

2020

Community Assessment:
Montrose/Olathe Early Childhood Centers



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MONTROSE/OLATHE EARLY CHILDHOOD CENTERS

COMMUNITY ASSESSMENT REPORT NOVEMBER 2020

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I. EXECUTIVE SUMMARY

Early Childhood Centers (ECC) is part of and coincides with the service area of Montrose County RE-1J School District (MCSD) in the state of Colorado. ECC serves those residing in/near the city of Montrose and town of Olathe.

Montrose County is located in the southwestern quadrant of the state and has a population of more than 42,000 residents. The county is considered rural, with residents traveling 60 miles north to Western Colorado's largest city (Grand Junction) for medical and other services.

Montrose County consistently experiences higher unemployment rates and lower wages than state averages. While unemployment rates have decreased to at or below the state's average across the past five months, hourly wages in Montrose County continue to be less than two-thirds of the state average.

The local housing market regularly experiences lower average median sale prices compared to the state average, and housing costs continue to be an issue for many families, with wait times as long as two years to rent affordable family units. At the same time, the Colorado Center on Law & Policy reports that Montrose County families need income nearly two-and-a-half times the federal poverty level to make ends meet.

Access to affordable healthcare is an area of significant concern for Montrose County residents. Since passage of the Affordable Care Act, Medicaid enrollment has significantly increased, with 54.3% of the county's children enrolled in Medicaid and 15.1% in Colorado's publicly-funded CHP+. However, the proportion of uninsured children in Montrose County still is higher than in Colorado overall, and the community is a federally-designated health professional shortage area so, even with insurance, accessing care can be difficult.

There are encouraging indicators, as well:

- The percentage of uninsured children, as documented annually by Kids Count!, now is at 6.2%, down from the 8.3% reported in 2018.
- The unemployment rate in the county, at 5.9%, is down from a high of 12.3% in April 2020 and lower than the state unemployment rate of 6.7% (Colorado Department of Labor and Employment, 2020).
- An estimated 70.7% of homes in the county are owner-occupied, and the majority of residents (86.4%) live and work in Montrose County (American Community Survey, 2014-2018).

In response to community realities and needs, MCSD Early Childhood Centers is making a positive impact through its Head Start, Colorado Preschool Program, Children with Disabilities, Early Childhood At-Risk Enhancement, and tuition programs by involving a total 351 children, 116 of these through Head Start.

Along with providing educational opportunity, ECC supports family access to dental exams, immunizations, nutrition and various other programs/supports, making a profound difference in the lives of low-to-moderate income families, as seen in the following figures from school year 2019-2020:

- 95% of ECC children were current on their vaccinations, slightly higher than the state average of 93.4% (Colorado Department of Health and Environment, 2020).
- 100% of Head Start children have had dental care within the last 12 months, compared to 84% of children statewide (Kids Count Data Center, 2020).

An additional indicator of ECC success lies in the involvement of its fathers: The percentage of fathers who participate in their child's ECC activities was 26% in the 2019-2020 school year, with an equal percentage of ECC's 569 total volunteers comprising fathers/father figures.

ECC saw turnover of only three staff positions (<6% annual turnover) during the most recent school year.

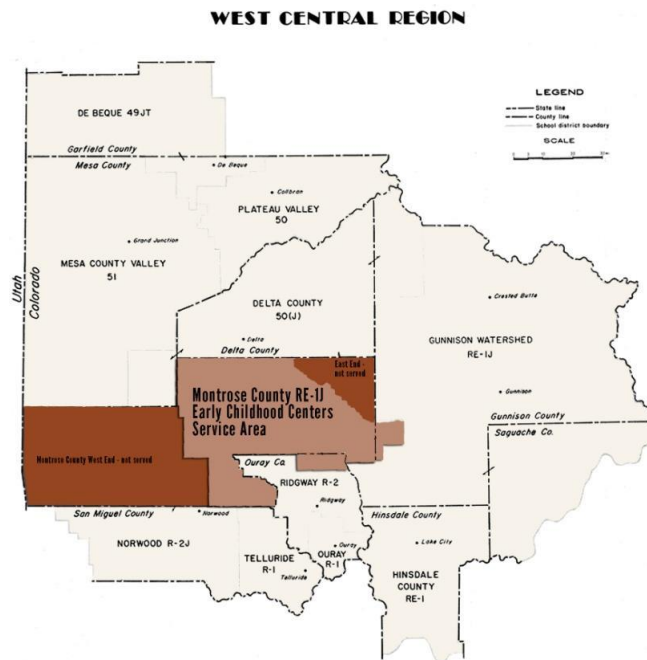
The following goals have been set for the MCSD Early Childhood Centers for the period 2019-2024:

1. Strengthen active supervision systems.
2. Provide professional development for ECC staff members; provide educational opportunities for parents to promote development of kindergarten readiness skills in children.
3. Improve the Centers' communication systems.
4. Acquire quality and sustainable facilities.

Through active participation in the community assessment and planning processes, ECC administrators, staff, teachers and Policy Council (including parent participants) all are committed to these goals, and to providing social supports and exceptional early childhood education, including Head Start, for qualifying families and the Montrose County community at large.

II. INTRODUCTION

Montrose County School District RE-1J Early Childhood Centers (ECC) administers Head Start programming for preschool-age children and their families in the communities of Montrose and Olathe, Colorado; the service area coincides with Montrose County School District RE-1J (MCSD) boundaries. The towns of Nucla and Naturita also are in Montrose County (90 miles from the city of Montrose) and impact countywide statistics, but are part of the RE-2 Montrose School District, currently unserved by ECC/Head Start programs. Colorado Department of Education school district boundaries depict the ECC service area (light brown):



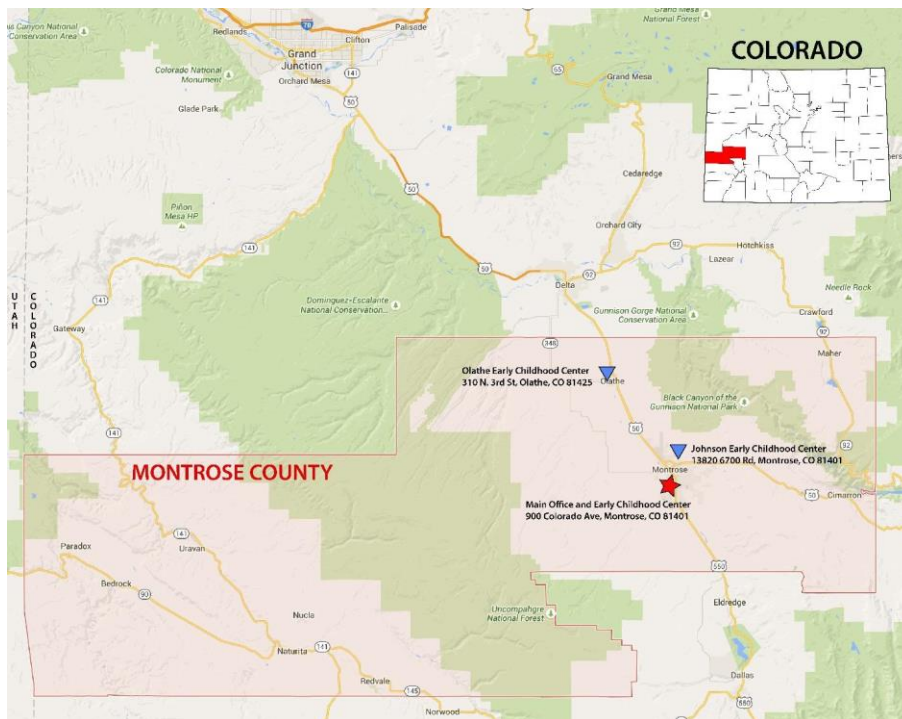
MCSD began offering Head Start programming in 1991. In 1993, three MCSD programs that focused on addressing challenges to early childhood learning – Head Start, Colorado Preschool Program (CPP) and MCSD’s Children with Disabilities (special needs program) – were integrated under the title Early Childhood Centers. These programs continue to serve the community today, and are offered along with a tuition program that invites School District employees and community families not already eligible for inclusion the opportunity to pay tuition for their children to attend preschool at an ECC site.

ECC added a fifth program – Early Childhood At-Risk Enhancement (ECARE) – in the 2019-2020 school year. Colorado Department of Education ECARE funding was previously designated for the provision of full-day kindergarten opportunities. In 2019, Colorado passed legislation providing full-day kindergarten to all eligible children and allowing ECARE funding to be transitioned to preschool services, thus providing ECC the ability to serve an additional 60 children with full-day preschool in the 2019-2020 school year. With the addition of this program, ECC classrooms now integrate children enrolled via five different programs.

