



**IGNACIO TOWN BOARD MEETING AGENDA**  
**Monday, February 10, 2025 – 6:00 PM**  
**Abel F. Atencio Community Room, 570 Goddard Avenue**  
**or via Remote Public Meeting**

Zoom login info: <https://us06web.zoom.us/j/82907103337>

Attendees wishing to participate by phone shall call: [346-248-7799](tel:346-248-7799) and key in Webinar ID Number: [829 0710 3337](https://us06web.zoom.us/j/82907103337)

- I. CALL REGULAR MEETING TO ORDER:** Pledge of Allegiance
- II. ROLL CALL**
- III. APPROVAL OF AGENDA – Action Item**
- IV. PUBLIC COMMENTS**
- V. CONSENT AGENDA – Action Item**
  - A. Regular Town Board Meeting Minutes from January 13, 2025
  - B. January 2025 Accounting Reports
- VI. STAFF REPORTS**
  - A. Police Department
  - B. Public Works
  - C. Clerk / Treasurer
  - D. Town Manager
  - E. Attorney
- VII. UNFINISHED BUSINESS**
  - A. Rock Creek Housing Update
- VIII. NEW BUSINESS**
  - A. Ignacio Creative District Report – Eva Lewis
  - B. La Plata County Early Childcare Investment Strategy Presentation – Sarah Tober / Heather Hawk
- IX. TRUSTEE REPORTS**
- X. MISCELLANEOUS**
- XI. ADJOURNMENT**

02/07/25  
14:10:58

TOWN OF IGNACIO  
Check Register for Checking  
For the Accounting Period: 1/25

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Report ID: AP300

Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
-97440	E	1187 Cardmember Service (TSK Bank)	5000.00	01/15/25	1/25	CL 18058	5000.00
-97439	E	764 COLORADO MUNICIPAL BAGGIE	847.00	01/15/25	1/25	CL 18166	847.00
-97438	E	1187 Cardmember Service (TSK Bank)	277.24	01/15/25	1/25	CL 18168	277.24
-97437	E	1187 Cardmember Service (TSK Bank)	90.51	01/15/25	1/25	CL 18169	90.51
-97436	E	1187 Cardmember Service (TSK Bank)	893.58	01/15/25	1/25	CL 18170	893.58
-97435	E	1187 Cardmember Service (TSK Bank)	116.09	01/15/25	1/25	CL 18171	116.09
-97434	E	1187 Cardmember Service (TSK Bank)	134.24	01/15/25	1/25	CL 18172	134.24
-97433	E	1187 Cardmember Service (TSK Bank)	321.71	01/15/25	1/25	CL 18173	321.71
-97432	E	1187 Cardmember Service (TSK Bank)	31.75	01/15/25	1/25	CL 18174	31.75
-97431	E	1187 Cardmember Service (TSK Bank)	1266.49	01/15/25	1/25	CL 18175	1266.49
-97430	E	1187 Cardmember Service (TSK Bank)	164.14	01/15/25	1/25	CL 18176	164.14
-97429	E	1187 Cardmember Service (TSK Bank)	1084.76	01/15/25	1/25	CL 18177	1084.76
-97428	E	1187 Cardmember Service (TSK Bank)	48.76	01/15/25	1/25	CL 18178	48.76
-97427	E	1187 Cardmember Service (TSK Bank)	221.55	01/15/25	1/25	CL 18179	221.55
-97426	E	1187 Cardmember Service (TSK Bank)	13166.88	01/15/25	1/25	CL 18180	13166.88
-97425	E	1187 Cardmember Service (TSK Bank)	417.47	01/15/25	1/25	CL 18181	417.47
-97424	E	1187 Cardmember Service (TSK Bank)	151.50	01/15/25	1/25	CL 18182	151.50
-97423	E	1187 Cardmember Service (TSK Bank)	1049.59	01/15/25	1/25	CL 18183	1049.59
-97422	E	143 STATE OF COLORADO-SALES TAX	38.58	01/22/25	1/25	CL 18190	38.58
7854 *	S	1283 4 Rivers Equipment	378.41	01/15/25	1/25	CL 18144	378.41
7855	S	1324 ALPINE LUMBER DURANGO	3929.36	01/15/25	1/25	CL 18165	3929.36
7856	S	1335 ANIMAS PLUMBING SERVICE, LLC	29000.00	01/15/25	1/25	CL 18141	29000.00
7857	S	220 BALLANTINE COMMUNICATIONS INC	25.94	01/15/25	1/25	CL 18134	25.94
7858	S	79 BlueLine Reprographics LLC	1741.55	01/15/25	1/25	CL 18148	1741.55

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TOWN OF IGNACIO  
Check Register for Checking  
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Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
7859	S	91 BRENNAN OIL COMPANY	114.75	01/15/25	1/25	CL 18156	114.75
7860	S	1000 Builders Rental	6165.40	01/15/25		CL 18158	6165.40
7861	S	1027 GJB Auto Supply	491.70	01/15/25	1/25	CL 18149	491.70
7862	S	1025 CORE & MAIL	335.72	01/15/25	1/25	CL 18164	335.72
7863	S	1043 Durango Herald	107.00	01/15/25	1/25	CL 18133	107.00
7864	S	071 EASTTRACK COMMUNICATIONS INC	402.97	01/15/25	1/25	CL 18145	402.97
7865	S	048 FERGUSON ENTERPRISES INC #421	182.95	01/15/25		CL 18162	182.95
7866	S	257 FOUR CORNERS WELDING & GAS SUPPLY	7.00	01/15/25	1/25	CL 18147	7.00
7867	S	1336 HACH COMPANY	692.21	01/15/25	1/25	CL 18151	692.21
7868	S	1328 HDD CACTUS	3271.87	01/15/25	1/25	CL 18142	3271.87
7869	S	1330 HOWARD TECHNOLOGY SOLUTIONS	8118.19	01/15/25	1/25	CL 18136	8118.19
7870	S	073 IGNACIO CHAMBER OF COMMERCE	120.00	01/15/25		CL 18161	120.00
7871	S	1195 Ignacio Creative District	5000.00	01/15/25		CL 18167	5000.00
7872	S	1130 IMAGENET CONSULTING LLC	3532.00	01/15/25	1/25	CL 18159	3532.00
7873	S	1327 JOHN HOOGEBOCH	11850.00	01/15/25	1/25	CL 18140	11850.00
7874	S	804 KRISTIN KOEHRIG	750.00	01/15/25		CL 18137	750.00
7875	S	1338 KROEGER'S ACE HARDWARE	82.77	01/15/25	1/25	CL 18155	82.77
7876	S	1286 La Plata County Public Health Dept.	38.50	01/15/25	1/25	CL 18163	38.50
7877	S	1019 La Plata Economic Development Alliance	1400.00	01/15/25	1/25	CL 18154	1400.00
7878	S	1155 Lawson Products, Inc.	372.18	01/15/25	1/25	CL 18150	372.18
7879	S	304 LEWIS TRUE VALLE MERCHANTILE	24.97	01/15/25	1/25	CL 18146	24.97
7880	S	1337 MAXCO DBA JM PARKERS LLC	600.00	01/15/25	1/25	CL 18153	600.00
7881	C S	1334 PHIL'S PUMPING, LLC	0.00	01/15/25		CL 18143	
7882	* S	778 REGION 3 ECONOMIC DEVELOPMENT	2006.00	01/15/25	1/25	CL 18132	2006.00

