



EARLY CHILDHOOD BUSINESS COUNCIL FAMILY FRIENDLY CITY SUMMIT

May 9, 2024
Penrose House





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Summit Agenda

Thursday, May 9, 2024

- 8:30 am** **Registration and Continental Breakfast**
- 9:00 am** **Opening Plenary**
Kyle Hybl, El Pomar Foundation President, CEO + Trustee
Johnna Reeder Kleymeyer, Colorado Springs Chamber + EDC President + CEO
Hon. Yemi Mobolade, Colorado Springs Mayor
M. Michael Cooke, Colorado Director, Council for a Strong America
- 10:00 am** **Breakout Session I**

Groups Meet: Lay the foundation for the Summit work.
What are the bold new steps we can take to close the childcare gap?
- 10:45 am** **Suggested Break**
- 10:45 am** **Breakout Session II**

Groups Meet: What themes are emerging from the ideas?
- 11:45 am** **Lunch**
Sam Clark, Pikes Peak Real Estate Foundation Executive Director
Dr. Thomas Aicher, UCCS College of Business and Administration Dean
Rapid report out
- 1:15 pm** **Breakout Session III**

Groups Meet: What are our priority strategies and tactics?
- 2:45 pm** **Plenary Session: Report Out Groups' Work**

Each panel reports their sessions' outcomes.
- 3:30 pm** **Adjourn**

Speaker Bios

Dr. Thomas Aicher

UCCS Dean, College of Business and Administration

Before being named Dean in August 2023, Aicher joined the Sport Management faculty at UCCS in August 2018 and became the associate dean for the College of Business in July 2022.

Prior to arriving at UCCS, Aicher was an associate professor at the University of Cincinnati, where he served in a variety of leadership roles. From 2014 to 2017, Aicher served as the program director for the Sport Administration program at the University of Cincinnati. Aicher led the development and proposal process for the master's program, and created several strategic partnerships with organizations to support students' experiential learning opportunities and program funding.

Currently, Aicher is the conference committee chair for the North American Society of Sport Management (NASSM). He has served NASSM in several different roles continuously since 2009. From 2017–2021, he served as the co-editor for the *Journal of Issues in Intercollegiate Athletics* and, in 2021, he became the editor of *Sport & Entertainment Review*. Aicher is a member of the Pikes Peak Community College Hospitality Management Advisory Board and has worked with the Retail and Hospitality Sector Formation Discussion and Hospitality Employer Focus Group in Colorado Springs.

Aicher earned a BS in marketing management from Virginia Tech and an MS and PhD in kinesiology with an emphasis in sport management from Texas A&M University. He has been widely published in leading sport management journals and has made significant contributions to consumer behavior, event leveraging, and diversity in sport.

Cindy Aubrey

President + CEO, Pikes Peak United Way

Cindy Aubrey, fourth generation Coloradoan, is currently the President and CEO of Pikes Peak United Way. PPUW brings local organizations, leaders, everyday people, ideas, and resources together. PPUW works to improve lives and break the cycle of poverty by focusing on youth success and family stability.

After spending 20 years working in broadcast television, Aubrey joined the City of Colorado Springs as the Chief Communications Officer. She also owned her own media/marketing/PR consultancy firm.

Aubrey's board experience includes Colorado Springs Leadership Institute, NBC Affiliate Board, American Women in Radio and Television, the Colorado Springs Symphony, the Colorado Springs Children's Chorale and the CSPD Leader's Steering Committee. She has been recognized by *Colorado Springs Business Journal* as a Woman of Influence, by the Southern Colorado Women's Chamber of Commerce as Business Leader of the Year, and by the Colorado Coaches Association as Community MVP. Cindy is married to Peter Aubrey, with a son and daughter-in-law and a beautiful granddaughter. Aubrey earned a Bachelor of Arts degree from Colorado State University.

Speaker Bios

SherryLynn Boyles

President + CEO, Joint Initiatives for Youth + Families

SherryLynn Boyles, originally a Texas attorney, joined Joint Initiatives as its President and CEO in 2019. Boyles moved to Colorado Springs from Washington, D.C., in 2015 to serve as the CEO of TESSA where *Colorado Springs Living* recognized her as one of Colorado Springs' "Most Inspiring Women," and the *Colorado Springs Business Journal* awarded TESSA "Best Nonprofit."

From 2003 to 2011, Boyles owned a private consulting practice providing development, public relations, and strategic planning services. As a consultant, Boyles worked with her clients to raise more than \$70 million for their causes. Her initial client was the National Domestic Violence Hotline for whom she coordinated the first national domestic violence prevention summit, convening domestic violence experts and leaders from across the nation representing various societal sectors. The Summit report, which she wrote, was unveiled at the White House and served as the precursor for the national No More Campaign, which was recognized in Times Square by Lifetime Television.

In 2011, Boyles put her consulting practice on hold to oversee the successful \$54 million capital campaign to build San Antonio's new \$200 million Tobin Center. Prior to 2003, Boyles was Executive Director of the Texas Association Against Sexual Assault, managed political campaigns, was a registered lobbyist in the Texas legislature for alternative energy companies, and served as chief of staff/legislative aide to Texas lawmakers. Boyles received her law and communications degrees from the University of Texas, where she was Student Body President.

Max Cupp

Director of Philanthropic Services, Pikes Peak Community Foundation

Max joined the Foundation in April 2020 as the Manager of Philanthropic Services. In his role, Max serves fundholders by helping them craft strategic philanthropy plans and connecting them to projects that fulfill their philanthropic values.

Before joining the foundation, Max worked as a Program Officer for the Council of Neighbors and Organizations, where he helped neighborhoods across El Paso County connect with resources to solve problems. Max has a Master's degree in Urban and Regional Planning, along with a Graduate Certificate in Real Estate Development and a BA in Sport Management, all from the University of Michigan. Currently, he sits on the advisory committee for ReToolCOS, the overhaul of the zoning code for the City of Colorado Springs, and is the Head Coach of the Harrison High School Baseball Program.

Speaker Bios

Samuel Clark

Executive Director, Pikes Peak Real Estate Foundation

Sam Clark is the Executive Director of the Pikes Peak Real Estate Foundation. Most recently, he was the Director of Philanthropy at the Pikes Peak Community Foundation. He joined the Real Estate Foundation out of his desire to see our region use real estate assets to build the community we aspire to be. Samuel grew up in Colorado Springs; he loves the city's potential and Pikes Peak's constant presence. He has a BA in economics from Whitman College and a Master of Public Affairs from the Princeton University Woodrow Wilson School of Public and International Affairs.

M. Michael Cooke

Colorado Director, Council for a Strong America

M. Michael Cooke joined Council for a Strong America (CSA) in 2017 bringing more than 25 years of public sector and non-profit experience to the position. In her role as State Director with CSA, Michael opened the Colorado office which has been an advocacy voice for children and families since that time.

Prior to becoming the CSA State Director for Colorado, Michael was elected to two terms on the Board of County Commissioners in Douglas County, followed by an appointment by former Governor Bill Owens to his Cabinet. In that role, she served as Executive Director of the Colorado Department of Regulatory Agencies and the Colorado Department of Revenue. An advocate for advancing education opportunities for all PK-12 students in Colorado, Michael then served as Executive Vice President of a multi-district public charter school in Colorado.

In late 2021, Michael temporarily stepped away from CSA to join the Administration of Colorado Governor Jared Polis as Early Childhood Transition Director, leading the effort to open the new Department of Early Childhood and launch universal preschool in Colorado. After completing that work in mid-2023, Michael is back at CSA. Michael earned a bachelor's degree in Communication from the University of Denver. She is a fourth-generation Colorado native and resides with her husband, Dennis, in Englewood.

