Early Childhood Options, the Family and Intercultural Resource Center
- Why we chose this school to review: Resort/recreation area with a tourism-based economy. They are also struggling with a shortage of early childhood care and education options and affordable housing.
- Unique aspects: Deficit in funding is absorbed by the school district. The town of Breckenridge created a child care assistance program for families that live and work in the town. 65% of the children enrolled in the preschool program have a disability or are "at risk." Approximately 1/3 of Kindergarten children attended preschool.

Teddy Bear Preschool Dolores, CO

Teddy Bear Preschool is a public school-based program in collaboration with Head Start. Other funding for operational costs besides the Dolores RE-4A School District and Head Start include CPP, tuition, CACFP and BOCES (special needs). The program's annual budget is \$350,000 and enrolls 69 children, ages 3 up to 5 years. The annual cost per child is approximately \$6,000.

Support and inclusion in the Dolores RE-4A School District was there from the beginning (1989), providing space at the elementary school and employing staff. Construction of a new building began in 1992 and opened its doors in the fall of 1993. Funding and in-kind services for capital improvement were provided by the Montezuma County Housing Authority, the Dolores RE-4A School District (mill levy), HeadStart, the Town of Dolores, Montezuma County, Vo-Tech, Pueblo Community College and block-grant funding.

The preschool follows the school-year calendar and is open Monday-Thursday, 7:30am-4pm. Friday provides planning time for staff. Children may attend full-time (7:30am-4pm) or part-time (7:30am-12:30pm). Tuition for full-time = \$35/day, part-time = \$25/day. Transportation is provided for preschoolers via the school district. Teddy Bear Preschool is a NAEYC accredited program and has received a Colorado Shines quality rating of level 4.

The preschool staff members are employees of the school district and receive the same pay and benefits as all school district employees. Staff receives incentives to complete education and stipends to help with continuing education expenses. Hourly rates for a preschool teacher (BA) range from \$15.50-\$19.89/hour; paraprofessional rates range from \$10.05-\$14.44/hour.

Dolores is similar to Pagosa Springs in that it is a small mountain town close to recreational and resort opportunities. They are also struggling with care for children birth up to 3 years.

Points of Interest:

- Term of the program: School-year
- # of days per week: 5 days/week, Friday planning only
- Daily schedule: Full-time and part-time schedules are available
- Ages served: Preschool (3 up to 5 years)
- Capital improvement funding: Montezuma County Housing Authority, school district (mill levy), Head Start, the Town of Dolores, Montezuma County, Vo-Tech, Pueblo Community College and block-grant funding
- Operational funding: School district, Head Start, CPP, tuition, CACFP and BOCES (special needs)
- Community support: School district, Northwest BOCES
- Why we chose this school to review: Referral from Tri-County Head Start, rural/agricultural community, close to resort/recreational opportunities.
- Unique aspects: NAEYC accredited preschool. Bus transportation is provided for preschool children via the school district. A hot breakfast and lunch are provided as well as snacks. Updates and reports are provided to the local school board.