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TOWN OF IGNACIO  
Check Register for Checking  
For the Accounting Period: 1/25

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Claim Checks

Check #	Type	Vendor #/Name	Check Amount	Date Issued	Period Redeemed	Claim #	Claim Amount
7883	S	777 REGIONAL HOUSING ALLIANCE	4617.00	01/13/25	1/25	CL 18184	4617.00
7884	S	1264 REPUBLIC SERVICES 0657	7468.22	01/13/25	1/25	CL 18157	7468.22
7885	S	1322 TAVA NU CULTUM	10110.00	01/13/25	1/25	CL 18139	10110.00
7886	S	650 TOWN OF IGNACIO	1200.89	01/13/25	1/25	CL 18135	1200.89
7887	S	1335 TREVOK SUMIER	2000.00	01/13/25	_____	CL 18185	2000.00
7888	S	1333 WHITE CAF	13251.95	01/13/25	_____	CL 18138	13251.95
7889	S	1202 Ziema Ford Company	65974.00	01/13/25	_____	CL 18160	65974.00
7893 *	S	1019 La Plata Economic Development Alliance	15448.00	01/22/25	_____	CL 18186	15448.00
7894	S	1321 MUD SLINGERS, LLC	3106.75	01/22/25	_____	CL 18189	3106.75
7895	S	1322 TAVA NU CULTUM	40290.00	01/22/25	_____	CL 18187	40290.00
<b>Total for Claim Checks</b>			<b>269530.09</b>				
Count for Claim Checks			58				

\* denotes missing check number(s)

) of Checks: 58 Total: 269530.09

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TOWN OF IGNACIO  
Fund Summary for Claim Check Register  
For the Accounting Period: 1/25

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Fund/Account	Amount
100 GENERAL FUND	
110230	109,036.88
300 CAPITAL IMPROVEMENT FUND	
110230	16,426.48
500 ECONOMIC DEVELOPMENT FUND	
110230	141,617.98
610 WATER FUND	
110230	1,933.99
620 GAS FUND	
110230	38.58
630 SEWER FUND	
110230	476.18
<b>Total:</b>	<b>269,530.09</b>

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TOWN OF IGNACIO  
Detail Ledger Query  
For the Accounting Periods: 1/25 - 1/25

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Report ID: L091

Objects 3200-9500, AND Fund=300,500

Fund/Account/ Doc/Line #	Description	Vendor/Receipt From	Acct. Period	Debit	Credit	Ending Balance
300 CAPITAL IMPROVEMENT FUND						
930000 CAPITAL IMPROVEMENT						
9231 Capital Project - Browning Storm Drain						
CL 18142 1	HDD BADGER HYDRO EXCAVATION 10	HDD CACTUS	1/25	2,550.00		
CL 18142 2	DUMP FEES	HDD CACTUS	1/25	342.00		
CL 18142 3	WATER SUPPLY FOR TRUCK	HDD CACTUS	1/25	142.00		
CL 18142 4	FUEL SURCHARGE	HDD CACTUS	1/25	237.87		
	<b>Object Total:</b>			<b>3,271.87</b>		<b>3,271.87 DB</b>
9232 Capital Project - Rock Creek Subdivision						
CL 18148 1	242390 OUT PUT PRINTING	BlueLine Reprographics	1/25	5.00		
CL 18148 2	242390 SQUARE FOOTAGE CHARGE	BlueLine Reprographics	1/25	518.40		
CL 18148 3	242417 OUTPUT PRINTING	BlueLine Reprographics	1/25	5.00		
CL 18148 4	242417 24X36 COLOR PER SHEET	BlueLine Reprographics	1/25	724.50		
CL 18148 5	242417 SQUARE FOOTAGE CHARGE	BlueLine Reprographics	1/25	477.90		
CL 18148 6	FINANCE CHARGE	BlueLine Reprographics	1/25	10.75		
CL 18158 1	8747 DECEMBER RENTAL	Builders Rental	1/25	3,706.20		
CL 18158 2	5764 JANUARY RENTAL	Builders Rental	1/25	2,459.20		
CL 18162 1	145587 ROCK CREEK SUPPLIES	FERGUSON ENTERPRISES INC	1/25	182.95		
CL 18173 1	BRENDAS OLD WEST CAFE	Cardmember Service (TBK	1/25	64.71		
	<b>Object Total:</b>			<b>8,154.61</b>		<b>8,154.61 DB</b>
	<b>Account Total:</b>			<b>11,426.48</b>		<b>11,426.48 DB</b>
	<b>Fund Total:</b>			<b>11,426.48</b>	<b>0.00</b>	

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TOWN OF IGNACIO  
Detail Ledger Query  
For the Accounting Periods: 1/25 - 1/25

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Objects 3200-9500, AND Fund=300,500