Speaker Bios

Liz Denson

President + CEO, Early Connections Learning Centers

Liz Denson is President and CEO of Early Connections Learning Centers. She joined the leadership team of Early Connections in 2016 as Vice President of Community Engagement and has served as President and CEO since 2022.

Denson has 17 years' experience in community engagement, marketing and public relations. She currently serves as Co-Chair of Alliance for Kids, is an Executive Committee member of the Early Childhood Business Council, sits on many local and state workgroups related to early education and is a member of the Nutrition Camp School Foundation Board and Empty Stocking Fund Community Advisory Board. A graduate of Leadership Pikes Peak's Signature Program, she has also been recognized as a Rising Star by the *Colorado Springs Business Journal* and a Woman to Watch by Girl Scouts of Colorado. Originally from the Houston, Texas area, Denson holds a bachelor's degree from Texas Tech University.

She and her husband relocated to Colorado Springs from New Mexico in 2008. Together, they have a daughter, Bailey.

Kyle Hybl

President, CEO, and Trustee, El Pomar Foundation

Kyle Hybl currently serves as President and Chief Executive Officer for El Pomar Foundation and Vice President of The Garden City Company. Kyle is Chairman Emeritus of the University of Colorado System, a board he served on from 2007-2018. Kyle currently serves as Chairman of the National Cybersecurity Center, Corporate Secretary for Junior Achievement, USA, and on the board of the American Council of Young Political Leaders. In 2018, Kyle was appointed as a member of the Air Force Civic Leaders Program.

Kyle earned bachelor's and juris doctor degrees from the University of Colorado, Boulder. He is a former Air Force Captain and Judge Advocate.

Speaker Bios

Colorado Springs Mayor “Yemi” Mobolade

Blessing “Yemi” Mobolade was sworn in as the 42nd Mayor of Colorado Springs on June 6, 2023. This is his first four-year term as mayor. He is the first Black man and immigrant to be elected mayor of Colorado Springs and one of the youngest. Mobolade moved from Indiana to Colorado Springs in 2010, where he started a church as part of the Christian and Missionary Alliance. After identifying a need in downtown Colorado Springs for cultural gathering places, he became one of the first entrepreneurs to invest in downtown since the Great Recession, co-founding The Wild Goose Meeting House in 2013.

Seeing a greater need for collaboration within the faith community, Mobolade began working as Director of Outreach and Engagement at First Presbyterian Church, where he would go on to co-found COSILoveYou. In 2017, Mobolade co-founded Good Neighbors Meeting House in the Patty Jewett neighborhood to provide an additional gathering place in the downtown area. He also began working as the vice president of business retention and expansion at the Colorado Springs Chamber + Economic Development Corporation (EDC). In 2019, Mobolade served the City of Colorado Springs as a Small Business Development Administrator.

Mobolade was born in Nigeria to two bi-vocational pastors. At age 17, he immigrated to the United States and earned bachelor’s degrees in business administration and computer information systems from Bethel University (Mishawaka, Ind.) and master’s degrees in management and leadership from Indiana Wesleyan University (Marion, Ind.) and theology-intellectual leadership from the A.W. Tozer Theological Seminary, part of Simpson University (Redding, Calif.). He lives in Colorado Springs with his wife, Abbey, a nurse and nursing educator, and their three young children.

Johnna Reeder Kleymeyer

President + CEO, Colorado Springs Chamber + EDC

Johnna Reeder Kleymeyer took over as president and CEO of Southern Colorado’s largest chamber and economic development organization in 2022. Prior to that, she managed her own consulting firm. Her previous roles include President and CEO of Regional Economic Development Initiative (REDI) Cincinnati, leadership positions at Duke Energy, Citi, United Way-Cincinnati, OH, Obion County Chamber of Commerce, and Jackson Downtown Development Corporation Tennessee.

She’s a proud graduate of the University of Memphis (BA – Communications), Thomas More University (Master of Business Administration), and the Oklahoma University Economic Development University (OUEDI). In addition, she completed her certificate in economic development through the International Economic Development Council. A champion of the communities where she lives, she serves on several boards and committees.

In her downtime, she enjoys exploring new trails, restaurants, and shops with her husband, Kurt, and spoiling their beloved French Bulldog, Nutmeg.

Summit Overview

| | |
|-----------------------|---|
| DATE: | Thursday, May 9, 2024 Colorado Springs, CO ★ Penrose House Garden Pavilion |
| PURPOSE: | To leverage the newly-created Early Childhood Business Council , the Summit will bring together business and other community leaders in partnership with early childhood education professionals to create diverse strategies to solve the local childcare crisis. Invitees include professionals representing the area's 400+ early childhood education (childcare) programs along with sector leaders from the health, education, media, philanthropy, government, and social services sectors. |
| ATTENDEES: | By invitation only to 100-120 local community leaders who can utilize their networks and resources to create broad change. Represented sectors include Business, Education, Faith-Based Groups, Government, Healthcare, Human Services, Media and Military. |
| FORMAT: | <p>The Summit will bring delegates representing traditional childcare providers and new partners to serve within delegations that will engage in strategic planning breakout groups. Each delegation will represent diverse segments of the community and will be comprised of approximately 8-12 members.</p> <p>The delegations will meet simultaneously to explore approaches and strategies, with the framework of how the community can work together across sectors to address the significant childcare (early childhood education) gap in the Pikes Peak Region. To guide them through this process, pre-determined questions will be provided to support dialogue.</p> |
| CO-CHAIRS: | Janet Brugger, Sam Clark, Max Cupp, Stu Davis, Liz Denson, Michael Gaal, Shawn Gullixson, Kelly Hurtado, Catania Jones, Steven Lewis, Becky Medved Dr. Bridgitt Mitchell, Lindsay Pack, Jenny Schell, Heather Steinman, Linda Weise |
| LEAD SPONSORS: | El Pomar Foundation, Joint Initiatives for Youth and Families, Pikes Peak United Way |
| COSTS: | There is no cost for participating. |
| CONTACTS: | SherryLynn Boyles , Joint Initiatives CEO, sboyles@jointinitiatives.org , 210.296.8577 Cindy Aubrey , PPUW CEO, cindy@ppunitedway.org |

Summit Leadership

Honorary Chairs

Doug Quimby*

President + CEO
La Plata Communities

Johnna Reeder Kleymeyer

President + CEO
Colorado Springs Chamber + EDC

Delegation Co-Chairs

Janet Brugger

Sam Clark

Max Cupp*

Stu Davis

Liz Denson*

Michael Gaal

Shawn Gullixson

Kelly Hurtado*

Catania Jones

Steven Lewis

Becky Medved

Dr. Bridgitt Mitchell

Lindsay Pack*

Jenny Schell

Heather Steinman

Linda Weise*

**A project of the new
Early Childhood Business Council**

Summit Planning Committee

Cindy Aubrey

President + CEO
Pikes Peak United Way

SherryLynn Boyles*

President + CEO
Joint Initiatives

Max Cupp*

Director of Philanthropic Services
Pikes Peak Community Foundation

Liz Denson*

President + CEO
Early Connections Learning Centers

Kelly Hurtado*

COO
Joint Initiatives

Heather Steinman

COO
Pikes Peak United Way

Linda Weise*

President + CEO
Opus Creative Industries

Lead Sponsors

El Pomar Foundation

Joint Initiatives for Youth and Families

Pikes Peak United Way

**Denotes ECBC Steering Committee member*

Delegate Roles

Prior to the Summit:

- Become familiar with the briefing materials and guiding questions provided prior to the Summit meeting.
- Notify one of the contacts if a conflict arises and you are unable to attend.
- While this is certainly not required, you may wish to visit with childcare/early childhood education providers to hear their perspectives about the challenges they face prior to arrival to broaden the discussion.