In July 2020, ECC received emergency COVID-19 Head Start funding to provide summer school for those children enrolled during the 2019-2020 school year transitioning to kindergarten. Classes were held for four weeks, five hours each day Monday through Thursday. 45 students in five classrooms (one in Olathe, four at ECC's main campus in Montrose) were served via 20 staff members (including one mental health consultant on an as-needed basis) and provided with breakfast and lunch each day.

MCSO serves as the Local Education Agency (LEA) for children with disabilities, qualifying these children for an Individual Education Plan (IEP) and services at all three ECC sites:

- In the city of Montrose – 900 Colorado Avenue, Unit 4
- Three miles east of the Montrose city center on the Johnson Elementary School campus – 13820 6700 Road
- Eleven miles north of Montrose in the town of Olathe on the Olathe Elementary School campus – 320 N. 3rd Street.



The main office of ECC/Head Start is located in Montrose at the Family Service Center, housing administrative services and the following program support staff:

- Director and (half-time) Colorado Preschool Program Coordinator
- Colorado Preschool Program Coordinator Assistant
- Program Operations Coordinator
- Administrative Assistant
- Parent, Family and Community Engagement Coordinator
- Education Coordinator

- Health Services Technician
- Secretary
- Data Technician

ECC employs a total 52 staff; of these, 16 are preschool teachers, 16 are classroom paraprofessionals and three are Family Advocates, all having direct involvement with enrolled children and their families.

A total 569 volunteers contributed to the program during the 2019-2020 school year, including 481 parents of current enrollees and 88 other volunteers (community members, family members of previously enrolled students); more than one-quarter (27%) of volunteers are male. These volunteers assisted with classroom, administrative and Policy Council work.

ECC's Head Start Policy Council for the 2019-2020 school year comprised of five parent representatives and five community members. The Policy Council meets monthly and assists in the development of goals and objectives for the program, and additionally acts as liaison to parents, staff and the community at large on matters of specific concern.

Colorado childcare licenses held for all ECC sites allow for provision of services for children 2-1/2 years to six years of age.

- If a child turns three or four years old on or before August 1 of a given year, s/he may enroll through ECC's Head Start, Colorado Preschool Program, ECARE, or tuition programming. Children who are five years old, on or before August 1, are eligible for kindergarten and may not be served through Head Start, Colorado Preschool Program, or Early Childhood At-Risk Enhancement funding.
 - For a three- or four-year-old child to be Head Start eligible, his/her family must be living at or below the federal poverty level, or receiving Temporary Aid for Needy Families (TANF) or Social Security Income (SSI) for a disability; or, the child must be living with a foster family or be homeless.
 - For a three-year-old to be Colorado Preschool Program eligible, s/he must have at least three of ten risk factors outlined by State statute, while a four-year-old must have a minimum one of the ten risk factors.
- An enrollee under the Children with Disabilities program is eligible for Part B services (preschool) at the age of two years and nine months, and may be provided an additional year of preschool services beyond his/her fifth birthday, providing that policy requirements are met; one child met the criteria to extend participation this past school year.

Each child's parent(s) or guardian(s) is/are interviewed to collect information determining risk and eligibility. Eligibility criteria assigns and accumulates points for placement. A child with the highest number of accumulated points will be placed in a program first, while the child with the second highest points will be placed in a program second, and so on, ensuring that children and families with the most need are served.

During the 2019-2020 school year at ECC, children served included:

Program	Registered/Placed (served minimum one day)	Funded Preschool Opportunities
Head Start	116	102
Colorado Preschool Program	94	130
Children With Disabilities	76	76
Early Childhood At-Risk Enhancement	62	60
Tuition Pay	5	5
TOTALS	351	373

As illustrated in this table, the number of children serviced by ECC during the 2019-2020 school year did not equal the total number of preschool opportunities funded by state and federal organizations. Due to withdrawal of several children, funding was available to serve 14 additional Head Start and two additional ECARE children. And, while Colorado Preschool Program funding provided 130 children preschool opportunities, recruiting efforts resulted in just 94 children being served.

Transportation services are not provided for ECC/Head Start children; enrolled children must be dropped off and picked up by parents or care providers at the preschool site. Some ECC children attend school for 3-1/2 hours, so parents must pick up or deliver their child in the middle of the day, often posing hardship for working parents who typically enlist family members or find child care options that will deliver and/or pick up children.

III. METHODOLOGY: COMMUNITY ASSESSMENT PROCESS

This assessment endeavors to depict the community served by ECC, and to examine key factors impacting overall and child well-being:

- Community geography and economics, including employment, income, and housing
- Community demographics, including ethnic composition and languages, and children with disabilities
- Childcare and preschool programming
- Education
- Health and nutrition
- Social services, including child welfare
- Community resources

As applicable and available, county and/or school district-level data is provided and then compared with state averages. Then, specific information is provided regarding the families benefiting through ECC/Head Start during the 2019-2020 school year.

Prevalently cited as part of the assessment report are the Colorado Children Campaign's "Kids Count! in Colorado" reports, providing widely-accepted information on overall childhood well-being, U.S. Census statistics (2010 and updates), and American Community Survey projections (2014-2018). Various State of Colorado agencies provide data on demographics, education, employment and housing, while the regional Early Childhood Council – Bright Futures – sources information specific to local childcare and preschool facilities. A complete list of information sources is included in the appendix to this report.

ECC annually conducts parent surveys, with feedback helping to inform the ECC Policy Council and staff regarding satisfaction with and direction of program services. The instrument used for this survey is reviewed each year by the CPP District Advisory Council and updated as needed.

The process of community assessment began in March 2002, as required by the Administration for Children and Families, with discussions at Policy Council, ECC staff meetings, and other community gatherings. Reviewing the first draft and working with a document to final approval, the first Community Needs Assessment process and report were completed in September 2002.

Since then and on an annual basis, the assessment process is repeated and improved, with staff gathering much of the internal data concerning services, families and Head Start children as part of the organization's evaluative process. Other community, regional, state and national information is collected and compiled by an independent contractor, Third Sector Innovations, Inc. of Grand Junction, Colorado.

Information gathered through this assessment process reveals the ongoing and emerging challenges faced by children and families living in the ECC/Head Start service area, as well as the strengths of ECC in addressing these challenges through provision of quality early childhood services.

IV. DATA AND FINDINGS

Service Area - Geography

Montrose County is 2,241 square miles, located in the west central portion of the Colorado, a region referred to as Colorado’s Western Slope. The community is 269 miles southwest of the Denver metro area beyond the Continental Divide, and nearly 100 miles east of the Colorado-Utah state line. Just fewer than half of Montrose County residents live in unincorporated areas (47%), while City of Montrose is home to 46% of the county’s residents. Olathe (4%), Naturita (1%) and Nucla (2%) are town centers providing residence for the remainder of the county’s population (U.S. Census, 2010).

The area is considered mountain desert, experiencing four distinct seasons and a temperate climate.

Service Area – Population, Racial/Ethnic Composition and Languages

The state of Colorado is home to 5,758,736 people (U.S. Census, 2019 estimate), the majority of whom live in the eastern portion of the state, referred to as Colorado’s Front Range. From 2010 to 2019, Colorado’s population increased by 729,417 people, or 14.5%.

Montrose County is one of 64 counties in Colorado and is ranked 17th in the state for total population. In the first 19 years of the millennium, the population in Montrose County grew from 33,432 to 42,758, or 27.9% (U.S. Census, 2019 estimate). The population of Montrose County is expected to grow by 22,669 people, or 51%, from 2010 to 2025 (Montrose County Housing Needs Assessment, 2009).

There currently are an estimated 2,607 children, ages five years and younger, in Montrose County; 1,354 of these children are preschool aged (Colorado Demographer’s Office, 2020).

