



2015-2018 Strategic Plan

Evaluation Report for FY2018

ECCLC's mission is to bring the community together to share knowledge and resources, build expertise and work collaboratively to ensure that all young children in Larimer County have the care, support and opportunities necessary to grow, learn and succeed.

Executive Summary

The Early Childhood Council of Larimer County (ECCLC) engages in 5 year planning cycles, and has just completed the 3rd year of its current five year plan. This plan reflects the priorities of Larimer County's early childhood community, and focuses on convening community partners to work collaboratively to:

- Support early care and education (ECE) providers in consistently implementing quality practices.
- Increase advocacy for the importance of and investment in early childhood.
- Strengthen community connections to facilitate families' access to resources, education and services.
- Provide backbone support for the Leap Coalition to support children's social emotional development.

ECCLC made significant progress on the benchmarks it set for its five year plan, already meeting or exceeding several. Key highlights from FY 2017-2018 include:

Quality Care:

- 59% of licensed ECE programs serving ages 0-5 in Larimer County have a Colorado Shines Level 2 or higher rating
- 78.75% of children receiving CCAP subsidies are in programs with a Colorado Shines Level 3-5 rating.

Early Care and Education Workforce:

- We are one of six communities to receive an Early Milestones Workforce Innovation Grant, which started in May 2018. Through this grant we are focusing on both recruitment and retention of ECE teachers.
- Through our Family Child Care Home recruitment campaign, we recruited and supported an additional 12 new prospective providers, 5 of whom have already become licensed.

Advocacy and Awareness:

- Publication of the white paper, [*A Workforce Strategy and Major Economic Driver: Child Care in Larimer County*](#), which addressed our community's lack of access to quality child care.
- Collaboration with the Fort Collins Area Chamber of Commerce to form the Talent 2.0 Child Care Task Force. This 18 member group has representatives from business, economic development, child care industry, and government. It has a six month mandate to come up with a series of recommendations to address the lack of access to quality, affordable care.

Social and Emotional Development:

- The Leap Coalition has made significant progress in engaging, educating and connecting professionals across the community around early childhood mental health. The Coalition hosted Dr. Dipesh Navsaria to talk about *Early Brain Development and the Impact of Toxic Stress*, and had 400 community members attend. This was followed by 7 community conversations on related topics, with 392 total attendees.

Methodology

Strategic Planning Process:

ECCLC's Strategic Planning process is a highly collaborative, multi-month process, involving Advisory Council members, ECCLC staff, and the ECCLC Board of Directors. It starts with an analysis of community needs, and is informed by the population and service system level data that are collected through ECCLC's Community Assessment Plan. Whenever possible, these data points are shared as multi-year graphs to allow for trend analyses.

The Advisory Council analyzes and discusses the community data, using a "Root Cause Analysis" framework, and then presents a recommended plan to the ECCLC Board of Directors. The Board has final decision making authority to adopt or modify the strategic plan.

Data Collection:

Whenever possible, data targets are set for the strategies. Although many of the strategies are not easily answered purely by data, whenever specific data is identified and provided, the source is footnoted at the end of this report.

Annual Review and Update:

Both the data in this report, and community assessment data identified in our community's Assessment Plan will be shared with the ECCLC Advisory Council in August 2018. The data is discussed at the Council meeting, with the lens of understanding the story behind the data, identifying emerging or changing needs, and making recommendations about any adjustments to the data that we track as part of our Assessment Plan.

Although we will not undergo a full update of our Strategic Plan each year, or change our four main goals, after reviewing results, staff plans to recommend adjustments to specific strategies or target to our governing Board of Directors for approval in the fall of 2018. We have not yet determined the exact recommendations, but they will focus on:

- Updating strategies and targets that have already been met.
- Reflecting the ever-evolving work. For example, under *Goal 2: Increase advocacy for the importance of and investment in early childhood*, we have changed our focus from messaging to engagement, and need to adjust the strategies to reflect the work of the Talent 2.0 Child Care Task Force.

Progress on Goals and Strategies

GOAL 1

Support early care and education (ECE) providers in consistently implementing quality practices.

A. Provide coaching and professional development opportunities to ECE programs and professionals, including, but not limited to, supporting participation in the Professional Development Information System (PDIS) and levels 2-5 of the Colorado Shines.