On-site Roles:

- Communicate constructively and encourage a variety of ideas. Remember that while an initial idea may not be viable, it could lead to other exciting and attainable ideas.
- Listen actively and objectively, considering the other participants' viewpoints with the goal of expanding access to quality childcare as the highest priority in the discussions.
- Make efforts to participate fully in the meetings and avoid distractions (e.g. cell phones) that may disrupt the group's work.
- Actively contribute to identifying common goals.

Suggested Post-Summit Actions:

- Provide input on the Summit outcomes report.
- Join the **Early Childhood Business Council**.
- Each participant/delegate will have an opportunity to identify action they may feel motivated to take that would contribute to addressing the need for more quality childcare in our community, which supports a family-friendly city.

Delegate Questions

BREAKOUT SESSION I

- *What challenges do we need to address today?*
- *What new connections do you see? Did you have any a-ha moments during the morning's gathering?*
- *If money were not an issue, what are the bold new steps we could take to meet these challenges?*
- *What seems impossible, but if it were possible, would change everything?*

BREAKOUT SESSION II

- *While you were on the break, did you have any new ideas for solutions?*
-
- *What are some of the themes or categories that are emerging?*
-
- *What are your favorite strategies for these categories?*

BREAKOUT SESSION III

- *What haven't we talked about that we still want to include?*
- *What would be our top 2-3 priority actions per category and/or overall?*
-
- *(If time) Who needs to be actively involved to see this through? What actions can we each take?*

VISION

Community Vision: Access to quality childcare for every family that needs it in the Pikes Peak Region.



All **FAMILIES** and children have access to the resources and supports to thrive



All **CHILDREN** have the resources, supports, and interactions early in life to thrive in school and life



El Paso County is a **COMMUNITY** where children are valued and supported to thrive

COMMUNITY GOALS

1. All members of the El Paso County early care and education workforce have access to the resources and supports needed to enhance their professional knowledge and skills, health, and wellness to thrive.
2. Increase access to a coordinated mixed-delivery model of affordable quality early childhood education.
3. Facilitate the implementation of Universal Pre-Kindergarten (UPK) and promote UPK and early childhood education to the business community.
4. Support the recruitment, qualification, and retention of professionals within the Early Childhood Education field.

Source: **Alliance for Kids** (El Paso County's Early Childhood Council) 2024-29 Strategic Plan (jointinitiatives.org)



Leading researchers, economists, and academicians agree there is one specific economic development strategy that will, by itself, do more than any other strategy to optimize future economic growth in the United States. The strategy?
HIGH-QUALITY EARLY CARE AND EDUCATION.

What is ECE?

Often, early childhood education (or ECE) is used interchangeably with childcare, daycare, and preschool.

Early childhood (EC) refers to the period when care is given to children between birth and 8 years of age, at which time a child's brain is highly sensitive to the environment around them. This time of remarkable growth requires a specialized educational approach to ensure that children learn key skills and foundational concepts to prepare them for later life.

Early childhood education (ECE) is focused on the critical developmental milestones, skills, and concepts that children attain during this period of their lives, from social-emotional skills to the beginnings of numeracy, literacy, and critical thinking.

In addition to preparing children for future academic success, the development of high-quality early childhood care and education is considered by a well-established body of research to be a key economic indicator when assessing the health and future positioning of a nation. This foundational aspect of education directly contributes to better lives for children, which resounds through national and community improvements to prosperity, positive social connections, and economic development.

Professionals in the field who teach and care for newborns to 8-year-olds often prefer the term “early childhood education,” or ECE, because it reflects the need for children to have critical educational support in their earliest years.



What is ECE?

BRAIN DEVELOPMENT

A child's cerebral development begins in utero, and their development in the first eight years of life establishes the foundation for future health and well-being. In fact, 90% of brain development is complete by age 5. The rapid cerebral growth and development in childhood is partially driven by a child's "acquisition and integration of skills across many developmental domains."

The goals of an early childhood education program can be split into four main development themes:

- Social
- Emotional
- Physical
- Intellectual and Academic

SOCIAL DEVELOPMENT

In their first few years of life, young children acquire social and emotional skills, such as regulating emotions, sharing with others, and following instructions. These skills lay the foundation for developing literacy, numeracy, and other cognitive abilities that are critical for success in school and life.

Healthy social and emotional development is rooted in nurturing and responsive relationships with family members and other caregivers. In high-quality settings, children benefit from frequent, warm, and stimulating interactions with caregivers who are attentive and able to individualize instruction based on children's needs and strengths. Early educators in high-quality setting are trained in ECE and tend to be less controlling and restrictive in their approach to classroom management.

EMOTIONAL DEVELOPMENT

In the early years, children develop essential emotional skills like self-confidence, self-regulation of their emotions, self-expression, self-respect, and positive self-belief. These skills are essential for later activities like problem-solving and healthy risk-taking. Small class sizes and lots of teacher interaction time help children learn these skills in an environment in which they are known, cared for, and encouraged to practice these skills. By establishing a strong emotional foundation where children understand their value as friends, learners, and individuals, and where they have confidence in themselves and their ability to express their ideas, emotions, and needs, children are prepared for increasingly complex social-emotional and academic challenges.

What is ECE?



PHYSICAL DEVELOPMENT

An early childhood education program overlaps with a child's development of gross and fine motor skills, physical coordination (hand-eye coordination, biking, running, etc.), and their understanding of healthy skills like hand-washing, regular exercise, and balanced eating. An ECE program should develop these skills through free and planned play, engaging activities like sensory tables, building, painting, playing instruments, etc., and coordinated games where children practice running, pulling, pushing, hopping, and working together—all while having fun!

INTELLECTUAL AND ACADEMIC DEVELOPMENT

While an ECE program should have carefully researched goals for literacy and numeracy, the foundations of academic success are only one part of a child's intellectual development during the early years. It is essential that a child sees themselves as a capable learner who can grapple with new topics that may seem tricky at first, and resist giving up when a task becomes difficult.

Early years programs that promote a strong intellectual curiosity and lead children to a life of observing, wondering, questioning, and discovery often include play-based learning or outdoor learning, and a focus on self-directed learning and responsive curriculum. These aspects of an ECE program allow the classroom environment to engage with and incorporate a child's interests into the learning journey.

Childcare Impact

The economic case for investment in quality childcare (ECE) is clear.

Childcare/ECE CAN:

- ✓ Generate \$7.30+ per dollar invested.
- ✓ Improve labor productivity by allowing parents to work longer, miss fewer days, and pursue continuing education.
- ✓ Attract homebuyers and increase property values by \$13+ for every dollar invested in local programs.
- ✓ Save school systems money for K-12 education.
- ✓ Lower rates of incarceration and violent crime.

Developing childcare capacity should not be viewed as a mere expense but rather as an investment in a community's long-term prosperity. According to a new study published in *Child Development*, children with access to 24 months or more of high-quality childhood education in their first five years were more likely to graduate from college. As such, they had higher salaries at age 26, regardless of their socioeconomic background. Investment in childcare benefits the community today and well into the future as these children age and enter the workforce.

QUALITY COUNTS

The environment is a key component of early childhood education, and creating consistent, responsive caregiving relationships and a supportive community can drastically limit the potential for detrimental factors like neglect and chronic stress, which can create a range of mental, behavioral, and health challenges, hindering a child in reaching their full potential. It is critical to develop a learning environment where students in the early years are supported, cared for, encouraged, and nurtured as they explore the world around them.