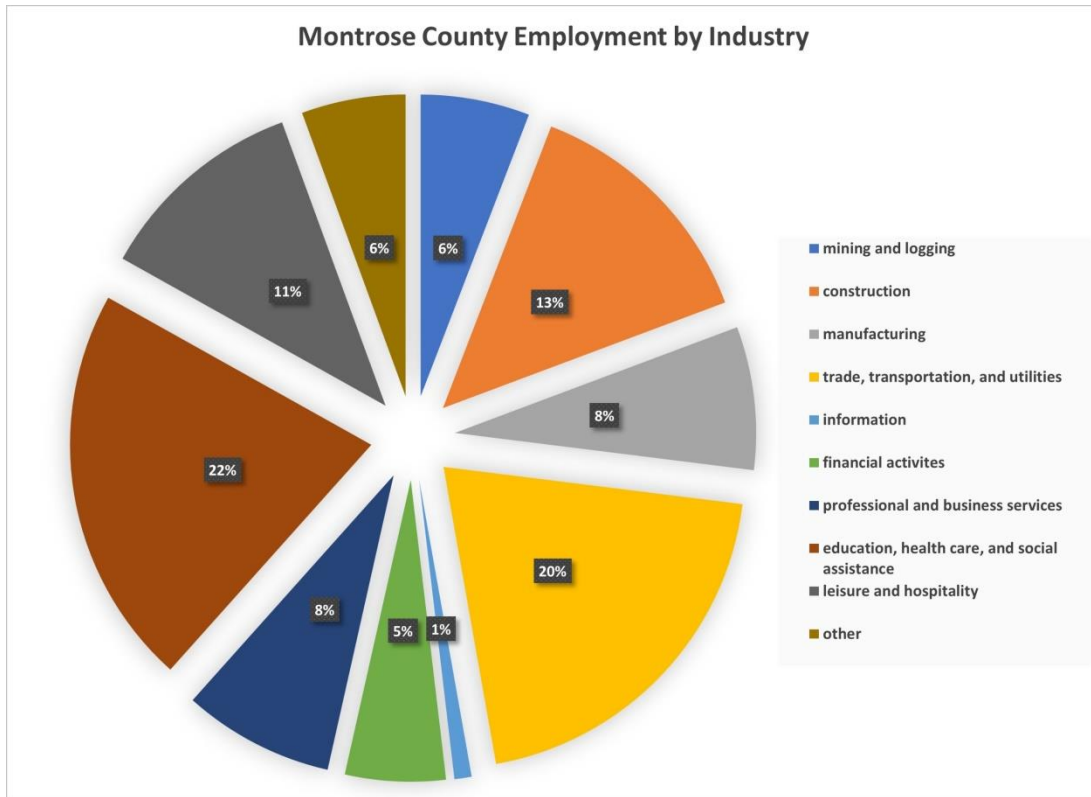
The U.S. Census American Community Survey 2014-2018 reports that, among Montrose County residents age five years or older, 16.6% speak a language other than English in the home (nearly exclusively Spanish), a figure aligned with the statewide figure of 17%. The same survey reports the following ethnic/racial population breakdowns for Montrose County and Colorado; due to Census data reporting methods, totals do not equal 100%:

Population ⇔ ⇔ Geography ⇓ ⇓	White NHO*	Black*	American Indian And Alaska Native*	Asian/ Pacific Islander*	Two or More Races	Hispanic/ Latino Origin
Colorado	68.3%	3.9%	0.5%	3.2%	3.6%	21.4%
Montrose County	76.1%	0.4%	0.8%	1.0%	1.7%	20.5%

*NHO – Non-Hispanic Origin

Service Area - Economy, Employment and Income

The area's economy finds 73.9% of the workforce employed in the private sector, 15.8% employed by government and 10.3% self-employed (American Community Survey, 2014-2018). The private, non-farm sector is made up of those working in the following trades:



(American Community Survey 2014-2018)

The American Community Survey reports 68.1% of households in Montrose County are considered family households. Among these households:

- 25.3% of family households earn less than \$35,000 annually, while 14.3% earn \$35,000-\$49,999.
- Annual median income for all households is \$48,739, marking a 38.3% increase since the 2000 Census. The Colorado Center on Law & Policy (2018) reports the self-sufficiency standard for Montrose County at \$61,794 in annual income for a family with two adults, one preschooler and one school-aged child (based on rents of \$880 per month, with Montrose County's average rent for a three-bedroom home at \$1,200 or more).

While Montrose County has seen recent improvements in the unemployment rate, down to 5.9% in August 2020 from 12.3% in April 2020, this is significantly higher than 2.7% in August 2019. Russell Stover Candies, the third largest employer in the county, permanently closed its Montrose manufacturing facility in August 2020, eliminating more than 400 jobs. The Average Hourly Wage in the county still is notably lower – at \$20.08 per hour – than the \$32.08 per hour state average (Colorado Department of Labor and Employment, 2020):

Geographic Area	Unemployment Rate (August 2020)	Average Hourly Wage (1 st Quarter 2020)	Per Capita Annual Income (2019)**	Median Household Income (2019)**
Colorado	6.7%	\$32.08	\$36,415	\$68,811
Montrose County	5.9%	\$20.08	\$25,803	\$48,739

*Colorado Department of Labor and Employment, 2020

**U.S. Census QuickFacts, 2020

Service Area - Housing

Housing in Montrose County includes both owned and leased single- and multi-family homes, as well as small and large acreage farms. Estimated occupied households (as opposed to unoccupied dwellings) total 17,125 (American Community Survey, 2014-2018).

An estimated 43.6% of the community’s households spend more than 30% of income on housing (affordablehousingonline.com 2020). From a recession low (2011) \$139,495 average single-family house sale price, the August 2020 year-to-date median sale price doubled to \$279,900, also marking a 7.1% increase from 2019 (Montrose Association of Realtors, 2020). The monthly rent rate for a three-bedroom home is \$1,200 or more.

While Montrose County saw a 16.7% decrease in new foreclosure filings in the second quarter of 2020, as compared with 2019, and no foreclosure sales (Colorado Department of Local Affairs, Division of Housing, 2020), the decrease is at least partially attributed to COVID-driven mortgage relief options made available during the period.

The availability of affordable dwellings throughout much of the service area is limited. In the past six years, Montrose County Housing Authority has seen an increase in the wait period for eligible families to receive assistance. The Authority closed its waitlist and stopped accepting new applications in March 2019, and did not open to new applicants until September 2020 (Montrose County Housing Authority, 2020).

Service Area - Social and Human Services, Child Welfare

2020 Kids Count! Colorado reports that 26.5% of Montrose County children are born to single mothers, and that 3.3% of Montrose County families receive TANF assistance payments, with 60% receiving WIC vouchers.

The 2016 Kids Count! report ranked the state’s 25 largest counties (95% of the state’s population) on overall child well-being, based on 11 indicators in the areas of health, education, family and community; Montrose County ranked 21st (child well-being rankings were not included in the 2017 through 2020 Kids Count! reports).

Montrose County has higher rates of child abuse and neglect and out-of-home placements than state averages (Kids Count!, 2020), as well as students experiencing homelessness:

Geographic Area	Rates for Out-of-Home Placement (per 1,000 children)	Rates of Child Abuse and Neglect (per 1,000 children)	Percentage of Students served by the McKinney-Vento Homeless Education Program*
Colorado	8.5	9.5	2.4%
Montrose County	13.4	20	3.2%

*Colorado Department of Education, 2020

In 2019, the Dolphin House Child Advocacy Center (Montrose) provided services for 208 primary victims and 260 secondary victims of child abuse (0-17 year olds). Dolphin House continues to provide follow-up support for 158 families from prior years of service.

In an attempt to counter child abuse, Hilltop Family Resource Center provides a variety of programs for Montrose County families. Hilltop programming includes services for those with open cases for reunification through Colorado Community Responsive programs (goal setting for the prevention of child abuse), High Fidelity Wrap Around Program (family choice and voice to create a family vision while identifying natural support systems), and Parents as Teachers program (for children 0-5 years old and their parents).

A significant community gap exists in meeting the need for mental health services for children. It is particularly difficult to find and secure an appointment with a mental health professional both trained to work with children and accepting Medicaid or sliding fee scale payment. While providing a very different form of treatment, both Dream Catchers and Pegasus Equine Therapy endeavor to address behavioral challenges presented by the community’s at-risk youth/teens and Children with Disabilities participants.

Montrose County School District RE-1J and many human service providers in the community have long been educated in and committed to the tenets of “Bridges Out of Poverty.” This client-focused, strengths-based approach to service provision is prominent in the work of Montrose’s social services providers, and largely promotes understanding and defines the experiences of families frequently interacting with local agencies.

Early Childhood Centers/Head Start proactively provides referrals to other resources/services available in the community. During the 2019-2020 school year, the following referrals were documented:

- Kids Aid (backpack food program) – 26
- Mental health services – 45
- Parenting education – 12
- Child mental health – 4

Tom Goodrich Warm Hearts Memorial Project (coats) – 8
Emergency/crisis intervention – 4
Adult education – 2

Service Area - Educational Institutions and ECC Service Delivery Sites

Numerous entities provide educational opportunity in Montrose County. Colorado Mesa University-Montrose provides degreed higher education, while certification programs are available at Technical College of the Rockies, located in neighboring Delta County. CMU-Montrose enrollment for fall semester 2019 was 320 undergraduates, including 55 high school students; Technical College of the Rockies 2019-2020 enrollment included six Montrose/Olathe high school students and an additional 108 full- and part-time post-secondary Montrose County residents.

Hilltop Community Services provides space and resources at its Montrose facility for K-12 students to receive tutoring and assistance with academic planning and completion of homework, and to obtain the community service hours required for high school graduation.