NARRATIVE SUMMARY: ECCLC has continued to make progress on each of the benchmarks below. Two of the four benchmarks (A1, A3) are close to the level set for June of 2020, and the other two (A1, A4) already exceed our 2020 target. In order to reach these benchmarks, we offered ECE professionals 261.5 training hours, 64 college scholarships, and 2,694 hours of coaching support (1213 direct face-to-face coaching hours plus associated travel and preparation time).

	As of 6/30/18
A1. <i>By 6/30/20, at least 60% of licensed ECE programs in Larimer County will have a Colorado Shines Level 2 or higher rating.</i> ¹	59%
A2. <i>By 6/30/20, at least 40% of children receiving CCAP subsidies will be enrolled in ECE programs with a Colorado Shines Rating of 3 or higher.</i> ² (NOTE: most recent available data was April 2018, not June 2018)	78.75%
A3. <i>By 6/30/20, at least 800 professionals working in ECE programs in Larimer County will have received an ECE Credential through the Colorado Department of Education (CDE).</i> ³	754
A4. <i>Between 7/1/2016 and 6/30/20, the number of professionals working in ECE programs in Larimer County who have received an ECE Credential level 3 or higher through CDE will increase by 20%.</i> ⁴	2016- 179 2018- 347 93.9% increase

B. Understand and address barriers to people entering and staying in the ECE field.

NARRATIVE SUMMARY: ECCLC continues to work with community partners to address the shortage of child care in our field. This effort has been multi-pronged:

- A focus on recruiting and supporting new family child care home providers
- A focus on innovative approaches to recruitment of new ECE professionals through our Expanding Professional Possibilities in Early Childhood initiative, which is funded through an Early Milestones Workforce Innovation Grant, with matching funds from the City of Fort Collins.

- A focus on policy and regulatory barriers, which has resulted in the submission of a waiver request to the Early Childhood Leadership Commission to allow high quality child care programs to hire a person who has not yet fully met all requirements as a Provisional Early Childhood Teacher.

<p><i>B1. By 12/31/16, create a marketing plan for recruiting family child care home providers.</i></p>	<p>This plan was created in 2016. Key strategies implemented include:</p> <ul style="list-style-type: none"> • Advertising, with primary focus on billboards, bus benches, Parent Magazine ads and Facebook posts • Recruitment through Be Ready family fairs • Quarterly informational meetings for prospective providers
<p><i>B2. Between 7/1/15 and 6/30/20, recruit at least 25 newly licensed family child care home providers and support them through the licensing process.⁵</i></p>	<p>Between fall 2016, when we launched our family child care home (FCCH) recruitment campaign, and 6/30/18, we signed MOUs with 32 prospective FCCH providers to provide support to become licensed. Fourteen (14) of those have received their license, although 1 has since closed due to health issues. Three others have inactivated their MOUs for personal reasons, leaving 15 that are currently working to become licensed as of 6/30/18.</p>
<p><i>B3. By 6/30/19, complete and implement marketing plan for recruiting other ECE professionals.</i></p>	<p>Received Early Milestones' Early Childhood Workforce Innovation Grant, starting May 2018. This grant is focusing on recruiting ECE professionals to participate in a cohort model program through Front Range Community College. As part of this grant, we are also looking at developing or supporting the development of a US Department of Labor approved Apprenticeship model targeting high school students who are interested in entering the ECE field.</p>

<p><i>B4. On an on-going basis, stay connected with state level ECE workforce efforts to provide input, stay informed, and bring information to our local community.</i></p>	<p>In fall 2017, a team of ECCLC staff and partners attended the Metro area regional meeting to discuss the findings of Colorado’s 2017 Early Childhood Workforce Survey. Staff also attended a presentation of these findings at the University of Colorado Denver. Data from these reports, as well as our own Larimer County workforce survey data was shared in several forums, including ECCLC’s Advisory Council Meeting, ECCLC’s Directors Group, and with the team of partners who convened to design our Expanding Professional Possibilities in Early Childhood initiative.</p>
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C. Serve as a clearinghouse for information about early childhood education by sharing up-to-date information through provider email list, *For Provider* section of monthly e-newsletter, and ECCLC website.