Fund/Account/ Doc/Line #	Description	Vendor/Receipt From	Acct. Period	Debit	Credit	Ending Balance
500 ECONOMIC DEVELOPMENT FUND						
500463 ECONOMIC DEVELOPMENT						
9155 Pass-through Account						
CL 18186 1	LPC 24-016 RFR #6 (DECEMBER 24	La Plata Economic	1/25	15,448.00		
	Object Total:			15,448.00		15,448.00 DB
9232 Capital Project - Rock Creek Subdivision						
CL 18138 1	5002962728 WATERPROOFING LIQUID	WHITE CAP	1/25	943.96		
CL 18138 2	5002962553 FOX STRAIGHT	WHITE CAP	1/25	12,078.00		
CL 18138 3	1002101956 WATER PROOFING	WHITE CAP	1/25	229.99		
CL 18139 1	LABOR	TAVA WU CUTTUM	1/25	180.00		
CL 18139 2	FOREMAN	TAVA WU CUTTUM	1/25	80.00		
CL 18139 3	SUPERVISOR	TAVA WU CUTTUM	1/25	50.00		
CL 18139 4	ADMIN FEES	TAVA WU CUTTUM	1/25	150.00		
CL 18139 5	EXCAVATION	TAVA WU CUTTUM	1/25	8,150.00		
CL 18139 6	EXAVATION AT DEPTH	TAVA WU CUTTUM	1/25	1,500.00		
CL 18140 1	LOT 9 ROOF	JOHN HOOGEBOOM	1/25	3,950.00		
CL 18140 2	LOT 10 ROOF	JOHN HOOGEBOOM	1/25	3,950.00		
CL 18140 3	LOT 11 ROOF	JOHN HOOGEBOOM	1/25	3,950.00		
CL 18141 1	111 50% FOR ROCK CREEK PROJE	ANIMAS PLUMBING SERVICE,	1/25	29,000.00		
CL 18165 1	378687 PTI TREATED 2X8-16 .013	ALPINE LUMBER DURANGO	1/25	258.64		
CL 18165 2	380461 PTI TREATED 2X8-16 .013	ALPINE LUMBER DURANGO	1/25	129.61		
CL 18165 3	380462 JIFFY SEAL & SHEATHING	ALPINE LUMBER DURANGO	1/25	2,968.43		
CL 18165 4	380463 9384 PTI TREATED 2X8-16	ALPINE LUMBER DURANGO	1/25	451.98		
CL 18165 5	374156 SIMPSON #10 STRUCTER SCR	ALPINE LUMBER DURANGO	1/25	20.70		
CL 18165 6	374148 SIMPSON HURRICANE TIE	ALPINE LUMBER DURANGO	1/25	50.00		
CL 18165 7	387302 SIMPSON HURRICAN TIE	ALPINE LUMBER DURANGO	1/25	50.00		
CL 18180 2	WHITE CAP	Cardmember Service (TBK	1/25	10,008.00		
CL 18180 5	WHITE CAP	Cardmember Service (TBK	1/25	1,284.00		
CL 18180 8	WHITE CAP	Cardmember Service (TBK	1/25	1,339.92		
CL 18185 1	WATER PROOFING 10 FOUNDATIONS	TREVOR SUMTER	1/25	2,000.00		
CL 18187 1	MATERIALS FOR PATIOS AND GARAG	TAVA WU CUTTUM	1/25	24,600.00		
CL 18187 2	SOIL LOADING AND DELIVERY	TAVA WU CUTTUM	1/25	15,690.00		
CL 18189 1	ROCK CREEK SUPPLIES	MUD SLINGERS, LLC	1/25	3,106.75		
	Object Total:			126,169.98		126,169.98 DB
	Account Total:			141,617.98		141,617.98 DB
	Fund Total:			141,617.98	0.00	
	Grand Total:			153,044.46	0.00	

**TOWN OF IGNACIO**

2023			2024	331310			% up/down			% up/down
City Sales Tax	Month	Year-To-Date	City Sales Tax	Month	Difference	from PYM	Year-To-Date	Difference	from PYT	
			<i>Int bank</i>							
		-	1 Jan	52,435.76						
Jan	59,491.23	59,491.23	2 Feb	60,498.68	1,007.45	1.69%	60,498.68	1,007.45	1.69%	
Feb	46,445.64	105,936.87	3 Mar	61,998.32	15,552.68	14.68%	122,497.00	16,560.13	15.63%	
Mar	44,651.23	150,588.10	4 Apr	45,384.66	733.43	0.49%	167,881.66	17,293.56	11.48%	
Apr	48,413.47	199,001.57	5 May	49,614.44	1,200.97	0.60%	217,496.10	18,494.53	9.29%	
May	48,118.71	247,120.28	6 Jun	47,109.70	-1,009.01	-0.41%	264,605.80	17,485.52	7.08%	
Jun	51,416.18	298,536.46	7 Jul	51,993.28	577.10	0.19%	316,599.08	18,062.62	6.05%	
Jul	47,069.92	345,606.38	8 Aug	49,167.67	2,097.75	0.61%	365,766.75	20,160.37	5.83%	
Aug	51,249.72	396,856.10	9 Sep	51,357.41	107.69	0.03%	417,124.16	20,268.06	5.11%	
Sep	50,337.91	447,194.01	10 Oct	55,811.43	5,473.52	1.22%	472,935.59	25,741.58	5.76%	
Oct	52,000.17	499,194.18	11 Nov	66,220.29	14,220.12	2.85%	539,155.88	39,961.70	8.01%	
Nov	60,980.48	560,174.66	12 Dec	55,247.96	-5,732.52	-1.02%	594,403.84	34,229.18	6.11%	
Dec	52,435.76	612,610.42	Jan	50,692.32	-1,743.44	-0.28%	645,096.16	32,485.74	5.30%	
<b>City Sales Tax Total</b>	<b>612,610.42</b>		<b>City Total</b>	<b>697,531.92</b>					7.28%	
<b>2023 BUDGET</b>	<b>500,000.00</b>		<b>2024 BUDGET</b>	<b>500,000.00</b>						

2023			2024	331330			% up/down			% up/down
County Sales Tax	Month	Year-To-Date	County Sales Tax	Month	Difference	from PYM	Year-To-Date	Difference	from PYT	
			<i>Int bank</i>							
		-	1 Jan	99,790.00						
		-	2 Feb	117,151.00						
Jan	87,867.00	87,867.00	3 Mar	94,745.00	6,878.00	7.83%	94,745.00	6,878.00	7.83%	
Feb	89,282.00	177,149.00	4 Apr	90,192.00	910.00	0.51%	184,937.00	7,788.00	4.40%	
Mar	98,894.00	276,043.00	5 May	97,916.00	-978.00	-0.35%	282,853.00	6,810.00	2.47%	
Apr	93,396.00	369,439.00	6 Jun	95,508.00	2,112.00	0.57%	378,361.00	8,922.00	2.42%	
May	105,714.00	475,153.00	7 Jul	108,172.00	2,458.00	0.52%	486,533.00	11,380.00	2.40%	
Jun	118,127.00	593,280.00	8 Aug	117,603.00	-524.00	-0.09%	604,136.00	10,856.00	1.83%	
Jul	119,823.00	713,103.00	9 Sep	123,072.00	3,249.00	0.46%	727,208.00	14,105.00	1.98%	
Aug	118,596.00	831,699.00	10 Oct	113,118.00	-5,478.00	-0.66%	840,326.00	8,627.00	1.04%	
Sep	115,270.00	946,969.00	11 Nov	111,491.00	-3,779.00	-0.40%	951,817.00	4,848.00	0.51%	
Oct	110,432.00	1,057,401.00	12 Dec	112,990.00	2,558.00	0.24%	1,064,807.00	7,406.00	0.70%	
Nov	99,970.00	1,157,371.00	Jan	97,973.00	-1,997.00	-0.17%	1,162,780.00	5,409.00	0.47%	
Dec	117,151.00	1,274,522.00	Feb							
<b>County Total</b>	<b>1,274,522.00</b>		<b>County Total</b>	<b>1,379,721.00</b>					2.37%	
<b>2023 BUDGET</b>	<b>1,100,000.00</b>		<b>2024 BUDGET</b>	<b>1,100,000.00</b>						