Childcare Impact

THE COST OF DOING NOTHING

Communities that lack critical childcare services routinely experience economic hardship due to direct impact on businesses, as studies show that parents forgo promotions, reduce their hours, or leave their jobs.

The concerns of local employers and their need to recruit more workers are reason enough for economic developers to focus on creating childcare capacity. However, making the case for investment to a broad group of stakeholders isn't always easy. Looking at the overall economic impact can help.

According to a report from StrongNation.org, the shortage of childcare results in an estimated annual loss of \$122 billion in revenue, earnings, and productivity for employers, employees, and communities.

The economic impact extends beyond individual households and into the broader community as people have less disposable income to spend at local restaurants, to buy cars and homes, to take vacations, and to purchase electronics, to name a few examples.

In Colorado Springs, the military presence generates growth of defense-related industries, and military leaders have expressed concern that the lack of childcare is impacting operations.



SPACE FORCE GROWS WITH NEW DELTA, FACES CHALLENGES IN COLORADO SPRINGS AROUND FACILITIES, CHILDCARE

"...childcare remains an ongoing challenge. Despite hiring new caregivers and opening additional rooms, a long wait list persists. Childcare is gravely important."

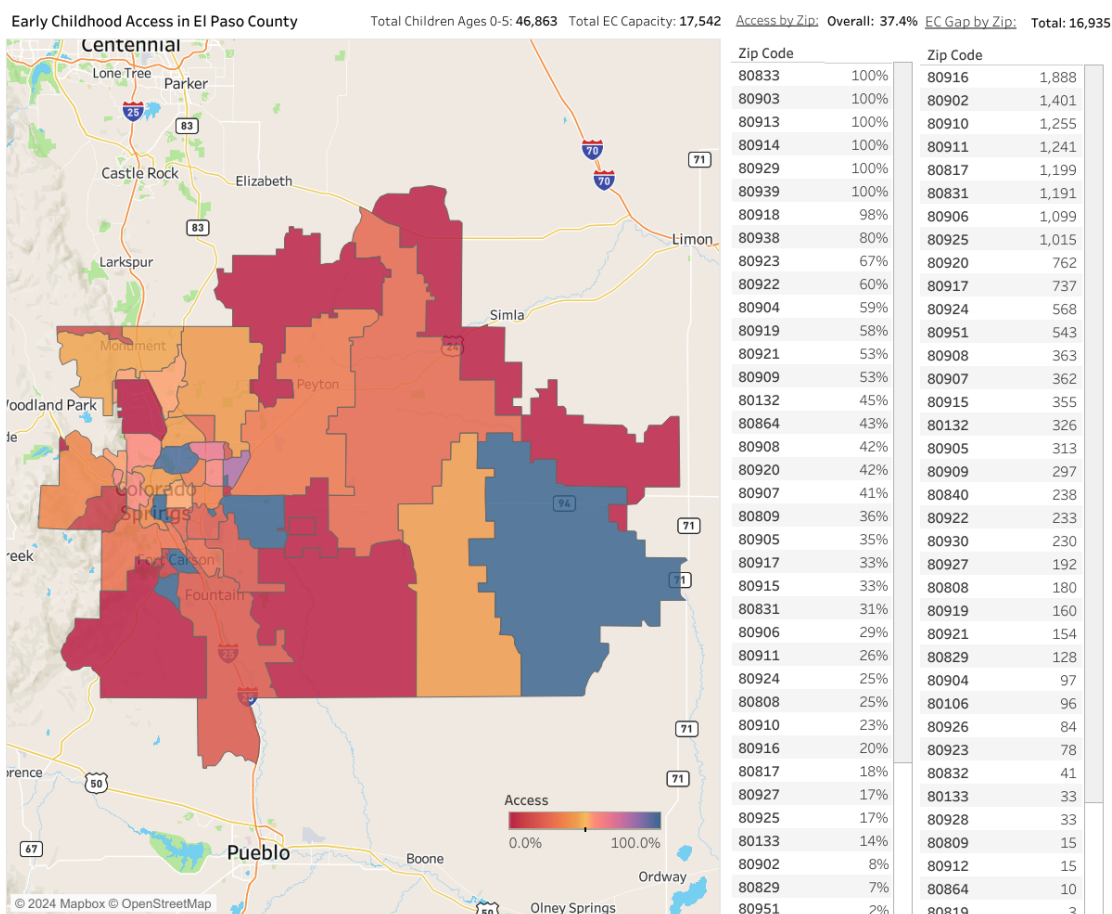
**-Col. David Hanson
Space Force Delta 1
Installations Commander
[The Gazette, March 29, 2023](#)**

Challenges

THE GAP

El Paso County is home to Colorado's largest **population of children ages 0-5**, estimated to be **46,863** and growing. El Paso County's total childcare spots total 17,452, enough seats for 37.4% of this population of children.

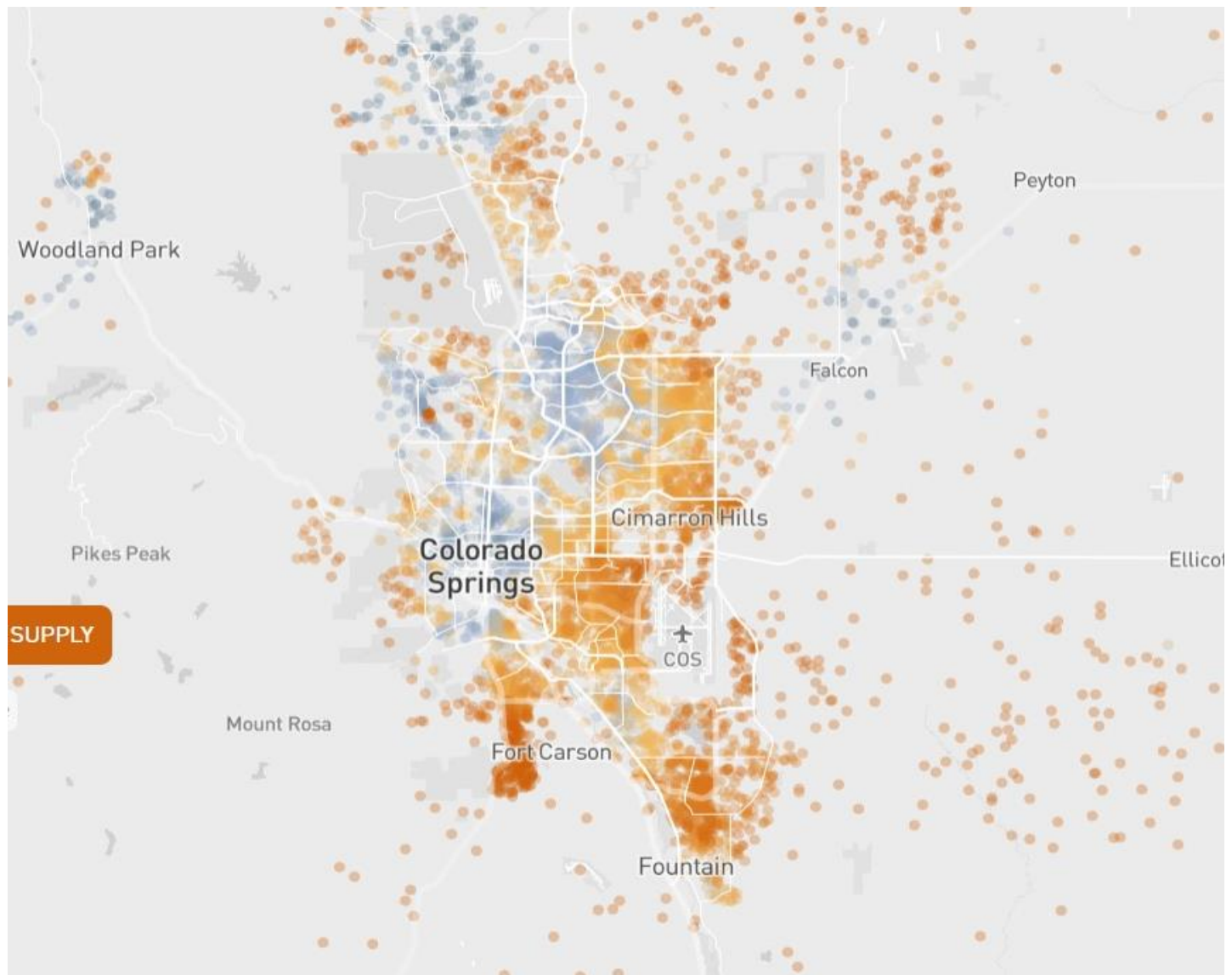
The majority of El Paso County is a childcare desert, with limited access and options for most families. Joint Initiatives estimates that roughly 70% of families would utilize childcare if the spots existed. **To meet this need, El Paso County needs 16,935 more seats.**