Following are the enrollment figures for Montrose County Pre-K-12th grade students for the 2019-2020 school year:

6,215 or 89.9% of students	Montrose County School District RE-1J
272 or 3.9% of students	West End Public Schools District RE-2
333 or 4.8% of students	private K-12 institutions
95 or 1.4% of students	home schooled (does not include Pre-K children)

MCS D reports only 35.6% of fourth graders are meeting or exceeding expectations in English/Language Arts, 12 points lower than the Colorado statewide average (Kids Count!, 2020).

Specific to early childhood education, the community continues to experience a shortage of licensed facilities. In September 2019, Tender Hearts – the community’s second-largest childcare facility – displaced 60 children when it closed.

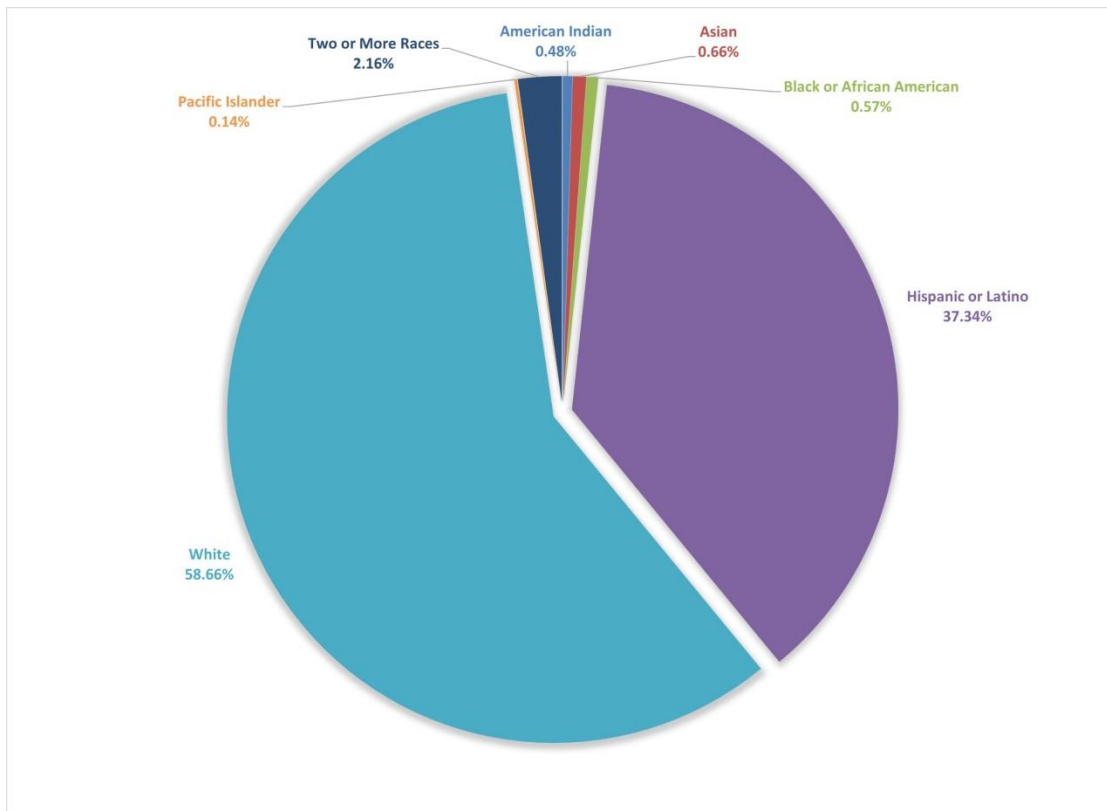
The following chart outlines the number of preschool facilities in the ECC/Head Start service area. Currently, there are 12 open slots; at any given time, there typically are no open slots but, due to current health concerns, some parents have opted not to enroll their children at this time. (Bright Futures, Fall 2020):

Geographic Area	Total # Licensed Facilities	# ECC/ Head Start Facilities	# Facilities Accepting CPP Children	Total # Slots (full- and half-day)	Current # of Open Slots
Montrose County	8* (total 24 when including private homes)	3	3	655	12
Montrose	7	2	2	462	3
Olathe	1	1	1	60	2

*Includes two preschool programs in the towns of Naturita and Paradox, unserved by ECC

Families in the Service Area - Ethnic Composition and Languages

Colorado Department of Education enrollment figures (pre-K through 12th grade) for the 2019-2020 school year show the following ethnic make-up of students enrolled in Montrose County School District RE-1J schools:



The predominant language spoken by MCSD RE-1J Early Childhood Centers' students is English (59%), while 15% of students' first language is Spanish.

Families in the Service Area - Residency/Mobility

The majority of the local population consider Montrose County their long-term residence. 86.4% of residents live and work in Montrose County and 70.7% of households are owner-occupied (American Community Survey, 2014-2018).

Families in the Service Area - Childcare Needs

Colorado continues to be a challenging place for those families needing childcare: Among the 41 states with state-supported preschool programs, Colorado ranks 37th in spending, 22nd in access to preschool for four-year-olds, and 10th in access to preschool for three-year-olds (Kids Count! Data Book 2017).

The cost of childcare is prohibitive for many of Montrose County's low-income families. The current average cost for full-time childcare is \$36.24 per day for a child younger than two years, \$34.33 per day for a toddler or preschooler (Bright Futures, 2020). With average rent at \$1,200/month, a single-parent, female-led family with two children can easily spend 90% of family income to meet just housing and childcare expenses.

To ensure that more Colorado families have access to quality childcare, the Colorado Department of Human Services, Division of Child Care oversees the state- and federally-funded CCAP (Colorado Childcare Assistance Program). CCAP is administered by individual county departments of Social or Human Services. Counties set program eligibility requirements within the federal mandate (to serve families with incomes at or below 165% of federal poverty guidelines) and reimburse participating local childcare providers according to County-defined, pre-determined rates. Participating families must meet income-qualifying guidelines, are responsible for a portion of childcare costs, and are required to be working, searching for employment, training, or enrolled in the Colorado Works Program (Colorado's TANF program).

In response to the need for out-of-home childcare, the State of Colorado requires specific education and certification standards for childcare facility staff. Educational expenses are typically the responsibility of the staff person and are not necessarily rewarded with a pay increase, adding to the challenge to attract and retain qualified childcare staff. In recent years, center and home-based care closures – due to a lack of qualified staff – have further depleted needed childcare slots, leaving families little choice but to leave their children in the care of friends or family in unlicensed homes.

Families in the Service Area - Preschool Needs

Preschool is widely acknowledged as a critical component of early childhood education, laying the foundation for a child's future educational success. In 1988, the Colorado General Assembly created CPP – the Colorado Preschool Program, funded through the Colorado Public School Finance Formula and administered under the Office of Teaching and Learning, Colorado Department of Education – to serve the young children in Colorado most vulnerable to starting

elementary school unprepared. CPP provides for preschool programming, with eligibility/participation based on a child's situation: being raised in a low-income family or by parents having completed lower educational levels, involvement with foster care, involvement with violence/neglect in the home, and/or delays in language and social development.

175 of Colorado's 179 school districts participated in CPP in school year 2018-2019, with MCSD's Early Childhood Centers being the only CPP provider in the Montrose-Olathe community. Colorado Department of Education estimates that 37,653 potentially eligible 3- and 4-year-olds were not enrolled in either CPP or Head Start in the same school year.

Early Childhood Centers previously had provided preschool services for 45% of MCSD enrolled kindergartners in the 2019-2020 school year, as was revealed by an ECC survey of incoming kindergartner parents. Of the 358 parent survey respondents:

- 88% indicated their kindergartner had childcare or preschool experience.
 - Of the 12% responding that their child(ren) had no childcare or preschool experience, top reasons given for lack of this experience included stay-at-home parent (44%), could not afford (12%), and no openings (12%).

Families in the Service Area - Children with Disabilities

Child Find, available for children birth to 21 years and using the Denver II screening tool, identifies Montrose County children presenting potential developmental concerns, and helps to prepare them for the coming school year. The local Child Find Coordinator provides screenings for individual families/children throughout the year, as needed. From June 1, 2019 to May 31, 2020, Child Find completed 190 screenings and 88 evaluations in the ECC/Head Start service region; of those evaluated, only five did not qualify for services.

Children identified as qualified through Child Find benefit from an Individual Family Service Plan (IFSP) and are provided services through Part C funding. Community Options is the local agency responsible for providing therapeutic services for these children from birth to just younger than three years. Shortly before a child turns three, s/he is reassessed to determine if the developmental delay will significantly impact educational development; if yes, the child receives an Individual Education Plan (IEP) and will receive services and preschool programming through ECC and be integrated in a classroom with children funded through Head Start, CPP, ECARE, and tuition programming.