TOWN OF IGNACIO  
Cash Report  
For the Accounting Period: 1/25

Fund/Account	Beginning Balance	Received	Transfers In	Disbursed	Transfers Out	Ending Balance
100 GENERAL FUND						
110100 Petty Cash	100.00	0.00	0.00	0.00	0.00	100.00
110230 Operating Account	1,625,770.55	340,594.86	0.00	800,384.20	268,774.16	897,207.05
110250 Savings Account	100,093.68	5.48	0.00	0.00	0.00	100,099.16
110270 Investment Account	210,081.71	653,275.38	0.00	0.00	0.00	863,357.09
<b>Total Fund</b>	<b>1,936,045.94</b>	<b>993,875.72</b>		<b>800,384.20</b>	<b>268,774.16</b>	<b>1,860,763.30</b>
300 CAPITAL IMPROVEMENT FUND						
110230 Operating Account	-644,659.06	75,346.17	0.00	0.00	16,426.48	-585,739.37
110270 Investment Account	242,562.08	0.00	0.00	0.00	0.00	242,562.08
<b>Total Fund</b>	<b>-402,096.98</b>	<b>75,346.17</b>			<b>16,426.48</b>	<b>-343,177.29</b>
400 CONSERVATION TRUST FUND						
110230 Operating Account	34,073.85	0.00	0.00	0.00	0.00	34,073.85
110270 Investment Account	87,117.43	334.83	0.00	0.00	0.00	87,452.26
<b>Total Fund</b>	<b>121,191.28</b>	<b>334.83</b>				<b>121,526.11</b>
500 ECONOMIC DEVELOPMENT FUND						
110230 Operating Account	-963,251.92	0.00	0.00	0.00	141,617.98	-1,104,869.90
110270 Investment Account	23,799.87	0.00	0.00	0.00	0.00	23,799.87
<b>Total Fund</b>	<b>-939,452.05</b>				<b>141,617.98</b>	<b>-1,081,070.03</b>
610 WATER FUND						
110230 Operating Account	90,255.74	27,350.95	0.00	0.00	1,933.99	115,672.70
110270 Investment Account	49,930.87	191.90	0.00	0.00	0.00	50,122.77
<b>Total Fund</b>	<b>140,186.61</b>	<b>27,542.85</b>			<b>1,933.99</b>	<b>165,795.47</b>
620 GAS FUND						
110230 Operating Account	258,678.22	51,630.86	0.00	0.00	38.58	310,270.50
110270 Investment Account	153,442.99	589.79	0.00	0.00	0.00	154,032.78
<b>Total Fund</b>	<b>412,121.21</b>	<b>52,220.65</b>			<b>38.58</b>	<b>464,303.28</b>
630 SEWER FUND						
110230 Operating Account	328,095.31	46,484.13	0.00	0.00	476.18	374,103.26
110270 Investment Account	215.70	0.89	0.00	0.00	0.00	216.59
<b>Total Fund</b>	<b>328,311.01</b>	<b>46,485.02</b>			<b>476.18</b>	<b>374,319.85</b>
640 IRRIGATION FUND						
110230 Operating Account	34,875.19	3.48	0.00	0.00	0.00	34,878.67
110270 Investment Account	11,609.27	44.63	0.00	0.00	0.00	11,653.90
<b>Total Fund</b>	<b>46,484.46</b>	<b>48.11</b>				<b>46,532.57</b>
910 PAYROLL CLEARING FUND						
110230 Operating Account	12,595.47	0.00	159,737.28	158,590.09	0.00	13,742.66
930 CLAIMS CLEARING FUND						
110230 Operating Account	152,470.23	0.00	269,530.09	267,721.44	0.00	154,278.88
<b>Totals</b>	<b>1,807,857.18</b>	<b>1,195,853.35</b>	<b>429,267.37</b>	<b>1,226,695.73</b>	<b>429,267.37</b>	<b>1,777,014.80</b>

\*\*\* Transfers In and Transfers Out columns should match, with the following exceptions:

- 1) Cancelled electronic checks increase the Transfers In column. Disbursed column will be overstated by the same amount and will not balance to the Redeemed Checks List.
- 2) Payroll Journal Vouchers including local deductions with receipt accounting will reduce the Transfers Out column by the total amount of these checks.

02/07/25  
14:15:20

TOWN OF IGNACIO  
Statement of Revenue Budget vs Actuals  
For the Accounting Period: 1 / 25

Page: 1 of 1  
Report ID: B110F

Fund	Received Current Month	Received YTD	Estimated Revenue	Revenue To Be Received	% Received
100 GENERAL FUND	189,814.95	189,814.95	2,288,545.00	2,098,730.05	8 %
300 CAPITAL IMPROVEMENT FUND	75,346.17	75,346.17	1,909,436.00	1,834,089.83	4 %
400 CONSERVATION TRUST FUND	334.83	334.83	39,500.00	39,165.17	1 %
500 ECONOMIC DEVELOPMENT FUND	0.00	0.00	557,067.00	557,067.00	0 %
610 WATER FUND	191.90	191.90	341,337.00	341,145.10	0 %
620 GAS FUND	2,399.34	2,399.34	944,900.00	942,500.66	0 %
630 SEWER FUND	376.83	376.83	675,304.00	674,927.17	0 %
640 IRRIGATION FUND	44.63	44.63	52,055.00	52,010.37	0 %
<b>Grand Total:</b>	<b>268,508.65</b>	<b>268,508.65</b>	<b>6,808,144.00</b>	<b>6,539,635.35</b>	<b>4 %</b>

02/07/25  
14:16:14

TOWN OF IGNACIO  
Statement of Expenditure - Budget vs. Actual Report  
For the Accounting Period: 1 / 25

Page: 1 of 1  
Report ID: B100F

Fund	Committed Current Month	Committed YTD	Original Appropriation	Current Appropriation	Available Appropriation	% Comm.
100 GENERAL FUND	269,158.36	269,158.36	2,830,275.00	2,830,275.00	2,561,116.64	10%
300 CAPITAL IMPROVEMENT FUND	11,426.48	11,426.48	1,249,895.00	1,249,895.00	1,238,468.52	1%
400 CONSERVATION TRUST FUND	0.00	0.00	42,000.00	42,000.00	42,000.00	0%
500 ECONOMIC DEVELOPMENT FUND	141,617.98	141,617.98	582,067.00	582,067.00	440,449.02	24%
610 WATER FUND	1,933.99	1,933.99	336,825.00	336,825.00	334,891.01	1%
620 GAS FUND	38.58	38.58	1,134,950.00	1,134,950.00	1,134,911.42	0%
630 SEWER FUND	476.18	476.18	715,545.00	715,545.00	715,068.82	0%
640 IRRIGATION FUND	0.00	0.00	45,166.00	45,166.00	45,166.00	0%
<b>Grand Total:</b>	<b>424,651.57</b>	<b>424,651.57</b>	<b>6,936,723.00</b>	<b>6,936,723.00</b>	<b>6,512,071.43</b>	<b>6%</b>