Colorado Springs' south/southeast and the east/northeast areas, zip codes 80916, 80902, 80910, 80911, 80817, 80831, 80906, 80925, 80920, and 80917, contain the highest concentrations of children ages 0-5 and currently have some of the lowest access for these children. **Improving access in these areas, and in most areas of El Paso County**, would greatly benefit children and families and open exciting opportunities for providers.

Challenges

CHILDCARE DESERT MAP



The darker the orange becomes, the more significant the childcare gap is. The blue/gray areas represent where the region has an adequate, or near adequate, number of spots to meet the neighborhood's number of young children.

Challenges

Nearly 70 percent of families with children below the age of five use some type of non-parental care. In Colorado Springs, 70% of families with 4-year-olds applied for a Universal Pre-Kindergarten spot.

FUNDING SYSTEM

Unlike the K-12 education system, which receives federal, state, and local funding, childcare businesses and nonprofits are built on parents' fees. As a result, families with low incomes spend a greater portion of their discretionary income on childcare, and public subsidies allow only a fraction of eligible families to access the services they need. Nationwide, families shoulder 52 percent, the public sector covers 46 percent, and private and philanthropic entities cover 2 percent of total costs for early education and care.

Families that have more than one child under five can become overwhelmed, as the cost of childcare in Colorado averages \$16,333 (the 5th most expensive state in the country). In other words, for households with multiple children, childcare costs often rival the cost of mortgage payments or tuition at a public university. This financial burden forces many parents to choose between work and childcare.

The federal and state tax credit and subsidy programs are helpful but limited:

- Colorado Child Care Assistance Program (CCCAP or "C-cap"), which provides qualifying low-income families with funds for tuition, bases payments on a flat statewide rate and does not actually cover the costs of childcare. This is an important program, but the low rates and administrative burdens affect programs' ability to pay qualified staff or expand. The rates also can serve to discourage new program creation.
- At the federal level, the Child and Dependent Care Tax Credit (CDCTC) allows families to claim a tax credit for 20 to 35 percent for the first \$3,000 spent on care per child, or \$6,000 for two children.
- The Dependent Care Assistance Program (DCAP) permits families to reserve up to \$5,000 in pre-tax funds in a flexible spending account to reduce their overall tax burden. These tax credits mostly benefit better-off families, as families with incomes below \$40,000 receive only 15% of benefits.

AFFORDABILITY V. PROFITABILITY

Since subsidies and tax credit programs do not assist ECE/childcare programs directly and do not cover actual costs, there are few incentives for childcare programs to expand or for ECE professionals to start new programs. Childcare providers require suitable infrastructure, including appropriate facilities and equipment, to operate effectively.

When identifying ways to increase childcare capacity, economic developers and community leaders must still keep family affordability in mind. If spots exist, but care is too expensive, parents will remain outside of the workforce. This, too, must be evaluated at the community level based on median household incomes (\$40,303 here) and understanding where childcare gaps exist and who is choosing to stay out of the workforce due to a lack of affordable options.

Challenges

QUALITY

The number of open childcare spots doesn't tell the entire story. Care Aware of America highlights that the shortage is not only in terms of the number of providers but also the quality of care. Many areas lack high-quality childcare options, impacting children's overall well-being and development. This hurts not only parents but also the future workforce of the entire country. If we do not solve the childcare crisis collectively today, the negative impact will likely be felt in the long term. (See the Cost of Doing Nothing section.)



ECE WORKFORCE

Recruiting and retaining a qualified ECE workforce is another critical aspect of ensuring adequate childcare. Low wages, limited benefits, and demanding work conditions contribute to the shortage of skilled providers. The wages earned by these dedicated professionals often fall below what their skills and responsibilities merit. Consequently, the sector faces a high turnover rate, ultimately impacting the children's quality of care.

The median wage for childcare workers in 2022 was \$14.22 an hour or \$29,570 annually, according to the most recent available data from the Bureau of Labor Statistics. With rents averaging \$1,500 in El Paso County, the average childcare salary barely covers necessary expenses to live a fulfilling life.

Instead, many childcare workers have turned to fast-food and retail employers like Target, which offer starting pay of \$15-\$24 per hour with benefits and less intensive work. With the overreliance on parent fees and few sources of outside funding, childcare centers struggle to entice new workers and retain qualified employees, leading to chronic understaffing.

PERCEPTIONS OF PROFESSIONALS

Too often, the general public equates ECE with babysitting, which is a contributing factor in keeping wages low. Early childhood education is a profession, and quality programs hire certified teachers and teacher assistants who have obtained higher education training. Qualified ECE professionals have training in a child's brain, socio-emotional, intellectual, and physical development. The research is well established that quality childcare changes children's lifelong trajectories, which affects societal issues such as qualified workforce, crime rates, and healthcare and other tax costs.

Challenges

ACCESSIBILITY

Solutions need to also consider nontraditional childcare options. Employees of large companies that run shifts for 24 hours/day may face scheduling conflicts. Most childcare hours support parents working the traditional 9-to-5 day shift. People working the swing or night shifts, such as manufacturing and healthcare workers, may find securing childcare during those hours impossible. The same issue exists for parents working weekend hours.

Additionally, childcare facilities may not be located near a parent's place of employment. Driving in one direction for childcare and another for work may be impossible if the childcare is open for limited hours.

MILITARY POPULATION

Children ages 0-5 are highly concentrated around the main military bases in El Paso County and the rapidly expanding northeast of Colorado Springs. There is a deficit of childcare in both areas.

SPECIAL EDUCATION

Special education requirements can be a funding challenge for school districts.

Special education is available for three- and four-year-old children who need extra support in school and meet state eligibility criteria. Eligible children are entitled to a free and appropriate public education, meaning access to a preschool program along with specially designed instruction. Universal Preschool Colorado and state and federal special education funds are meant to cover the costs of services indicated on each child's Individualized Education Program (IEP). Every school district, some through a local Board of Cooperative Educational Services (BOCES), provides special education services to young children. Preschool children with a disability may be served in a variety of settings, including a public program administered by a school district, Head Start programs, or in private or community-based programs when the IEP team determines such placement. However, school districts carry the responsibility for special education.