Families in the Service Area - Health and Nutrition

Montrose County is a federally-designated Health Professional Shortage Area for primary care providers, mental health providers and dentists (Health Resources and Services Administration, 2020), meaning that significant provider shortages lead to unmet demand for services.

Colorado has made significant gains in the past five years to insure the health care of its youngest residents. While the figures inconsistently trend, it is apparent that the number/percentage of uninsured children has decreased, based on annual Kids Count! data:

Kids Count! In Colorado Report	2016	2017	2018	2019	2020
Montrose County Uninsured Children	7.4%	8.5%	8.3%	6.2%	6.2%*
Montrose County Children Eligible but Not Enrolled in Medicaid or CHP+	9.9%	5.4%	8.5%	1.5%	10.1%

*Data repeated from 2019 Kids Count. Updated data not available at the time of 2020 Kids Count release.

Income-eligible families with children younger than 18 years may qualify for Child Health Plan Plus (CHP+) or Medicaid. CHP+ allows children to receive necessary health care services, including well child check-ups, immunizations and mental health services for a reduced fee. Prescriptions, eyeglasses, hearing aids and dental services also are provided under CHP+.

The River Valley Family Health Center (formerly Olathe Community Clinic), a Federally Qualified Health Center, serves low-income, under/uninsured individuals and families, as well as migrant workers. The Clinic accepts Medicaid/Medicare and CHP+, and has a sliding fee scale for payment by uninsured patients. The Clinic offers medical, dental, and behavioral health services and medications at a discounted price via a bilingual staff (Spanish) and 27 full-time and part-time providers (primary and behavioral health, dentists/hygienists, pharmacists). In 2019, River Valley accommodated 5,765 patients (unduplicated count) from three facilities located in Olathe with 10 exam rooms, Montrose with 20 exam rooms, and Delta with 10 exam rooms (River Valley Family Health Center, 2020).

The PIC (Partners in Integrated Care) Place, opened in June 2017, serves patients living at or below 250% of federal income guidelines, including all Medicaid and CHP+ clients, as well as those experiencing difficulty accessing health care services in the community. Those without insurance can qualify for PIC Place’s sliding fee schedule for discounted services (sometimes up to 100%) based on ability to pay. PIC Place provides fully-integrated primary (family practice) health, preventive and restorative dental, optometric and behavioral health services for un/underserved residents of Montrose and Delta counties via seven full-time and part-time providers (primary and behavioral health, dentists) and 19 exam rooms. In 2019, 9,154 patients (unduplicated count) received services (The PIC Place, 2020).

Early Periodic Screening and Diagnostic Testing (EPSDT) is provided by Montrose County Health Department to identify children with unmet medical needs. These children may be eligible for TANF (Temporary Aid to Needy Families) and/or Medicaid benefits. Regardless, families who do not qualify for Medicaid, CHP+ or health insurance through employment often seek primary health care at local hospital emergency rooms, Urgent Care, River Valley Family Health Center and/or PIC Place.

In Montrose County, an estimated 1,354 households received SNAP (Supplemental Nutrition Assistance Program) benefits (American Community Survey, 2014-2018), and 60% of children live in homes receiving WIC vouchers (Kids Count!, 2020). This not only indicates the nutritional challenges of Montrose County residents, but contributes to the ever-growing concern of childhood obesity, most particularly impacting those of low-income who rely on less expensive/nutritional foods (i.e. other than lean meats, fresh fruit and vegetables). The Centers for Disease Control and Prevention found that youth (ages 2-19 years) living at or below 350% of the federal poverty level are 3.5 times more likely to be obese than their more affluent peers. Colorado Department of Public Health and Environment approximated in 2017 that 23% of Colorado children (ages 5-14 years) are overweight or obese; the figure is 32% in Montrose County, ranking sixth highest among Colorado’s 25 largest counties (Kids Count!, 2016).

Montrose County Child and Family Services, works to address nutritional needs by providing a "prescription" to receive fresh fruits and vegetables from the local Farmers’ Market, where SNAP also provides recipes for preparation of fresh foods.

Families in the Service Area – Adult Graduation Rates, Education Level

Among Montrose County adults 25 years and older:

- 11.3% have less than a high school education
- 31.8% graduated high school
- 25.8% have some college/no degree
- 7.3% have an Associate’s Degree
- 23.9% hold a bachelor’s degree or higher (American Community Survey, 2014-2018).

In 2018-2019, K-12 dropouts in Montrose County dropped to two percent, half that of the previous year. The County’s graduation rate of 74.4%, down from 78.8% in 2018, is lower than the state average of 81.1% (Colorado Department of Education, 2020). Colorado Department of Education data provides the following details:

Geographic Area	Total Enrollment (PK-12)	% Students Eligible for Free/Reduced Lunch (PK-12)	Graduation Rate 2019	Dropout Rate 2019
Colorado	913,223	40.7%	81.1%	2.0%
MCSO RE-1J	6,215	48.0%	74.4%	2.0%
Montrose High	1,321	34.0%	85.7%	2.5%
Olathe High	283	47.7%	94.6%	1.5%
Peak Virtual Academy	185	N/A	96.6%	0.0%
Vista Charter School	209	50.7%	15.4%	8.1%

Community Resources

A comprehensive list of community agencies currently working in collaboration with Early Childhood Centers/Head Start follows:

EDUCATION RESOURCES

Community Options – developmental disabilities
Colorado Mesa University – Associates in Business Administration, Computer Information Systems, Humanities and Social Sciences; Associates, Master’s in Early Childhood Education
Technical College of the Rockies
Maslow Academy – private education, Pre-K through 5th grade
Pope John Paul II – private education, Pre-K through 8th grade
Colorado West Christian School – private education, Pre-K through 12th grade
Holy Guardian Angel School – private education, K-9th grade
Montrose County School District RE-1J – Pre-K through 12th grade public, virtual and alternative education programs; English as a Second Language (ESL), General Education Diploma (GED), Adult Basic Education (ABE) classes

JOB TRAINING RESOURCES

Colorado Workforce Center
Community Staffing
Elwood Staffing
State of Colorado Department of Labor and Employment, Division of Vocational Rehabilitation

PRIMARY/BEHAVIORAL HEALTH CARE AND HUMAN SERVICES RESOURCES

CSU Cooperative Extension/4-H
Dolphin House Child Advocacy Center
Dream Catcher Therapy Center
Farm Workers’ Health Services – immunizations and sliding fee-scale physicals
Hilltop Community Services Montrose
The Center for Mental Health
Montrose County Department of Health and Human Services
Montrose Memorial Hospital
My Pediatric Dentist
Northside Community Health Clinic
Over the Rainbow Behavioral Consulting – consulting, parent training, Community Resource Fair
Pegasus Equine Therapy
PIC Place
River Valley Family Health Center
Smiles 4 Kids
Solutions Wellness Center
The Center for Mental Health
Tri-County Health Network
Urgent Care
Volunteers of America

DISABILITIES RESOURCES

Community Options

Child Find

Dream Catcher Therapy Center

Montrose Memorial Hospital Rehabilitative Services – speech, motor/physical therapies

Montrose School District RE-1J Special Education

Pegasus Equine Therapy

FAMILY SERVICES RESOURCES

CSU Cooperative Extension/4-H

Dream Catcher Therapy Center

Dolphin House Child Advocacy Center

The Center for Mental Health

Montrose County Department of Health and Human Services

Over the Rainbow Behavioral Consulting

Western Colorado Migrant and Rural Coalition

Hilltop Community Services Montrose

Pegasus Equine Therapy

Shepherd's Hands

Solutions Wellness Center

HOUSING RESOURCES

Cottonwood Apartments – privately-owned, HUD subsidized apartments

Montrose Housing Authority – HUD rental assistance

Habitat for Humanity – homeownership through work equity

Haven House/House of Promise

Pavilion Gardens Apartments – apartments for qualified low-income families

Sunshine Peak Apartments

CHILD CARE RESOURCES (located in the city of Montrose, unless otherwise noted)

Babbette's Kiddy Kampus

Bright Futures Child Care Resource and Referral, Telluride

Bright Beginnings Child Care

Creative Hands

Learning Cottage

Little Harvard

Little Sprouts

Living Word Lutheran Preschool

Migrant and seasonal Head Start, Olathe

Montrose Christian Church

Montrose County Department of Health and Human Services

Regional Early Childhood Council – assisting licensed child care home and centers

Sonshine Patch, First Presbyterian Church

CLOTHING, FOOD AND NUTRITIONAL SERVICES RESOURCES

Christ's Kitchen

Habitat for Humanity ReStore

Heirlooms for Hospice Store

Mexican American Development Association (MADA) – food, no-cost clothing, emergency assistance

The Salvation Army

Sharing Ministries Food Bank

Tom Goodrich Warm Hearts Memorial Project – coats

Kids Aid – backpack program to provide food outside school days

Colorado State University Cooperative Extension – commodities distribution, food baskets

Farmers' Market

Montrose County School District RE-1J

Montrose County Department of Health and Human Services – food stamps, TANF

Food SHARE America

Sharing Ministries Food Bank

Shepherd's Hands

TRANSPORTATION RESOURCES

All Points Transport Bus Service

Among other community organizations working in partnership with the ECC/Head Start programs are Montrose Association of Churches, Girl Scouts of America, Walmart, Office Depot, local banks and local fire, and police and ambulance services.