NARRATIVE SUMMARY: We are seen as the primary source for information related to early childhood education in Larimer County, especially for early childhood providers. We have an email list that reaches 930 people, including 386 ECE providers. In addition to sending out multiple emails with pertinent information each week, we publish a monthly e-newsletter which includes articles highly relevant to ECE providers in its *For Provider* section. Our website, www.ecclc.org, is organized by audience, with “Early Care and Education Providers” and “Parents and Families” tabs at the top, and quick button links on the home page to the highly relevant topics of Trainings and Workshops, Colorado Shines, Offering Child Care in Your Home and Finding Child Care and Preschool. We also maintain a Facebook page with 755 followers which we use to share relevant and fun information.

<p><i>C1. At least once a month, promote Colorado Shines and ELDG to ECE providers through the e-newsletter, provider email list or ECCLC Facebook page.⁶</i></p>	<p>We have used a variety of promotion channels throughout the year, and average at least one method each month, including:</p> <ul style="list-style-type: none"> • Multiple articles about Colorado Shines in our monthly e-newsletter, including two recent articles highlighting all of the programs that have completed Level 2 or higher since the inception of the rating system. • Promotion of trainings around Colorado Shines and ELDG Observation through the e-newsletter, Facebook posts, and targeted emails to providers • Sharing of ELDG videos through Facebook • Targeted emails to providers who have not yet engaged in Colorado Shines or have not engaged in the Colorado Shines Quality Improvement funding.
<p><i>C2. Maintain a section of the ECCLC website with information about Colorado Shines, with a prominent link on the website homepage.</i></p>	<p>Colorado Shines is featured on our website, with two easy navigation options: as a dropdown choice on the Early Care and Education Providers tab at the top of the page, or as a button on our home page. Both options lead to a page with a simple explanation of Colorado Shines, and an embedded link leading directly to the Colorado Shines website.</p>

GOAL 2

Increase advocacy for the importance of and investment in early childhood.

A. Develop key messages, a clear ask for action and a toolbox of resources that resonate with targeted audiences.

Narrative summary: The Be Ready Policy and Advocacy Committee joined forces with two other policy groups, the ECCLC Board of Directors' Policy Committee and Directing Change (a coalition of non-profit human service agency directors), to develop messaging that would engage the business community around early childhood and child care issues. These three groups determined that the first step of advocacy was to engage a cohort of business and community members to determine best strategies and resources needed to move forward. At the suggestion of the Fort Collins Area Chamber of Commerce, these groups wrote a white paper for Talent 2.0, a Regional Workforce Strategy Initiative that had identified the lack of affordable housing, child care and transportation as the key barriers to meeting Larimer County's workforce needs. The clear ask was for the formation of a child care task force of business, community and early childhood industry leaders. See more about the Talent 2.0 Child Care Task Force in Goal 2, Section B4 below.

<i>A1. By 6/30/17, develop Be Ready messages and resources for business and policy makers that align with the Frameworks Institute and the Early Childhood Colorado Partnership Shared Messaging Bank.</i>	Wrote <u><i>A Workforce Strategy and Major Economic Driver: Child Care in Larimer County</i></u> , a white paper that requested the formation of the Talent 2.0 Child Care Task Force. The white paper was enthusiastically received by the Talent 2.0 Steering Committee in January 2018, and the Task Force was launched in June 2018 (see section B4 below)
<i>A2. By 6/30/20, identify additional target audiences and adapt the messages and ask for action.</i>	The Be Ready website is currently being updated to incorporate messages from the Frameworks Institute and the Early Childhood Colorado Partnership Shared Messaging Bank. Roll-out of the revised website is expected in Fall 2018.

B. Identify and engage a broad based cadre of community members to promote support for early childhood.

Narrative summary: This has been an area of major progress over this past year. Key highlights include:

- Formation of the Talent 2.0 Child Care Task Force (see section B4 below)
- Identification of a lack of access to quality child care as one of the two top priorities on Larimer County's Community Health Improvement Plan
- Identification of access to quality child care as a key priority for United Way of Larimer County in 2018-2019.
- Identification of a lack of access to quality child care as a key priority for Larimer County's Communities that Care Initiative.