TOWN OF IGNACIO  
Payroll Summary For Payrolls from 01/01/25 to 01/31/25

Total for Payroll Checks

	Employee	Employer	Amount
COMA HOURS (Comp Time Accumulated)	51.75		
COMP HOURS (Comp Time Used)	80.00		2,176.08
COMX HOURS (Comp Time Pay Off)	34.00		816.00
HOL HOURS (Holiday Pay)	316.00		11,696.04
J004 HOURS (CELL PHONE ALLO)	0.00		184.60
*Non Taxable (added to gross wages, no addition to SS, Med, FIT & SIT bases)			
J015 HOURS (IN LIEU OF INSU)	0.00		420.34
LV2 HOURS (HFWA Hrs for PT Employees)	30.00		714.30
OVER HOURS (Overtime)	55.00		3,091.45
REG HOURS (Regular Time)	2,504.50		92,804.76
SICK HOURS (Sick Time)	181.00		5,618.77
TRMS HOURS (Sick Leave Termination)	7.76		186.24
TRMV HOURS (Vacation Leave Termination)	59.04		1,416.96
VACA HOURS (Vacation Time Used)	131.75		4,506.32
GROSS PAY	123,631.86	0.00	
NET PAY	83,823.07	0.00	
NET PAY (CHECKS)	5,884.99		
NET PAY (DIRECT DEPOSIT)	77,938.08		
AFLAC-AFTERTAX	403.30	40.00	
AFLAC-PRETAX	838.52	0.00	
CEBT DENTAL	1,019.60	289.40	
CEBT HEALTH	6,768.80	19,939.20	
CEBT LIFE	46.45	48.30	
CEBT VISION	122.00	40.00	
FIT	10,213.73	0.00	
FPPA	6,870.54	6,011.70	
FPPA-457	1,066.58	0.00	
FPPA-AD&D	0.00	1,843.72	
GARNISHMENT2	46.14	0.00	
LOAN MICKEY	219.20	0.00	
MEDICARE	1,662.51	1,662.51	
MISSIONSQUARE/I	2,591.96	2,416.32	
MONTOYA LOAN	248.06	0.00	
SIT	4,124.08	0.00	
SOCIAL SECURITY	3,567.32	3,567.32	
UNEMPL. INSUR.	0.00	246.95	
ALPINE BANK	138.52	0.00	
BANK 4	4,626.86	0.00	
BANK 8-SAVINGS	3,011.32	0.00	
BANK COLORADO	6,297.54	0.00	
COMM BANK OF CO	9,826.40	0.00	
CU OF COLORADO	5,418.92	0.00	
SANDIA LAB FCU	200.00	0.00	
TEK BANK	8,996.13	0.00	
USAA	6,093.64	0.00	
VECTRA BANK CO	69.26	0.00	
WELLS FARGO	30,414.47	0.00	
WELLS FARGO N.A	138.52	0.00	

02/07/25  
14:17:19

TOWN OF IGNACIO  
Payroll Summary For Payrolls from 01/01/25 to 01/31/25

Page: 2 of 2  
Report ID: P130

WELLS FARGO OR	2,706.50	0.00
FIT/SIT BASE	104,122.81	0.00
MEDICARE BASE	114,651.89	0.00
SOC SEC BASE	57,537.43	0.00
UN BASE	123,447.26	0.00

Total		36,105.42
Total Payroll Expense (Gross Pay + Employer Contributions):		159,737.28

Check Summary

Payroll Checks Prev. Out.	\$2,828.54
Payroll Checks Issued	\$5,931.13
Payroll Checks Redeemed	\$4,071.74
Payroll Checks Outstanding	\$4,687.93
Electronic Checks	\$154,518.35

Deductions Accrued	Carried Forward From Previous Month	Deduction Checks Issued	Difference	Liab Account
Social Security		7,134.64		221700
Medicare		3,325.02		221710
Unempl. Insur.	830.46	959.15	118.26	221760
FIT		10,213.73		221720
SIT		4,124.08		221730
FPPA		12,882.24		221742
AFLAC-PRETAX		838.52		221757
FPPA-457		1,066.58		221742
FPPA-AD&D		1,843.72		221743
MISSIONSQUARE/I		5,008.28		221741
AFLAC-AFTERTAX		443.30		221757
CEBT DENTAL		1,309.00		221754
CEBT HEALTH		26,708.00		221751
CEBT LIFE		94.75		221755
CEBT VISION		162.00		221756
GARNISHMENT2		46.14		221781
LOAN MICKEY		219.20		221741
MONTOYA LOAN		248.06		221741
Total Ded.	75,914.21	830.46	76,626.41	118.26

\*\*\*\* Carried Forward column only correct if report run for current period.

TO: Ignacio Board of Trustees

From: Wes Crume Police Chief

Date: 2-3-2025

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Ignacio PD has a Warrant out for a Contractor from Tranquillo Court sub division for non payment to sub contractors. He was paid for his services, but failed to pay the sub contractors and has moved to a city up North, where he then filed for bankruptcy protections.

Shoplifting at Wells Liquors.

Domestic Violence arrests.

Narcotics arrests.

Panic locally concerning Border Patrol/Customs/Homeland Security for being in our area! (Unfounded only rumors circulating)!

Questions/Comments.....?



Town of Ignacio

P.O. Box 459  
540 Goddard Ave  
Ignacio, CO 81137

970/563-9494   
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# Public works Department Staff Report

2/3/2025

## Natural Gas System

Monthly meter reads, re-reads and Shut offs.

Leak Survey

Mercaptan Testing

Energy World Net operator qualification Compliance for D.O.T. compliance

State compliance and filing.

DOT training

OQ training

System maintenance and repair

Leak survey complete.

Electrofusion training with Jim Whitaker Secor

## Sewer and Storm Drain System

Monthly line flushing

System maintenance and repair

State compliance training and filing.

Manhole repair

Breaking and thawing freeze ups

## Drinking Water system

Monthly meter reads, re-reads and shut offs.

Monthly water sampling

System maintenance and repair

State compliance training and filing.

New water meter installs and pit repairs.

Meter inventory and leak survey

Lead and Copper water sampling.

Valve maintenance.

Service repairs

Frozen lines and Meters thawed and repaired.





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### Irrigation System

System maintenance and repair  
System offline

### Parks

Clean up!  
Winter prep

### Roadways and Alleys

Drainage maintenance and repair  
Street sweeping  
Pothole repair  
Snow removal

### General Maintenance

UNCC locates completed filed and reported.  
Daily and weekly trash collection  
Daily Utilities issues and complaint call outs addressed.  
Tree removal  
Daily maintenance  
Monthly maintenance  
Repair vehicles and equipment.  
Rebuilding large sander box on plow truck  
Install snowplows on trucks.  
Winter prep And maintenance  
Assist Garry Montoya with Rock Creek project.  
Cirsa training







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## Building code enforcement

**Subject:** **2/03/2025**  
**Town of Ignacio Building Construction / Inspection**  
**Municipal Code Ordinance Compliance Enforcement**