V. DATA REVIEW AND ANALYSIS

Eligible Head Start Children and Families – Racial/Ethnic Composition and Languages

Percentages and actual enrollment numbers by ethnicity for the 2019-2020 school year are as follow for Early Childhood Centers, including Head Start enrollees (total 351 reporting):

	White	Bi-Racial	Hispanic	Native American	Black	Asian	Other
Enrollment	328	17	199	12	7	1	3
% of Enrollment	93%	5%	57%	3%	2%	<1%	<1%

*Numbers total more than 100% (enrollees can mark more than one box for ethnicity)

The dominant language spoken by children in the Montrose Early Childhood Center program is English, spoken as the only language by 59% of the children enrolled during the 2019-2020 school year. The second most common language is Spanish, spoken as the only language by 15% of children. An additional 21% are bilingual, with the remaining 5% of children either speaking other languages or not reporting. These percentages are in alignment with overall MCSD RE-1J enrollment figures.

Eligible Head Start Children and Families – Economics, Employment, Income and Housing

The most recent Kids Count! Colorado data shows that the percentage of children under the age of 18 living in poverty in Colorado declined in 2018. While this is welcome news, the current estimate still is higher than in 2000, when only 10 percent of Colorado kids lived in poverty. And, Montrose County rates are far higher than statewide figures:

Geographic Area	Children (0-18 years) Living in Poverty* 2018	School Children (5-18 years) Living in Poverty* 2018
Colorado	12.1%	11.5%
Montrose County	17.4%	16.7%

*Income below 100% of federal poverty guidelines

It is conservatively estimated that one-half of preschool-aged children in Montrose County are eligible for Head Start services based on economic factors alone. Beyond economic considerations, Head Start allows for categorical eligibility based on homelessness and/or living in foster care. Other funding sources have differing eligibility criteria.

The economic landscape of all ECC families served in the 2019-2020 school year is:

- 44% of children were living in families at or below 100% of federal poverty level
- 33% of children were living in families with income over the federal poverty level
- 19% of children were qualified with an individual education plan (IEP) after enrollment and 4% of children were qualified with an IEP at the time of enrollment; proof of income is not a requirement of eligibility for services for these families.

Twenty-six (26) children automatically qualified for Head Start programming due to family homelessness, receipt of public assistance, or foster care placement.

The employment situation among Head Start families is often concerning. In the 2019-2020 school year, 70% of two-parent families reported one parent employed. With average hourly wages equating to \$41,766 in annual income (Colorado Department of Labor and Employment, 2020) and the self-sufficiency standard for Montrose County at \$61,794 (two adults, one preschooler and one school-aged child; (The Colorado Center on Law & Policy, 2018), many Head Start families struggle to make ends meet. The following figures show the employment status of all Head Start families for the 2019-2020 school year (percentages rounded):

Employment Status of Head Start Parents, 2019-2020				
	Two-Parent Families		Single-Parent Families	
	#	Percent	#	Percent
One parent is employed	40	70%	34	62%
Both parents are employed	15	26%	n/a	n/a
Neither parent is working	2	4%	21	38%
One parent is enrolled in training or school*	2	4%	1	2%

*Parents enrolled in training/school may also be employed

170 Head Start parent respondents to ECC’s 2019-2020 survey self-report the following educational accomplishments:

- 28% non-graduates
- 37% with high school diplomas/GEDs
- 26% with associates degrees and/or some college or advanced training
- 8.4% with masters and/or bachelor’s degrees.

Eligible Head Start Children and Families – Social and Human Services, Particularly as Regards Child Welfare

ECC staff members, including those employed via Head Start funding, are required to report suspected child abuse/neglect, with six cases reported during the 2019-2020 school year.

As part of ECC's support for its families, staff members are committed to inviting fathers/significant male role models to participate as classroom volunteers, to attend parent/teacher conferences, to utilize weekly take-home totes and otherwise get involved with committees, councils and other facility projects. In 2019-2020, 49 fathers/father figures of 116 Head Start-enrolled children participated in community celebrations or activities.

Eligible Head Start Children and Families – Health and Nutrition

At ECC in 2019-2020, 94 (81%) of 116 Head Start children were enrolled in Medicaid or CHP+; seven had private health insurance, 13 were without insurance.

As an important indicator of childhood well-being, immunizations are taken very seriously at ECC/Head Start. Among ECC children enrolled during the 2019-2020 school year, 95% were up-to-date on immunizations.

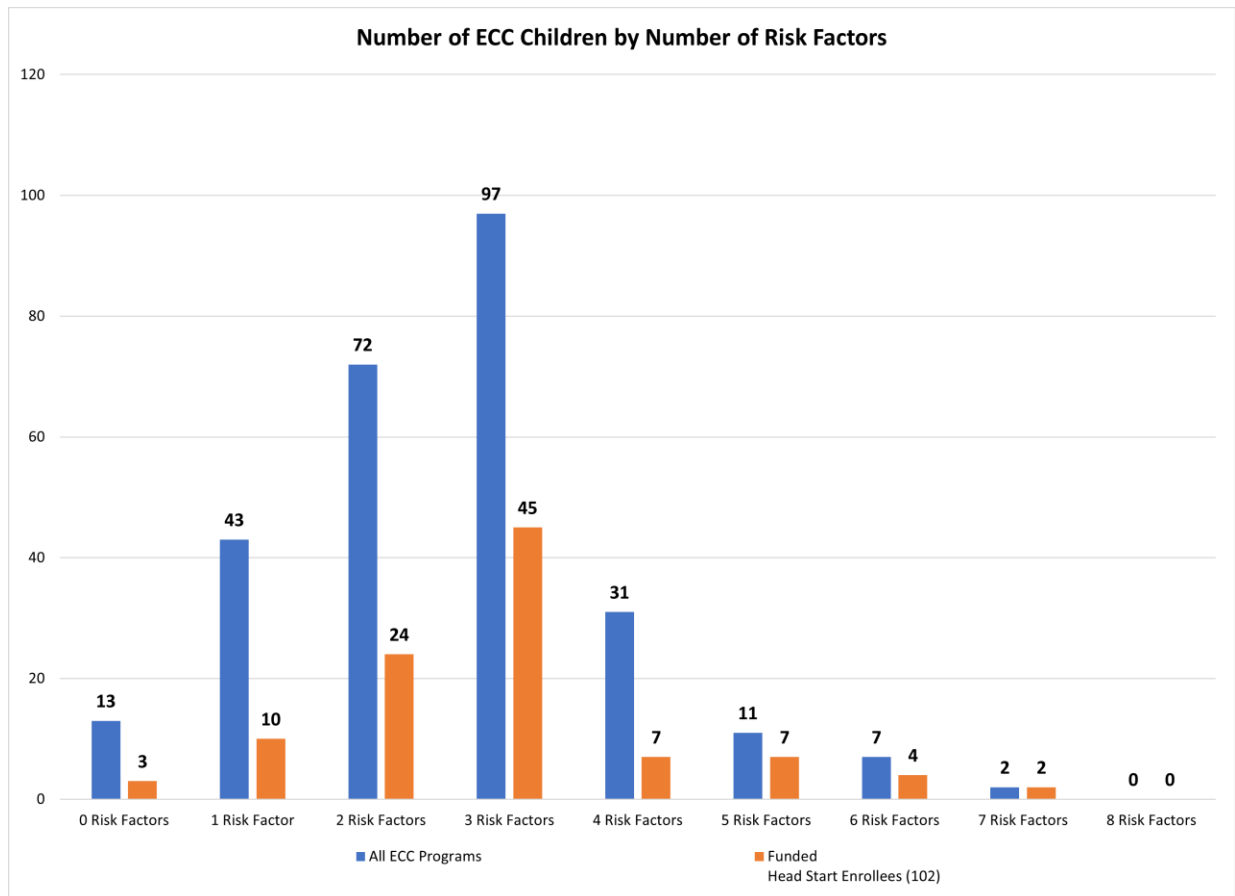
At enrollment, ECC/Head Start completes a child nutrition assessment with the parent(s)/guardians(s), with BMI (Body Mass Index) results generated and analyzed twice annually by a registered dietician. Parents of enrolled children also are given the option of consultation with the dietician. Of the Head Start children enrolled at ECC in May 2020, 24% were overweight and 12% obese.