<p><i>B1. On an annual basis, organize a fall "Give to Kids" campaign through Colorado Gives to promote donating to child-serving organizations in Larimer County.</i></p>	<p>ECCLC promoted <i>Give to Kids in Larimer County</i> for the 2017 Colorado Gives Day through emails and Facebook posts. This was the second year of this campaign.</p>
<p><i>B2. By 12/31/17, create and implement an ECCLC Policy Agenda that sets advocacy priorities.</i></p>	<p>The ECCLC Board created and approved a comprehensive Public Policy Guidelines in November 2017. These guidelines include procedures for taking a policy position and a policy action agenda.</p>
<p><i>B3. Starting in 2017, use the Policy Agenda to drive advocacy efforts with policy makers.</i></p>	<p>As part the creation of the Public Policy Guidelines and Policy Agenda, in 2017 the ECCLC Board formed a Policy Committee (PC), which has taken the lead on tracking legislative and policy issues. At the recommendation of the PC, the Board actively advocated for Federal renewal of CHIP funding and the reauthorization of the Colorado Child Care Contribution Tax Credit.</p>
<p><i>B4. By 6/30/18, secure 6 business partners and 3 policy makers to become champions for early childhood.</i></p>	<p>In June 2018, ECCLC supported the launching of the Talent 2.0 Child Care Task force, with 18 community representatives, including 6 business partners, the Chamber of Commerce, City of Fort Collins, Larimer DHS, Bohemian Foundation, EPIC, and child care industry leaders.</p>
<p><i>B5. By 6/30/19, work with local higher education institutions to develop and implement a plan to engage students interested in early childhood in advocacy efforts.</i></p>	<p>Have focused on partnership with Front Range Community College to encourage students to enter into ECE field. Have not yet specifically focused on advocacy.</p>

GOAL 3

Strengthen community connections to facilitate families’ access to resources, education and services.

A. Support family access to parenting information, resources, education, and services.

Narrative summary: ECCLC has two primary mechanisms to support families’ access to information and resources;

- Be Ready – this is a collaborative public engagement and parent information initiative that focuses on being a key source of information for parents of young children. ECCLC partners with United Way of Larimer County and a volunteer facilitator to provide backbone support for this multi-partner initiative. In addition to providing staff support, we perform a key role in linking other early childhood initiatives in our community to Be Ready, so that the information disseminated through Be Ready is as comprehensive as possible.
- ECCLC website and social media: ECCLC maintains a “Parents and Families” section on our website, which includes information about finding and choosing child care (and links to the Colorado Shines referral line and website), and information about child development (including links to ELDG and Be Ready).

<p><i>A1. On an on-going basis, provide joint backbone and staff support for the Larimer Be Ready Campaign.</i></p>	<p>The ECCLC Executive Director serves on the Steering Committee of Be Ready, and facilitates or co-facilitates several Be Ready workgroups. Three ECCLC staff are also directly involved with Be Ready, supporting its social media, family fairs, and several workgroups.</p>
<p><i>A2. On an on-going basis, ensure that the parent messages from community initiatives are integrated, including, but not limited to Be Ready, Kids Initiative for Developmental Support (KIDS) and Leap</i></p>	<p>In order to strengthen the community’s parent messages, ECCLC staff is currently supporting a Be Ready workgroup who is re-designing the Be Ready website, in partnership with United Way of Larimer County. The updated website will be launched in fall 2018. The KIDS messaging for parents is being more fully integrated into Be Ready with this re-design.</p>
<p><i>A3. By 6/30/17, collaborate with Be Ready Partners, including all three school districts, to create common kindergarten entry expectations, and translate those into family-friendly language and materials</i></p>	<p>Completed in 2017. Collaborating with school districts to survey families in fall 2018 to get feedback on guide.</p>
<p><i>A4. Between 6/30/17 and 6/30/20, collaborate with Be Ready Partners and all three school districts to disseminate these materials across the county.⁷</i></p>	<p>Since launching the guide in May 2017, we estimate that we have distributed approximately 4,500 copies in English and</p>

	1,300 copies in Spanish across Larimer County.
A5. <i>On an on-going basis, maintain a family resource section on the ECCLC website which includes information on choosing quality child care and links to Be Ready</i>	ECCLC maintains a “Parents and Families” section on our website with tabs to this information. We also have a button on the home page that leads directly to information about finding child care.

B. Support agencies and professionals to increase cross domain knowledge and referrals and provide strength based and culturally sensitive services.

Narrative summary: ECCLC provides multiple opportunities for cross-domain partners to convene in order to increase knowledge, referrals and networking. Key avenues include monthly Early Childhood Advisory Council Meetings and the Leap Coalition Community Conversations, both of which include informational presentations, information about local resources and structured networking time.