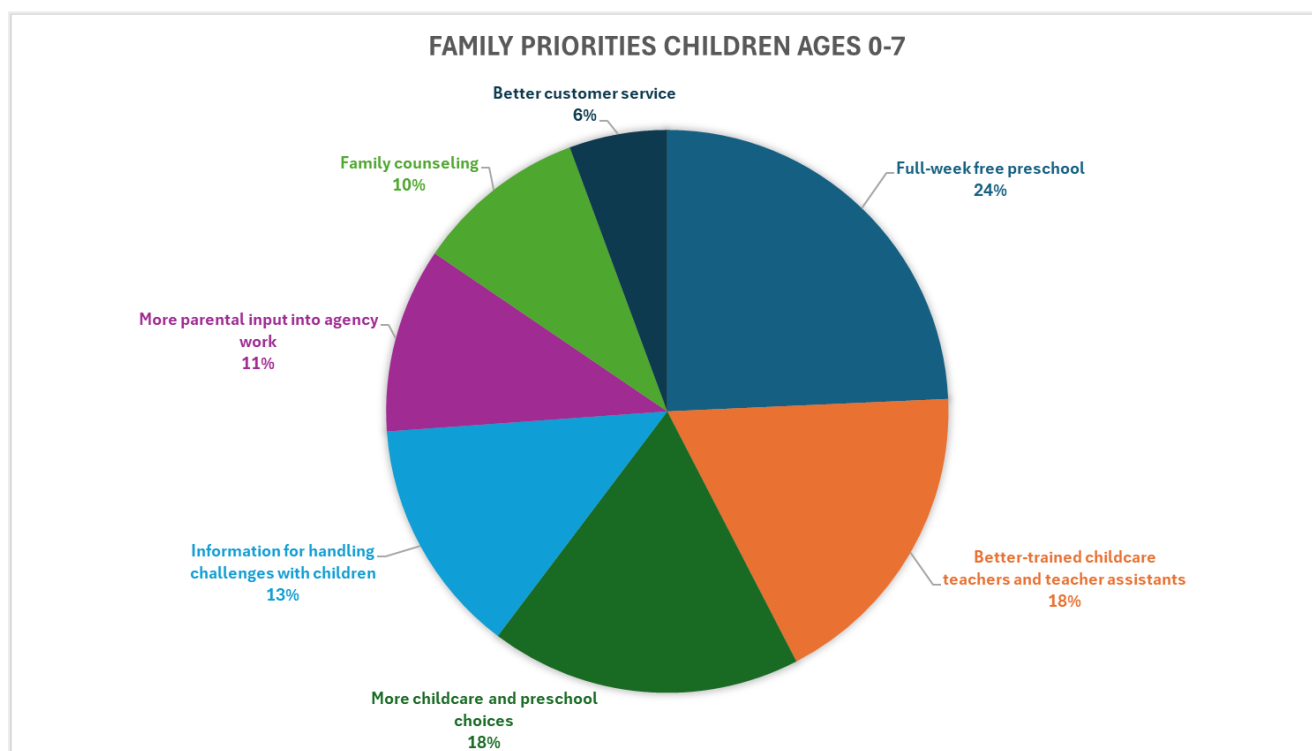
Family Priorities

Well-considered solutions consider the input and perspectives of the populations most impacted by the strategies and tactics employed.

In February 2024, a survey of 401 families was completed by Joint Initiatives as part of its collective impact work to determine the priorities of families with children ages 0-18 in El Paso County. Of the responders, 68% were parents of children ages 0-7, and 32% were parents of children ages 8-18.

The top three priorities for families with children ages 0-7 were:

- full-week free preschool
- better-trained childcare teachers and teacher assistants, and
- more childcare and preschool choices.



Families elaborated upon the need for more childcare and preschool choices. As highlighted previously, most of El Paso County is a childcare desert, with enough seats overall for roughly 37% of the children ages 0-5. Demand for the new Universal Preschool spots exceeded initial expectations, and the demand for childcare options is higher than the current capacity.

Finally, these families want better training and support for childcare teachers and teacher assistants. This priority presents the challenge to explore increased options for quality improvement, workforce development, and retention in the early childhood workforce.

Crucial Collaboration

COMMUNITY COLLABORATION

Studies have revealed that collaboration across organizations and leaders is the most effective approach to creating desired change in a community. This approach is often referred to as **collective impact**. By pooling resources and expertise, we can develop a robust blueprint for success that not only addresses the immediate gap in childcare services but also lays the foundation for sustainable and accessible solutions that creates an inclusive community table.

Today, El Paso County needs 16,935 new childcare spots to meet the need of families. To truly create real solutions, the community will need to work together to manifest scaled, multi-prong solutions. El Paso County needs a strong growth rate in the childcare industry, but during the pandemic, the number of programs, slots, and teachers declined.

As participants prioritize solutions, they might ask: Can this solution be scaled across the community? Is the solution sustainable? Does this solution support collaboration, (versus creating silos)?

While multiple partners are needed, multiple solutions will also be necessary. Participants are encouraged to consider a range of solutions that can have scaled (or broad, multi-layered) impact.



Strategies

POLICY ADVOCACY

Advocacy is key to expanding access to affordable childcare. Federal and state grants, for example, are often catalysts for childcare facilities opening and expanding, and in some cases, are critical to their long-term sustainability.

Colorado is in early stages of offering incentives and supports to expand the availability of childcare through the well-established Child Care Assistance Program (CCCAP), and capital improvement grants including the Employer-Sponsored childcare grant, the Emerging + Expanding grant, and the Colorado Shines Capital and Quality Improvement grants.

Other states have sought other solutions including:

- Changing the definition of “infants” from birth to 2, to from birth to 18 months. Since childcare providers in Indiana must have one adult for every four infants, this slight change would make it easier for more children to receive care (Indiana).
- Addressing burdensome regulations on in-home childcare providers such as eliminating the requirement that childcare providers have an expensive sprinkler system over their water heater (Missouri).
- Redefining who qualifies for free/reduced-cost childcare (New Mexico).

Congress can also encourage childcare expansion. Through the CHIPS Act, semiconductor manufacturers who receive federal development grants or \$150 million+ through the Department of Commerce are required to develop childcare plans. Manufacturers can pursue a range of solutions, from creating their own childcare centers to partnering with local providers interested in expansion. Recently, Joint Initiatives surveyed local providers, and approximately 40 expressed interest in partnering to expand.

Public policy advocacy at every level (federal, state, and local) provides the opportunity to enact broad changes. There is a pressing need for long-term policy reforms that address the systemic challenges within the childcare sector, including workforce compensation, establishing and expanding facilities, facility sustainability, and accessibility, and considering non-traditional hours and geography.

Elected leaders at every level can also be important partners for all of the strategies that are highlighted in the following pages.

Strategies

SUPPORT ECE SMALL BUSINESSES

Recognizing that many childcare centers are for-profit small businesses and need to be valued and supported as such is an important approach to developing solutions. Even if they are set up as a non-profit, they still have similar structures and needs. Organizations like the Small Business Administration, SBDC, the Chamber, and local economic development organizations can provide mentoring and planning support.

Here in Colorado Springs, **Early Connections Learning Centers** and JI work together to provide free coaching and support services. **Pikes Peak Community Foundation's** donors have provided funding to support JI's business coaching, which is targeted for programs participating in the Universal Pre-Kindergarten program. One strategy that childcare providers can utilize is "stacking," which refers to making the most effective use of any government support provided to families who utilize a childcare program.

Coaching involves meeting one-on-one with providers and guiding them through starting or growing their childcare business. Supportive digital resources include templates of:



Budget Models



Parent Handbooks



Policies + Procedures



Startup Procedures

REMOVE BARRIERS

We need to make it easier for at-home childcare providers to become licensed and to address regulation that makes operating childcare centers cost-prohibitive. Sometimes, the bureaucracy and difficulty of starting the business will keep them out of it. Removing barriers to starting a childcare business is a step local governments can take immediately, and it doesn't cost anything. **Doug Quimby**, Founder of **La Plata Communities**, points out that just addressing zoning ordinances to make operating a childcare facility easier can make starting a center significantly less burdensome.