The ECC/Head Start program implements the Healthy School practices by incorporating:

- 30 minutes of daily physical activity
- nutritious snacks
- education on healthy eating; participation in a school garden grown by students and staff
- commitment that all Head Start-enrolled children are up-to-date on immunizations, physicals and annual dental exams (107 Head Start children received a professional dental examination during the 2019-2020 school year, and none had signed waivers from participation).

Data collected from the 2019-2020 registration process for MCSD RE-1J Early Childhood Centers identified the following risk factors among children entering preschool:

Risk Factor	All ECC Programs		Funded Head Start Enrollees (102)	
	Count	Percentage	Count	Percentage
Qualifies for Free/Reduced Meals	238	68%	99	97%
Homeless	44	16%	26	25%
In Family Experiencing Domestic Violence	22	6%	7	7%
In Family Experiencing Substance Abuse	48	14%	22	22%
Child of Teen Parent	10	3%	8	8%
Parent not having completed High School/Equivalent	112	32%	47	46%
In Family Experiencing Frequent Moves	67	19%	18	18%
Potential Developmental/Social delay	35	10%	14	14%
Speech/Language delay/concerns	126	36%	43	42%
In Family Experiencing Interventions by local Department of Health & Human Services	13	4%	10	10%



Eligible Head Start Children and Families – Childcare and Preschool

In any given year, Early Childhood Centers has served 45% of all children enrolling in MCSD kindergarten through one of its five programs. One of the Centers’ core goals – and something it does quite successfully – is to ease the transition into kindergarten.

The Montrose and Olathe communities continue to need quality early learning and care opportunities for preschool-age children. ECC’s increase in on-line applications, phone inquiries and spring registration appointments suggest that families who were thinking about relocation have decided to stay in Montrose County. Coupled with an increase in new families moving to the county, ECC had 37 children on its waiting list by the end of the 2019-2020 school year.

The following figures illustrate the significant potential for Head Start in the ECC service area with an estimated 561 children being eligible for but not enrolled:

Estimated # of children, ages 3-5 years, in service area*	Estimated # of Head Start-eligible children in service area**	# of children enrolled in Head Start 2019-2020
1,354	677	116

*Colorado State Demography Office, 2020

**Based on economic factors’ eligibility only

Eligible Head Start Children and Families – Children with Disabilities

During the 2019-2020 school year, 14 Head Start enrollees had IEPs (a 12.5% decrease from the prior year), as did an additional 76 enrollees through the Children with Disabilities program (17% increase from the prior year), for a total 90 children being served with IEPs.

Children with IEPs automatically qualify for preschool placement. For other children displaying significant delay in one or more areas of development, eligibility is determined based on a special needs placement assessment. Assessments are conducted in the child’s native language and involve the child’s parents, Early Childhood Special Education Assessment Team and Child Find Team including:

- Speech language pathologist
- Occupational therapist
- Child Find Coordinator (master’s-level Special Education)
- School psychologist
- Language interpreter, as needed

When a developmental delay is identified, the family/child is referred to and/or receives supports and services based on the age of the child:

- A child 0-3 years of age with significant delays is referred to Community Options for the development of an Individualized Family Service Plan (IFSP). Case management, early

intervention work and needed therapies all are coordinated through this regional, state-mandated provider of services for individuals with developmental disabilities.

- For qualifying children ages 3-5 years, an IEP is created, including attention to specific therapy needs. Speech, motor and educational services are provided at ECC/Head Start, where these children automatically qualify for ECC/Head Start placement.

All ECC classrooms are fully inclusive, which means children with IEPs for development delays participate in all classroom activities with their same-age peers without developmental delay. Accommodations for children with IEPs (e.g. support staff and/or equipment) ensure full participation in classroom activities. Proactive outreach is continuously conducted to inform families in the community of ECC's commitment to serving children with special needs.

Eligible Head Start Children and Families – Early Childhood Centers

In response to the many and various needs of the community's children and families, and in support of the MCSD RE-1J mission statement, ECC delivers high-quality, comprehensive, developmentally-appropriate services for young children and their families. Early Childhood Centers has been providing Head Start programming for families and children since Fall 1991, developing a strong infrastructure both within the agency and with community partners, allowing for sustained programming and the ability to continue responding to the needs of the community by offering quality early childhood education.

Collaborative staff teams at ECC participate in the ongoing monitoring of and planning for Head Start programs. An annual self-assessment ensures that Head Start requirements are known and implemented by ECC program staff, and to meet Head Start Performance Standards for monitoring quality of services provided. The parents, staff and community volunteers who are members of the Program Self-Assessment Committee collect data to identify areas working well and those in need of improvement. Team members take pride in their participation, and ECC improves as a result of this school-community self-monitoring process.

The ECC Mission

In partnership with our families and our communities, the children of the Montrose County School District RE-1J Early Childhood Centers will acquire a positive foundation for lifelong learning.

Recruitment Strategies, Recruiting New Students

ECC staff, Policy Council, and Colorado Preschool Program District Advisory Council continuously work to engage new methods for recruitment and retention of students, and to reach out to additional communities to encourage hosting ECC/Head Start services. A recruitment policy is in place and is followed by all staff; methods for recruitment include:

- Child Find screenings are held throughout the year. All families attending these events are provided with information on Head Start and are encouraged to enroll when eligible. The Child Plus online application is available to complete in both English and Spanish.

- Posters, flyers and other written materials are distributed at local grocery stores, community service agencies, post offices, libraries, medical facilities, public schools, private/public preschools and businesses.
- Public service announcements are submitted to local newspapers, local cable access channels, radio stations and other regionally-distributed media publications.
- Facebook, Twitter, and other social media outlets disseminate program information and updates, and the MCSD web page provides information on ECC programming.
- Annual re-enrollment of returning children, and discussions regarding younger siblings, are held on an ongoing basis; word-of-mouth promotion is active and encouraged.

Head Start performance standards require that no more than 30 calendar days elapse for a vacancy to be filled from any existing waitlist. The policy further provides for 10% of total enrollment to be comprised of those served through the Children with Disabilities program. During the 2019-2020 school year, the 76 children diagnosed with an identified disability – or 22% of 351 enrollees – far exceeded the required minimal enrollment of this population.

ECC maintains a waitlist of eligible or potentially eligible children. At the time of registration, if a child is determined not to be eligible for any of the five ECC programs, the family is instructed to inform ECC of any changes in their situation which could change eligibility. Of 37 children on the ECC waiting list at the end of the school year (May 2020), 33 did not qualify for any ECC program, and four were waiting based on specific placement needs (e.g. location, time slot).

Currently, there are ECC classrooms at two MCSD schools: Johnson and Olathe Elementary schools. It is convenient for parents to have their older children and preschool-aged children receive educational instruction at the same campus; this convenience, as well as use by MCSD teachers enrolling their own children, has resulted in full enrollment at both sites.

Community Programs and Resources Available

Early Childhood Centers always has worked diligently with other local/regional resources to expand, enhance and supplement the education provided through its programs. Collaboration occurs with numerous agencies to meet specific objectives for staff, parents and children.

Families and siblings of Head Start children, depending on circumstance, may be eligible for services or enrolled in programs through other early childhood service provider agencies, including Kids Thrive, a national early childhood development initiative for children ages 0-3 years, and subsidized childcare through Montrose Department of Human Services.

Despite the sometimes-overwhelming needs presented by the community, and particularly by ECC/Head Start families, the overall outlook in Montrose County remains positive, and community agencies work well together to find solutions to unmet needs. Early Childhood Centers continues to reach as many Head Start-eligible children as possible, while implementing programming to provide quality early childhood education for enrollees and additional resources/supports for their families.

Conclusions Based on Data Analysis

Since initiating the community assessment process, Montrose County has experienced significant population growth and low wages. These factors strain community infrastructure as agencies have scrambled to keep up with the increased demands prompted by hardship and population growth. Housing, healthcare, education and social/human services all have been impacted by changing demographics and the economy.

Employment remains a huge concern; while unemployment rates currently are lower than state averages, the recent permanent closure of Montrose County's third-largest employer has displaced many workers. Concurrently, the cost of living (particularly for housing) has been consistently higher than state averages, with earnings and wages significantly lower. This struggle impacts not only individuals and families, but also those service providers responding to the needs of families. Further, Montrose County's isolated and rural location, combined with an unpredictable economy, makes it difficult to attract qualified professionals in health care, childcare, and preschool teaching.