B1. <i>Every year, provide a minimum of 12 in-person opportunities for agency representatives and other professionals to receive education and information, network and jointly problem-solve.⁸</i>	<p>Key opportunities provided in FY17-18:</p> <ul style="list-style-type: none"> • Early Childhood Advisory Council – 11 meetings • Leap Coalition: <ul style="list-style-type: none"> ○ 2 Large Community Events on <i>Early Brain Development and the Impact of Toxic Stress</i> ○ 7 Community Conversations ○ 1 full Leap Coalition meeting
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C. Support a coordinated system of universal development screening for children ages 0-5.

Narrative summary: Because referrals only tells part of the story, we are also tracking the % of referrals resulting in evaluation, and % of children evaluated who are determined eligible. We have seen a slight drop in % of referrals resulting in evaluation (71% to 66%), but the % of children determined eligible after evaluation has steadily increased (77% to 87%).

C1. <i>By 12/31/16, support the Kids Initiative for Developmental Support (KIDS) to create materials and begin outreach and education to the following groups: Physicians, Families, and ECE Providers. Support outreach on an on-going basis.⁹</i>	<ul style="list-style-type: none"> • Physicians: KIDS partners reached out to 12 medical clinics with information about screening and referrals, and distributed 38 physician information packets. • Families: Partners manned booths at 5 fairs with information for families, and were able to distribute information directly to 215 families. This information is also included in the Be Ready website. • ECE Providers & other community EC Professionals: ECCLC and partners
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	<p>reached out through 8 different forums, including 2 trainings to 15 ECE providers around screening and referral, a training with child care nurse health consultants, preschool fairs, an ECCLC Advisory Council meeting and a Community Conversation (with 56 attendees).</p> <p>In addition to this specific outreach around screening and referral, ECCLC provided 5 trainings to ECE providers around using the Colorado Early Learning Development Guidelines (ELDG) as an observation tool to support the ECE provider role as developmental monitors.</p>
<p><i>C2. From 7/1/15 to 6/30/20, increase the annual number of referrals for evaluation to Early Intervention at Foothills Gateway by 200 children through KIDS' on-going outreach and education.¹⁰</i></p>	<p>The number of children being referred to Early Intervention (EI) at Foothills Gateway has been steadily increasing, although it is not yet close to our target of 200. From June of 2016 (our first data point due to changes in the EI database) to June of 2018, we have seen a 6% increase (750/year to 796/year).</p>

D. Increase the number of early care and education programs serving children receiving Colorado Child Care Assistance Program (CCAP) subsidies.

Narrative summary: Because of both the delays in switching CCAP billing systems (from the POS to the ATS), and the long-standing CCAP waitlist in Larimer County, recruitment of new providers to accept CCAP has been challenging. In conversations with the county CCAP office, we decided not to create new promotional materials due to those two issues.

Instead, we have focused on recruitment outreach on two strategies:

- All prospective FCCH providers that are supported through licensing by ECCLC must agree to enter into a CCAP fiscal agreement upon becoming licensed.
- We do significant marketing about Colorado Shines and engagement in quality improvement, and are promoting CCAP fiscal agreements as a requirement for receiving services from the ECCLC Quality Support Team.

<p><i>D1. Between 7/1/15 and 6/30/20, collaborate with Larimer Child Care Assistance Program (CCAP) to recruit at least 20 additional ECE programs to sign a contract with CCAP.¹¹</i></p>	<p>Since 7/1/15, we have had 30 ECE programs enter into a new fiscal agreement with Larimer CCCAP (including 2 new school age programs). In the same period of time, however, 33 other programs with fiscal agreements closed (11 were school age) and 21 chose to no longer accept</p>
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	CCAP. This has resulted in a net loss of 14 programs who accept CCAP reimbursement in Larimer County.
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E. Serve as a clearinghouse for up-to-date early childhood information through the ECCLC website, social media, email list and ECCLC Advisory Council meetings.

Narrative summary: ECCLC shares information about early childhood through our monthly ECCLC Advisory Council meetings, which are open to anyone (average attendance of 45 people/meeting), as well as through the following media outlets:

- Website: The website has dedicated sections specifically for early care and education providers and for families. It also has quick links on the home page to information about trainings/workshops for ECE providers, becoming a family child care home, finding child care, and Colorado Shines. The website has an additional section on community collaborations and features both a calendar of relevant events and a *What's New* section.
- Email: ECCLC maintains an active informational email list through MailChimp with 933 subscribers. We have segmented this list so that individuals can subscribe to their specific areas of interest (e.g., general early childhood information; licensed child care providers; job announcements; training & professional development; family events). As a courtesy to our partners, we share information from them for free through our listserv for items such as trainings or job openings.
- E-Newsletter: We create a monthly e-newsletter which is shared through MailChimp, with information that is relevant to the general community as well as to ECE providers.
- Facebook: ECCLC's FB page has 755 followers. We post several times a week, sharing information about trainings, local events, items of interest, and fun videos.
- Pinterest: ECCLC maintains a Pinterest page with pins focusing on activities for kids.