From: Garry Montoya

To: Jeremy Mickey

- 610 Browning Exterior panel and window replacement. Permit issued and approved on 4/24/2022 Estimated completion Oct. 2022 (Owner: Luis Valenzuela) Note: Pending investigation (IPD -CBI) 10/05/23 No c 3/27/24 Safeguard Properties (Diana Finlon) is representing This property remodel and is working with building inspection for contracting vendor application approval. No change 12/05/24 Note: This home has been purchased by Shane Roukema; He has submitted plans for remodel and a garage addition. Plans are currently in the evaluation process. 2/03/25
- 455 Shoshone Butch Gomez (Owner) Residence remodel. Building Permit Issued on 1/26/23. Contractor Gary Hansen. Remodel work is in process. Sewer was filmed on 10/04/23 awaiting results. The sewer line damaged, needs replacement 1/02/24 Sewer and water line replacement scheduled for the first week of February 2/01/24. Water, gas, sewer and electric all new meters installed as well. The remodel is currently in process. Rough in plumbing and electric has been inspected and approved. Ready for Drywall inspection 3/27/24 Remodel is near complete. New flooring installed on 5//03/24.Needs bathrooms completed., electrical outlets and fixtures installed. No change 2/03/25
- 515 Burns Ave. Roger Kimsey contractor. Remodel and renovation. Building permit and excavation permit issued on 7/20/23. No progress 2/05/24 Awaiting annexation to continue remodel 3/27/24. No change 2/03/2025





Town of Ignacio

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- 405 Browning Ave. ICC Church. Front door replacement and steeple repair. Building permits were issued on 8/16/24. Work in process. 12/05/2024. Project inspected and completed on 12/21/24.
- 521 West Alley. Seth & John Hoogeboom Contractor. New home residential build. Permit issued on 11/07/24. Foundations, Stem walls and retaining wall have all been completed and inspected on 11/16/24. Project is currently on hold. 2/03/25
- Rock Creek Project is in full process. The detailed report will be discussed in the next meeting by Mr. Garcia (Town Manager)
- Various excavation and building permits have been issued within the town. Sewer replacements, water line repairs, fences install, Deck installs, Hydrovac for fiber optics.

## Municipal Code Ordinance Compliance Enforcement

My current focus is to study and learn various chapters within the Municipal Code to meet Ordinance Compliance. Record detailed information of non-conformance violations within the town of Ignacio. Follow established policies and procedures to and take the necessary steps to enforce non-compliance violations. The goal is to have a safe, clean community for the citizens and visitors of Ignacio.

Several violations have been identified and recorded within the Town of Ignacio. Courtesy notices will be issued to the violators and further steps if required to meet compliance.

I will compile a monthly status and progress report on this subject to The Public Works Director: Jeremy Mickey. If you have any questions or concerns on this issue, please feel free to contact me.

[gmontoya@townofignacio.com](mailto:gmontoya@townofignacio.com). 970-317-5504

Regards,  
Garry





# Town Clerk / Treasurer Report

February 2025

Honorable Mayor and Trustees,

Following is my report of activities since the last Town Board Meeting. This report addresses items on the agenda for this meeting on February 10, as well as upcoming events.

## **Clerk:**

- The minutes from the January 13, 2025 Regular Town Board Meeting are on the drive for your review.

## **Treasurer:**

- The Accounting Reports for January 2025 are included in the consent agenda.

## **Utilities:**

- All the rates have been updated in our Utility Billing software. The bills for February were slightly delayed (mailed on the 7<sup>th</sup> instead of the 5<sup>th</sup>) due to not having all the software transferred from my old computer to my new one and the number of water meters that are failing, causing the need for a long list of manual reads.

## **Licenses:**

- Animal: 34 current licenses; reminder letters were sent on January
- Business: 51 current licenses; reminder letters were sent on January
- Business Service Licenses: 90 current licenses
- Liquor Licenses: None this month

## **Events:**

- Monday, February 17, 2025 – Town Hall closed in observance of Presidents Day
- Thursday, March 6, 2025 – Joint Work Session with the La Plata Board of County Commissioners
- Monday, March 10, 2025 – Next regularly scheduled Town Board Meeting

## **Meetings Attended:**

- Ignacio Creative District Board Meeting

## **Miscellaneous:**

- The AV Upgrade has been completed! The microphones are set so that you press them to talk and press them again to mute yourself.

Please contact me with any questions. Thank you.

Tuggy



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## Town Managers Report

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**DATE:** February 7, 2025

**REPORT PERIOD:** January 10, 2025 – February 09, 2025

This report focuses on items within the Town Board Meeting Agenda and also on work completed during the report period listed above.

### **TOWN BOARD MEETING AGENDA ITEMS**

#### **VI. STAFF REPORTS:**

D. Town Manager:

Town Storm Drainage Project: The Town is prepared to begin this project and is completing some other project commitments (i.e. water line and meter repairs) which are delaying the start. Please contact Jeremy or me with any questions.

Natural Gas Pipeline Replacement Project: The Town is working on different build options for this project which may include a couple of phases. We have some interested companies who are working on project scope options and pricing. We will keep you posted on this project.

Safe Routes To School Grant: The Town submitted a grant for sidewalk improvements along Becker and at the end of Navajo Street. We anticipate hearing on our grant application in 2025 and will let you know when we hear from CDOT.

Grants: Work on contract amendments and supplemental grant documentation for both the IHOI and LPC Tribal Consistency grants is complete and we are waiting on approvals or requests for additional information. IHOI represented they may have unspent funds from other grants and asked if we could use it and the answer was a big yes so hopefully we will see some additional funding for our Phase 1 build.

We have also learned the Prop 123 grant funding request by the IHA for Phase 2 of Rock Creek has been recommended for approval by DOH staff and Mayor Craig and I will present our application on Feb. 11<sup>th</sup>. Our application is for 6 homes in Phase 2 which will be deed restricted to 100% AMI and totals \$462,000 (\$77k per unit). This funding will help cover construction costs and keep our home pricing competitive. Please contact me with any questions.

Sewer Utility Rates: As mentioned during our last meeting, we have been in communication with Southern Ute Utility Division (SUUD) over the 2025 sewer rate which is higher due to water loss incurred during the fiber optic project. This discussion is ongoing and we should have an amended rate shortly. We proposed to use 2024 rates (2023/2024 water usage) plus a 4.6 CPIU increase as they requested. Instead, they are going to reduce water usage for February (2024)

and we'll review this and see what the resultant rate will be. This rate is a complicated rate and we can schedule a work session to discuss this rate in detail so please consider when you'd like to schedule a work session. Please contact me with any questions.

#### **VII. UNFINISHED BUSINESS:**

- A. Rock Creek Housing Project Update: All 10 home foundations, roof systems and installation of utilities is complete. Unit installation will begin on Monday (Feb. 10<sup>th</sup> and will continue all week). We will have an open house on Wednesday (Feb. 12<sup>th</sup>) and are inviting stakeholders and others who have been working on this project. Please plan to attend if you can.

Work is continuing on all home site backfill and garage and porch systems. A solid push will continue once homes are set in an effort to have homes ready for sale and occupancy in late March or April timeframe. Garry Montoya has been overseeing all the contractors and facilitating material orders and deliveries. Construction is proceeding and we will keep you apprised of progress.

Work continues on home buyer recruitment and approval. The HomesFund and DeeDee Johnson (retained realtor) have three pre-qualified buyers and more are working through the process. We anticipate more interest once homes are set and on foundations.