LEVERAGE CHILDCARE CENTERS' NUMBERS

At any given time, Colorado Springs has 420+ licensed childcare providers. Local providers are in a position to leverage their numbers and create simple solutions such as forming co-ops and joining together for better purchasing power. For example, in Iowa's Clayton County, childcare providers are getting a better deal on food costs by purchasing food as a group. The Golden Shovel Agency has gathered this and other best practices nationwide in its report. (Visit the Resources Table for a summary of the Report.) By coming together, groups can maximize capacity and pursue innovative solutions.

Strategies

Gage County also has provided monetary incentives for new childcare facilities to become licensed. This can be a proactive approach especially considering that approximately 60% of local children under the age of 5 are in the care of friends, families and neighbors (or FFNs). With financial incentives, more of these may look to become licensed, gaining more training and support that will increase quality.

LEVERAGE EXISTING RESOURCES

According to the *Community Champions* report by Golden Shovel Agency, building new childcare facilities takes significant time and investment. While necessary, it is prudent to start by identifying ways to expand capacity within existing providers. This requires a comprehensive approach to supporting childcare businesses and those working there.

Expand School Programs

School districts have long been leaders in providing quality preschool programs. School district leaders, such as **District 11 Superintendent Michael Gaal**, have prioritized expanding preschool classrooms, particularly to serve the downtown's growing population.

Expand Community-Based Nonprofits

Expanding excellent ECE programs that already exist can be a more cost-effective, expeditious approach than starting from scratch. Two local programs that serve children and families throughout the community are **CPCD....giving kids a head start**, led by **Steven Lewis**, and **Early Connections Learning Centers**, led by **Liz Denson**, who can provide real-world details about the challenges of funding current programs, building new ones, and attracting and keeping a qualified workforce.

Nonprofits like **Pikes Peak United Way** are actively engaged in solving the childcare crisis and providing a model of collaboration. With **Dr. Wendy Birhanzel, Superintendent of Harrison School District 2**, as a partner, PPUW's new **Family Success Center** is based in Pikes Peak Elementary School and is set to launch three ECE classrooms, which will be operated by **Jackie Lujan**, founder/owner of **The Lighthouse Early Care and Education Center**.



In 2021, JI launched a project to bring Friends, Families and Neighbors together to support each other and learn tools and activities to improve their care.

*Enter **Linda Weise**, who joined JI in hosting bi-monthly playgroups for FFNs and stay-at-home parents along with the children. Linda infuses music, fun, and games that supports the children's development and teaches the adults along the way. What started as a group of a few caregivers and children has grown to as many as 150 each session. Linda is taking her learnings to ECE educators throughout the region and beyond.*

Right: Children participating in **Opus Creative/Joint Initiatives** bi-monthly playgroups.

Strategies

BUSINESS-BASED MICROCENTERS

Colorado, along with other states, now offers financial incentives and start-up grants to businesses establishing their own childcare facility. These small employer-based centers are often referred to as microcenters. As described previously, Congress has also played a stronger role in encouraging business engagement. Through the CHIPS Act, semiconductor manufacturers who receive federal development grants of \$150 million+ through the Department of Commerce are required to develop childcare plans. Manufacturers can pursue a range of solutions, from creating their own childcare centers or partnering with local providers interested in expansion, to providing childcare stipends or other related benefits.

For businesses looking to start their own centers, Denver-based **EPIC** provides DesignLab, for which businesses pay to participate in a structured program. DesignLab has been employed throughout Colorado, helping companies like Steamboat Resort, Fuel and Iron Realty, and others start centers for their employees.

Joint Initiatives, which assisted in the establishment of the business development curriculum utilized by the **Colorado Department of Early Childhood**, receives just over \$1.3 million in grant funding from the Department to provide no-cost one-on-one support to parties starting or growing childcare centers. JI has helped stand up more than 30 centers in the community over the past three years. JI also provides the region's licensing and quality improvement support to the 420+ local providers.

Businesses may also wish to pursue a hybrid model of opening their own childcare center and providing space by contracting with a current provider to staff a center. Recently, Joint Initiatives surveyed local providers, and approximately 40 expressed interest in partnering to expand.

Partnering with a nonprofit or established childcare company to run childcare operations is one way that businesses can offer childcare services without having to learn the business of childcare.



Recently, Joint Initiatives surveyed local childcare providers, and approximately 40 expressed interest in partnering to expand.

Strategies

Incentives for Employers

The Internal Revenue Service highlights the federal Employer-Provided Childcare Tax Credit, which offers additional assistance. The credit offers employers up to \$150,000 annually to offset 25% of qualified childcare facility expenditures and 10% of qualified childcare resource and referral expenditures. The tax credit can be applied toward construction and operating expenses.

The State of Kansas has its own program. They have expanded the use of the Kansas Employer childcare Tax Credit for all business types to utilize. Kansas businesses can apply to deduct from their state income taxes a portion of the childcare expenses they incurred—such as providing childcare for employees or helping employees pay for other childcare. There is a cap of \$30,000 annually, or 30% of the total amount the business spends to cover childcare costs, locate a childcare provider, or operate a childcare facility.

WORKFORCE DEVELOPMENT

In Colorado Springs, various strategies are being employed to recruit and retain early childhood professionals.

- ✓ Providers such as **CPCD...giving kids a head start** and **Early Connections Learning Centers** have increased wage rates.
- ✓ **Pikes Peak State College** provides a no-cost fast track ECE teacher and ECE teacher certification program.
- ✓ Thanks to a recent OEDIT grant, Joint Initiatives is able to cover additional costs to remove barriers for these fast-track students and incentivize certification completion with a stipend.
- ✓ JI offers career navigation and job placement services for ECE professionals, and JI is also beginning to promote the ECE field to middle and high school students as a career choice.

Much more can be done.

- One of the greatest needs is across-the-board funding for an increase in ECE professionals' wages through public support either at the state or local level.
- Starting with funding for signing bonuses and retention bonuses would even be helpful.
- Other approaches include health insurance in a group rate in which statewide ECE/childcare employees can participate. A program like this can be useful in making health insurance accessible and cost-effective for childcare employees and businesses.



Other case studies and specific ideas can be found at the Resource Table during the Summit.

Strategies

BEHAVIORAL HEALTH

When JI surveyed the 420+ licensed childcare providers in the region earlier in the year, one of their top reported concerns was responding to mental health and behavior challenges. Workforce retention also requires that staff are trained and feel confident in how best to respond to difficult situations. One local approach has evolved due to a grant from the **Colorado Department of Early Childhood** to Joint Initiatives. Through this grant, JI is implementing a model curriculum, best practices, and a training program to provide one-on-one, site-based coaching to childcare staff.

Currently, this Early Childhood Mental Health pilot program involves only a handful of centers. The goal is to learn the most effective coaching techniques and scale the program to serve as a statewide model. **Mayor Yemi Mobolade's Office, Pikes Peak State College, Margaret Sabin of Children's Hospital,** and JI are beginning to explore strategies to evolve the model, including the strategies that can be taken to provide certification to trainers/coaches with the most efficacy.



Strategies

PUBLIC FINANCING OF FREE PRESCHOOL

In 2021, voters passed Colorado's Universal Pre-Kindergarten (UPK) program so that all children in Colorado in their year before kindergarten can register for at least **10 hours of funding per week** towards a high-quality preschool of their choice. The program is completing its first year, and in El Paso County almost 8,000 families applied for the area's 5,219 UPK spots. Some three-year-olds also qualify.