GOAL 4

Provide backbone support for the Leap Coalition to support children's social emotional development.

Leap Coalition: Purpose and Objectives

Strengthen and connect our systems so that all young children in Larimer County will be supported in their social development and emotional wellbeing in a culturally responsive manner.

- Expand early childhood workforce capacity to meet the social development and emotional wellbeing needs of all families and young children in Larimer County.
- Build and strengthen community relationships to encourage social development and emotional wellbeing for all families and young children in Larimer County.
- Increase knowledge of child development and early childhood needs in order to create and maintain community environments that are supportive of social development and emotional wellbeing for all families and young children in Larimer County.
- Develop and utilize resources to support early identification and early intervention of social and emotional concerns for families and young children in Larimer County.
- Mobilize and coordinate systems of support for families and young children in need of intensive and therapeutic interventions in Larimer County.

A. On an on-going basis, provide facilitation and coordination support for Leap Partnership.

Narrative summary: ECCLC maintained a full-time Leap Coordinator to track and support implementation of the Leap Coalition's goals and strategies. The work of this coalition is primarily completed by the multiple partners, with an estimated 900 hours of in-kind and volunteer time provided by community partners last fiscal year. Key highlights of the work this past year include:

- Two large community events on *Early Brain Development and the Impact of Toxic Stress*, featuring national speaker Dr. Dipesh Navsaria, with 400 people attending.
- Seven follow-up community conversations on related topics, with 392 total attendees.
- Pilot of the ECE Paraprofessional Program to provide additional staffing support to classrooms with children who have challenging behaviors.
- Reflective Supervision pilot to provide support to teachers in two ECE programs
- Creation of cross-disciplinary matrix of Infant/Early Childhood Mental Health Competencies for self-assessment and determination of training needs.
- Promoting the importance of monitoring and screening of young children for social emotional concerns, including creating Referral Decision Tool for physicians.
- Assessing barriers and creating a plan to facilitate bi-directional communication between primary care and behavioral health providers.
- Creating common definitions around cultural competency and developing a plan to focus on cultural consciousness in FY19.
- Implementing the evaluation plan (see Section C below).

B. By 6/30/17, complete a Leap Resource Development plan and collaborate with Leap workgroups to identify needed funds and potential funding streams, and seek funding.

Narrative summary: The Resource Development plan was completed in May of 2017. To date, we project that we have funding through 2020 for the Leap Project Coordinator, and are focusing on identifying funding sources for specific strategies of the plan (e.g., hosting a training on the *DC:0–5™ Diagnostic Classification of Mental Health and Developmental Disorders of Infancy and Early Childhood* manual for local therapists, providing reflective supervision).

C. By 6/30/17, work with an independent evaluator to develop a Leap Evaluation Plan with measurable outcomes.

Narrative summary: The original Leap Evaluation Plan was completed in May of 2017. With significant in-kind support from the Evaluation Specialist at the Larimer County Department of Health and Environment (LCDHE), that plan has been operationalized and includes both long-term targets and process measures. All of the measures have been included in the LCDHE data dashboard, which is available at <https://www.larimer.org/health/health-department-general-info/community-health-improvement-plan/larimer-county-chip-progress>.

¹ Colorado Department of Human Services, Colorado Shines Salesforce database

² Colorado Department of Human Services, Office of Early Childhood

³ Colorado Department of Education, Professional Development Information System

⁴ Ibid.

⁵ Early Childhood Council of Larimer County (ECCLC).

⁶ Ibid.

⁷ Be Ready Campaign

⁸ ECCLC

⁹ ABCD Database; Larimer County Department of Health and Environment

¹⁰ Early Intervention at Foothills Gateway

¹¹ <https://data.colorado.gov/Early-childhood/Colorado-Licensed-Child-Care-Facilities-Report/a9rr-k8mu>