#### **VIII. NEW BUSINESS:**

- A. Ignacio Creative District Report – Eva Lewis: The ICD is busy working on several items and Eva Lewis will provide an update on ICD activities.
- B. La Plata County Early Childcare Investment Strategy Presentation – Sarah Tober and Heather Hawk: The La Plata Economic Development Alliance and Early Childhood Council of La Plata County (ECC) have completed and published the La Plata County Early Childcare Investment Strategy in partnership with the Regional Housing Alliance of La Plata County and the City of Durango. Heather Hawk is the executive director of the ECC and Sarah Tober is the executive director of the LPEDA and together they will present this report's findings. They would like to share the highlights of this data driven investment plan and how they plan to implement the outlined solutions as well as the impact this will have on access to quality childcare in Ignacio. The strategy is in your board packet.

Please contact me with any questions on the above material or if in need of anything. Thanks!



LA PLATA COUNTY

# EARLY CHILDCARE STRATEGIC INVESTMENT PLAN

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Published January 2025

Developed by the **La Plata Economic Development Alliance**, the **Early Childhood Council of La Plata County**, the **Regional Housing Alliance of La Plata County**, and the **City of Durango** in partnership with local consultants (CWH Consulting and Cyo Nystrom).

The plan incorporates extensive market research and input from the business and childcare communities.



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# EXECUTIVE SUMMARY

Due to insufficient childcare capacity, La Plata County experiences economic detriment up to **\$34 million annually in lost wages alone**<sup>1</sup>, contributing to Colorado’s \$2.2 billion in unrealized economic potential. However, for every dollar invested in solving this crisis, our community can expect up to \$9 in economic return through increased workforce participation and business productivity.

The business impact is immediate and measurable. 60% of employers have lost employees directly to childcare issues, while 54% face ongoing hiring challenges linked to childcare accessibility. More concerning, 26% of employers reported losing five or more employees in the past two years due to childcare gaps. **Only 6% of employers report adequate childcare access for their workforce**, leading some businesses to consider relocation due to workforce instability. These statistics highlight the critical need for systemic childcare solutions to ensure business stability and economic growth in La Plata County.

*“We track exit reasons, and childcare is one of the top two reasons people leave.”*

*–Participating Employer*

Our current childcare capacity falls 47% short of market demand, **a deficit projected to reach 56% by 2030** without strategic intervention. The situation is even more dire for families with children aged 0–3: **only 25% of those children have licensed childcare slots**, and few to none of those providers are in Bayfield or Ignacio. This infrastructure gap forces skilled workers out of the workforce and deters business expansion, risking further economic decline and reduced quality of life for families.

## BUSINESS IMPACT OF CHILDCARE GAP in La Plata County

 **\$34M** in lost wages annually

**60%** employers lost employees due to childcare issues

**26%** employers lost 5+ employees



**54%** employers report ongoing hiring challenges

<sup>1</sup> Colorado General Assembly. Attachment C. Colorado General Assembly, 2020, [https://leg.colorado.gov/sites/default/files/html-attachments/e03de06186219e808725874a005a2b66\\_hearing\\_summary/Attachment%20C.pdf](https://leg.colorado.gov/sites/default/files/html-attachments/e03de06186219e808725874a005a2b66_hearing_summary/Attachment%20C.pdf). Accessed 12 Jan. 2025

The La Plata Early Childcare Strategic Investment Plan (Childcare Plan) outlines a \$20M, private-public, and market-driven solution delivered through three strategic investment vehicles. We designed these initiatives to work synergistically to stabilize the workforce, expand childcare capacity, foster community support, and remove operational barriers:



### **Childcare Investment Fund (\$10M)**

- Stabilizes the workforce through wages, tuition assistance, and benefits
- Immediate impact on retention and recruitment



### **Capital & Infrastructure Fund (\$10M)**

- Expands physical capacity via loans/grants for new facilities
- Creates sustainable, long-term solutions



### **Childcare Champions Initiative**

- Offers perks, discounts, and recognition for early childhood educators
- Builds community support and retention

**A \$20M investment over five years will reimagine the childcare sector in La Plata County, doubling the number of childcare slots available for children aged 0-3.**

### **The time for action is now.**

Through public-sector leadership and private-sector investment, we can turn our childcare crisis into an engine for economic growth.

# OUR COMMUNITY-DRIVEN PROCESS

Since July 2024, over 300 community members — including **80% of La Plata County’s licensed childcare providers, 40 major employers, and more than 150 families** across Durango, Bayfield, and Ignacio — have shaped this community-driven strategy. This extensive collaboration ensures our solutions are ambitious and achievable within La Plata County’s unique context.

Our process ensured that we examined every facet of the childcare crisis through multiple lenses. This comprehensive engagement ensured that our recommendations reflected real community needs and incorporated proven solutions from those working directly in childcare.



## Business community insights

Surveys and interviews with 34 employers and 16 leading business leaders provided critical insights into the impact of childcare shortages on workforce stability.



## Family perspectives

Surveys and focus groups with over 150 families, including diverse and bilingual households, emphasized the urgent need for affordable and culturally responsive childcare options.



## Childcare provider expertise

Focus groups with 80% of licensed providers and engagements with over 20 Family, Friend, and Neighbor (FNN) providers highlighted operational challenges and workforce needs.



## Public-sector & Nonprofit participation

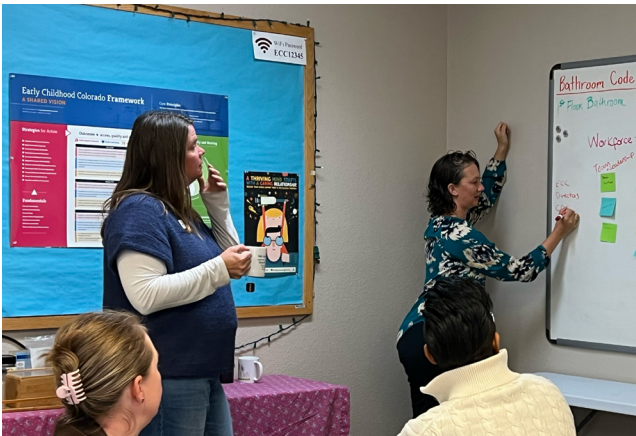
Collaborations, interviews, and focus groups with city officials, public agencies, and key nonprofits ensured our recommendations were comprehensive and actionable.



## Community Goals

Our research and community feedback guided us to identifying Interlocking goals to inform all recommended strategies:





1. **Expand childcare capacity** by adding 110 childcare slots through ensuring all existing childcare centers operate at full capacity and the highest quality.
2. **Support a thriving childcare workforce** by ensuring livable wages, competitive benefits, and inclusive, supportive workplace environments for childcare educators.
3. **Increase care for children aged 0-3** catalyzing the opening of 14 new childcare providers, serving an additional 300+ children by 2029 to address the critical shortage for this age group.
4. **Promote equity and access** by providing equitable opportunities, education, and care for diverse communities, including bilingual and culturally responsive childcare options.