This was a good first step to providing public financing for free preschool. Cities and counties across the country are taking the extra step of public financing at the local level to provide all-day preschool as well as support mental and behavioral health services. Public financing can also supplement teachers' wages, teacher training, and build new centers.

The results have been impressive in communities that have taken the initiative. In San Antonio, Texas, 3rd graders who attended Pre-K have higher reading and math scores. In Florida's Miami-Dade County, the county saw a dramatic increase in on-time high school graduation rates (90% in 2021 vs. 56% in 2002), a 76% decrease in the number of youth referred for delinquency, and a \$7-\$17 return on investment for every \$1 in early childhood. In both Denver, Colorado, and Dayton, Ohio, student test scores have increased in vocabulary and math.

In Florida's Miami-Dade County, after voters passed a .47 fee per \$1,000 of property tax, the county saw a dramatic increase in on-time high school graduation rates (90% in 2021 vs. 56% in 2002), a 76% decrease in the number of youth referred for delinquency, and a \$7-\$17 return on investment for every \$1 in early childhood.

Local voters have supported various types of financing plans, including add-ons to sales and property taxes. Some sales taxes are only assessed for purchases over a certain amount, such as \$100. Others have increased hospitality fees and "sin taxes."

The **Buell Foundation** recognizes that additional, ongoing funding is necessary to support the needs of children, families, and caregivers. As part of this strategy, they are interested in supporting local efforts to bring new, public revenue into the system. In early 2024, the Buell Foundation released [Supporting Families, Children, and the Caregiving Workforce: A Local Financing Toolkit for Colorado](#) to support communities as they work through the process of securing additional revenue.

www.buellfoundation.org



Other case studies and specific ideas can be found at the Resource Table during the Summit.

Strategies

EARLY CHILDHOOD COUNCIL SUPPORT

The **Buell Foundation** is the state's largest private funder of Colorado's early childhood education organizations and initiatives. The Buell Foundation specifically invests in the early childhood councils. "By sustaining a network of local, community-driven entities, it is possible to disseminate programming and best practices throughout the state as well as to gather diverse perspectives from Colorado's many regions. This is the only formalized network that exists in Colorado that crosses all domains and is charged with facilitating the development of a coordinated system that supports children by influencing their relationships, environments, and communities.

In addition, the Buell Foundation supports efforts to improve the access, quality, and equity of the three early childhood domains as detailed in the Early Childhood Colorado Framework. As a unique network, the councils are an important lever for systemic change that impacts families with children ages zero to five, and it is imperative that councils function at a high level."

El Paso County's local council is **Alliance for Kids (AFK)** and is housed by JI. Alliance for Kids brings ECE and community members together to develop an ECE strategic plan for the region. JI's Foundations Program is charged with plan tracking and implementation.

The current AFK strategic plan's goals include:

1. Expand ECE capacity and access to quality by providing training and technical support to create new childcare/ECE programs and expand existing ones.
2. Address the ECE/childcare workforce gap with recruitment and retention strategies.
3. Promote the ECE field to, and collaborate with, the local community at large to expand access, including expanding UPK.
4. Provide support to existing ECE programs to help ensure the provision of quality childcare.
5. Provide parents with direct support and training strategies.
6. Advocate for children and families by communicating with elected officials and the broader community about the need for funding and/or policy changes.

Creating Change

Since the childcare shortage has been caused by diverse issues ranging from a lack of workers to a lack of funding, and from the challenges of becoming licensed to responding to behavioral challenges, addressing the issue requires a comprehensive approach with multiple prongs. To move the region forward, we need the support of local employers and state legislators working in tandem with the local ECE field.

Today we understand the local need and the extent of the childcare shortage down to the number of children needing spots in every zip code. We collect data on the number of licensed providers and their capacity along with the volume of families utilizing FFNs. The next step is collaboration so that we create partnerships with existing childcare providers, businesses, public agencies, and educational institutions to leverage resources and expertise.

Through collaboration, we can take collective high-impact action on a number of fronts, including the establishment of new childcare facilities, supporting existing providers to expand and improve quality, and investing through public initiatives in the necessary infrastructure to support childcare facilities, provide free preschool, and offer mental health services.

We can collaborate with local governments to identify suitable locations and zoning regulations for childcare centers. We can work with elected leaders at all levels to advocate for policy changes that address childcare shortages, increase funding, improve wages for childcare professionals, and change regulations to promote the growth of quality childcare centers. Local businesses can engage in community efforts as well as employer-assisted childcare programs, which can include on-site childcare facilities in partnership with ECE providers or alone, subsidies for employee childcare expenses, or flexible work arrangements that accommodate parents' schedules.

**By working together,
we can make
substantial gains in
securing the vision of
quality childcare for
every family who
needs it.**



Sources

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17. [Universal Preschool and Special Education | Colorado Department of Early Childhood](#)

Glossary of Terms

Affordability — The ability for a family to reasonably pay for and use high-quality services. The average annual cost for childcare in Colorado in 2023 was \$16,333, the 5th most expensive in the nation.

AFK—Alliance for Kids. The El Paso County early childhood council is called the Alliance for Kids Council and is a statutorily required coalition that brings agencies together that serve young children through early childhood education programming to build the local ECE system. It is housed by Joint Initiatives.

Blended Funding — Refers to a way of paying for a set of program services to a group of children that combines funding sources. Costs are not required to be tracked by individual funding sources with blending funding.

Braided Funding — Refers to a way of paying for a set of program services to a group of children that coordinates funds from two or more sources to support the cost of services. Costs are required to be tracked and attributed per each funding stream.

CCCAP—Colorado Child Care Assistance Program (“C-cap”) subsidizes childcare costs for low-income families.

Childcare Center — Licensed centers that provide comprehensive care for children. Colorado law defines 9 different categories of childcare centers.

Childcare Desert — An area where there are an insufficient number of licensed slots for the number of children who need care. More than half of the children in the US live in childcare deserts.

CDEC — **Colorado Department of Early Childhood**, established in 2022, the department oversees a diverse array of programs for Colorado’s youngest children and their families, including the state’s Universal Pre-K Program.

Colorado Shines — A quality rating and improvement system for early learning programs in Colorado. Early learning programs are rated on a scale of 1 to 5 based on 5 factors.

EC—Early Childhood

ECBC—Early Childhood Business Council

ECE—Early Childhood Education

ECMH—Early Childhood Mental Health

JI—Joint Initiatives for Youth + Families, see also AFK

Microcenter—A childcare center owned and housed by another type of business to provide childcare to their employees

QI—Quality Improvement

UPK—Universal Pre-Kindergarten (program); aka **Colorado Universal Preschool** offers up to 10 hours of free preschool per week to all children in Colorado in their year before preschool. Some families qualify for additional funding based on qualifying factors.

AFTER THE SUMMIT

Name: _____

Organization: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Work Phone: _____ Cell Phone: _____

Email: _____ Alternate Email: _____

I understand I am not making a commitment at this time but am interested in learning more about participation in a group that will focus on:

Check all that apply:

- ☐ Community-wide strategies such as funding free all-day preschool and/or mental health approaches
- ☐ Affecting public policy largely at the local and state levels
- ☐ Collaborating to create new and expanded childcare spots
- ☐ Starting my own childcare center
- ☐ Address the need to recruit and retain childcare/ECE workers
- ☐ Being part of a group that _____
- ☐ I would like more information about joining the Early Childhood Business Council.

**Please return the form
to the Summit registration desk
or email Ksmith@jointinitiatives.org**