ECC/Head Start identifies the following trends, concerns and gaps as most noteworthy:

- Population growth in Montrose County has been substantial over the last decade, and this is projected to continue. This presents greater problems for lower-income families, many of whom are Head Start eligible.
- Wages continue to be lower, overall, than in Colorado's more populated counties, especially on the Front Range. Lower wages result in families' inability to exist on one or even two parents working full-time jobs, especially as childcare costs increase.
- A far greater number of children are living in Montrose County than currently can be served by area resources. This includes a lack of childcare centers, preschool environments and other child development services, particularly for the more sparsely-populated outlying communities of the county where resource/service providers must partner with one another to create viable, sustainable service delivery systems.
- Adequate facilities must be available to accommodate the growing number of children enrolled in programs.
- Appropriate programs must be in place for children whose families are above income guidelines – i.e. those whose families are a part of the "working poor" and unable to afford quality programming, yet who have incomes substantial enough that they do not meet eligibility guidelines.

VI. RECOMMENDATIONS AND PRIORITIES

Early Childhood Centers is committed to ongoing assessment of philosophical and programmatic approaches, self-assessment and community assessment, child outcomes, parent involvement data and parent surveys, Classroom Assessment Scoring System (CLASS) and staff member feedback, all of which drive both long-term (five year) and short-term (specific components/programs) goals. Additionally, a formal strategic planning process occurred in 2018, involving numerous individuals representing the MCSD Board of Education and District leadership, ECC Policy Council, preschool education staff and leadership, and the community.

Based on the results of the assessment process and updated data contained herein, as well as the needs of the community served by MCSD, Early Childhood Centers has set the following priorities for the five-year period 2019-2024:

1. Strengthen active supervision systems.
2. Provide professional development for ECC staff members; provide educational opportunities for parents to promote development of kindergarten readiness skills in children.
3. Improve the Centers' communication systems.
4. Acquire quality and sustainable facilities.

The following provides the plan of action for each of the goals outlined above:

Goal I: STRENGTHEN ACTIVE SUPERVISION SYSTEMS FOR THE MCSD RE-1J EARLY CHILDHOOD CENTERS

Objective 1: *To develop and complete the 2020-2021 Active Supervision Action Plan with consideration to COVID-19 precautions*

Objective 2: *To complete the Active Supervision Secondary Monitoring procedure with consideration to infectious disease precautions*

Objective 3: *To assess the secondary monitoring data of current system for usefulness, effectiveness, and ability to drive program planning and improvement*

GOAL II: ADDRESS TRAINING NEEDS BY PROVIDING PROFESSIONAL DEVELOPMENT TO MCSD RE-1J EARLY CHILDHOOD CENTERS STAFF MEMBERS AND EDUCATIONAL OPPORTUNITIES TO PARENTS THAT PROMOTE THE DEVELOPMENT OF KINDERGARTEN READINESS SKILLS IN CHILDREN

Objective 1: *To provide preschool families with opportunities to gain knowledge and understanding in Pyramid Model strategies*

Objective 2: *To establish the “Ready Rosie” model as a parent education tool for ECC parents*

Objective 3: *To complete Year 3 of 3 of the Pyramid Model coaching and training*

Objective 4: *To provide Practice Based Coaching for CLASS to MCSD RE-1J Early Childhood Centers teachers to improve Instructional Support scores*

GOAL III: IMPROVE THE COMMUNICATION SYSTEMS OF MCSD RE-1J EARLY CHILDHOOD CENTERS

Objective 1: *To improve the MCSD RE-1J onboarding training for new staff members by revising all job descriptions*

Objective 2: *To improve the MCSD RE-1J onboarding training for new staff members by having a technology training implementation plan*

Objective 3: *To improve the MCSD RE-1J onboarding training for new staff members by developing a training plan for curriculum fidelity*

Objective 4: *To improve the MCSD RE-1J onboarding training for new staff members by developing a training plan for active supervision*

Objective 5: *To improve the MCSD RE-1J onboarding training for new staff members by developing a training plan for Pyramid Model*

Objective 6: *To differentiate the populations/groups (i.e. staff members, parents, governing boards, etc.) within which the MCSD RE-1J Early Childhood Centers is currently communicating and those populations/groups that need to be added to the communication plan*

Objective 7: *To identify all forms of communications to discern which ones are efficient and effective for the populations/groups within which MCSD RE-1J Early Childhood Centers communicates*

Objective 8: *To develop a communication plan to include the use of written communication, verbal communication, and social media communication*

GOAL IV: TO ACQUIRE QUALITY AND SUSTAINABLE FACILITIES

Objective 1: *To develop a capital campaign timeline to outline the funding request plan*

VII. APPENDIX

Community Assessment: Sources of Data

Information has been obtained via scanning web sites and telephone interviews from/with the following:

Affordable Housing; Web site at affordablehousingonline.com

Bright Futures; 620 Mountain Village Blvd, Telluride, CO 81435; (970) 369-1312; Web site at <http://www.brightfuturesforchildren.org>

Center for Disease Control and Prevention; Web site at <https://www.cdc.gov.html>

Colorado Center on Law & Policy, The Self-Sufficiency Standard for Colorado 2018; 789 Sherman Street #300, Denver, CO 80203; (303) 573-5669 ext. 314; Web site at https://cclponline.org/pub_library/self-sufficiency-standard-for-colorado-2018/

Colorado Children's Campaign; Kids Count in Colorado!, 2000-2019 reports; 1120 Lincoln Street, Suite 125, Denver, Colorado 80203; Web site at <http://www.coloradokids.org>

Colorado Department of Public Health and Environment (CDPHE); Web site at <https://www.colorado.gov/cdphe>

Colorado Mesa University, Montrose Campus; 234 S. Cascade, Montrose, CO 81402; (970) 249-7009; Web site at <http://www.coloradomesa.edu>

Colorado Health Institute; Website at www.coloradohealthinstitute.org

City Data; Web site at <http://www.city-data.com>

Data USA; Web site at <https://datausa.io>

Dolphin House Child Advocacy Center; 236 S. 1st St. #311, Montrose, CO 81401; (970) 240-8655; Web site at www.montrose-child-advocacy.org

Early Childhood Centers Montrose-Olathe, Head Start; P.O. Box 10,000, Montrose, Colorado 81402; (970) 249-5858; Web site at <http://ecc.mcsd.org>

Health Resources and Services Administration; Web site at <https://www.hrsa.gov>

Housing Colorado; 225 East 16th Avenue, Suite 575, Denver, CO 80203; (303) 863-0123; Web site at <http://www.housingcolorado.org>

Montrose County Health & Human Services, 2015 Annual Report; Web site at <http://www.co.montrose.co.us/107/Health-Human-Services>

Montrose County Housing Authority; 222 Hap Court, Olathe, CO 81425; (970) 323-5445

Montrose County School District RE-1J; P.O. Box 10,000, Montrose, Colorado 81402; Web site at <http://www.mcsd.org>

Montrose Economic Development Corporation; 100 Tessitore Court, Suite A, Montrose, Colorado 81401; (970) 270-0211; Web site at <http://www.montroseedc.org>

Montrose Realty Association; 1519 E. Main St #200, Montrose, Colorado 81402; (970) 249-6213; Web site at www.montroseassociationofrealtors.com

River Valley Family Health Center; 308 Main Street, Olathe, CO 81425; (970) 323-6141; Web site at <http://www.rivervalleyfhc.com>

State of Colorado, Demographer's Office; Web site at <https://demography.dola.colorado.gov/>

State of Colorado, Department of Education, Colorado School Districts; Web site at <http://www.cde.state.co.us>

State of Colorado, Department of Labor and Employment; Web site at <https://www.colorado.gov/cdle>

State of Colorado, Department of Local Affairs; Web site at <https://www.colorado.gov/pacific/dola>

Suburban Stats; Web site at <https://suburbanStats.org>

Technical College of the Rockies; 1765 Hwy 50, Delta, CO 81416; (970) 874-7671

The Annie E. Casey Foundation, Kids Count Data Center; Web site at <https://datacenter.kidscount.org/>

The Center for Mental Health, Montrose Clinic; 605 East Miami Road, Montrose, CO 81401; (970) 252-3200; Website at <https://www.centermh.org/>

The PIC Place; 87 Merchant Drive, Montrose, CO 81401; (970) 252-8896; Web site at <https://www.pic.place/>

U.S. Bureau of Economic Analysis; Web site at <http://www.bea.gov>

U.S. Bureau of Labor Statistics; Web site at <http://www.bls.gov/>

U.S. Census Bureau; Web site at <https://www.census.gov/>

U.S. Department of Health & Human Services; Web site at <https://datawarehouse.hrsa.gov/>

Zillow, real estate search engine; Web site at <https://www.zillow.com/>