# THE CRISIS:

## Market Analysis & Economic Impact

Due to childcare shortfalls, La Plata County loses up to \$34 million annually in unrealized economic potential, representing our share of Colorado's staggering \$2.2 billion annual loss. These deficits have immediate, measurable impacts on business operations, talent retention, and growth potential across all sectors, including healthcare, education, and small businesses.

-  **Half of Colorado parents report** making sacrifices that affect their employment, including reducing work hours, taking unpaid leave, or entirely leaving their jobs due to lack of affordable childcare options.<sup>2</sup>
-  The Healthier Colorado 2023 Voter Opinion Survey revealed that **one-third of respondents limited their work hours** because of the high costs of childcare.<sup>3</sup>
-  **Colorado would realize over \$700 million in lost wages** if the estimated 10,200 Colorado parents could secure childcare and re-enter the workforce. If this occurred, it would generate over \$3.7 billion in GDP and create 29,000 new jobs.<sup>4</sup>
-  To replace an employee costs companies up to 2x an employee's salary<sup>5</sup>, and productivity problems cause **Colorado employers to lose \$780 million annually** due to childcare challenges their workforce faces.<sup>6</sup>

Since 2019, La Plata County has experienced **an 11% decrease in licensed childcare slots**, losing 147 slots over five years. If this trend continues, the county's **licensed childcare capacity will decline by approximately 23%, falling below 1,000 slots by 2030**. This worsening shortfall will further strain families, exacerbate workforce instability, and significantly hinder economic growth.

<sup>2</sup>[ReadNationCouncilForaStrongAmerica\\_WanttoGrowColorado'sEconomy?FixtheChildCareCrisis](#)

<sup>3</sup> [HealthierColorado.org](#)

<sup>4</sup> [ReadNationCouncilForaStrongAmerica\\_WanttoGrowColorado'sEconomy?FixtheChildCareCrisis](#)

<sup>5</sup> [https://momsfirst.us/wp-content/uploads/2024/03/The-Employe-Benefit-That-Pays-for-Itself\\_March-2024-2.pdf](https://momsfirst.us/wp-content/uploads/2024/03/The-Employe-Benefit-That-Pays-for-Itself_March-2024-2.pdf)

<sup>6</sup> [ReadNationCouncilForaStrongAmerica\\_WanttoGrowColorado'sEconomy?FixtheChildCareCrisis](#)

## Current Market Status

AGE GROUP	CURRENT LICENSED CAPACITY	NEED	GAP
Infants (0-18 months)	80	656	576
Toddlers (18-36 months)	244	629	385
Preschool (36-60 months)	822	850	28
<b>Total Licensed Care</b>	<b>1,146</b>	<b>2,137</b>	<b>991</b>
Additional FFN Care	250	-	-

Note: FFN Care refers to Family, Friends, and Neighbor Network care options, including informal arrangements with nannies, babysitters, relatives, and unlicensed providers. While these options supplement licensed care, they do not fully bridge the childcare gap.

## Business Impact Analysis

Childcare shortfalls disrupt La Plata County's business ecosystem in several critical ways:

### 1. Operational Disruption (Productivity & Efficiency)

Operational disruptions caused by childcare shortages ripple through every aspect of business operations. These disruptions hinder daily workflows and impose significant financial burdens on employers. Here's how:

- **Over 50% of childcare centers operate for fewer than 8 hours daily**, restricting parents' ability to maintain full-time employment. This limitation is particularly challenging for families that rely on consistent work schedules.
- Critical sectors such as healthcare and law enforcement struggle to find caregivers available for 12-hour shifts, leading to staffing gaps and increased overtime costs.
- **65% of employers report a rise in sick days** and time off requests in the first year after an employee has a child. This amount of days gone disrupts workflows and diminishes overall productivity.
- **59% of employees reduce their working hours** or leave the workforce entirely due to inadequate childcare options, exacerbating labor shortages and increasing recruitment and training costs for businesses.



## 2. Talent Management Crisis (Recruitment, Retention & Well-being)

The inability to manage talent effectively due to childcare shortages has created a crisis for employers. This crisis manifests in several detrimental ways:

- **60% of employers have lost employees** directly because of childcare gaps. Additionally, 26% have lost five or more employees within the past two years, leading to significant turnover costs reaching up to 200% of an employee's annual salary.
- The scarcity of reliable childcare options makes it challenging to attract new talent. Many candidates decline job offers because they cannot secure adequate childcare, limiting the talent pool and hindering business growth.
- High turnover and recruitment difficulties lead to lower employee morale and engagement, negatively impacting workplace culture and productivity.

## 3. Growth Constraints (Expansion and Scaling)

Childcare shortages severely limit business growth and competitiveness within La Plata County. These constraints hinder the ability of businesses to thrive and expand, ultimately stifling the local economy:

- Childcare constraints prevent businesses from expanding their operations. Without a stable workforce, companies hesitate to invest in new projects or increase their workforce, stalling economic growth.
- Businesses in La Plata County struggle to compete with regions offering better childcare support, leading to a loss of market share and reduced economic activity.
- Faced with persistent childcare challenges, some businesses are actively considering relocating to areas with more robust childcare infrastructure, which could lead to an economic decline in La Plata County.

# Childcare Workforce Stability Analysis

We often have offers declined if it is a young family due to childcare, even when offering good pay and benefits.

— Participating Employer

A stable and well-supported workforce is the backbone of La Plata County’s childcare sector. However, significant economic and operational challenges threaten this stability, creating a precarious environment for educators, childcare businesses, and the wider community. Addressing these issues is crucial for retaining qualified staff and ensuring high-quality care for our children, which supports our region’s broader economic health.

## Current Workforce Economics

Local early childhood educators face substantial economic hardships that undermine workforce stability:

- Educators earn 26.5% less than K-8 teachers, making attracting and retaining qualified staff difficult.<sup>7</sup>
- 15.1% of early childhood educators live below the poverty line, compared to 8.6% of the state’s general workforce. This economic strain contributes to high turnover rates and workforce instability.<sup>8</sup>
- With an estimated workforce of 260 early childcare educators, La Plata County meets less than half of the market demand. The significant gap between supply and demand exacerbates staffing shortages and limits childcare centers’ capacity to serve more families.
- Many educators commute from New Mexico or other rural areas due to the high cost of living in La Plata County. This reliance on out-of-county staff further destabilizes the local workforce.

## EARLY CHILDCARE WORKFORCE STATISTICS in La Plata County



**260**  
employed as Early  
Childcare Educators

**\$40,560**  
median annual income  
early childcare employee

**15.1%**  
live below  
poverty line

<sup>7</sup><https://cscce.berkeley.edu/workforce-index-2020/states/colorado/>

<sup>8</sup><https://cscce.berkeley.edu/workforce-index-2020/states/colorado/>



# La Plata County Educator Wage Analysis

Understanding the wage structure is key to addressing workforce stability:

ROLE	WAGE RANGE
Assistant Teachers	\$17.00 - \$19.47/hr
Lead Teachers	\$19.50 - \$26.51/hr
Infant Teachers	\$17.62 - \$22.69/hr
Toddler Teachers	\$16.98 - \$21.00/hr
Assistant Directors	\$18.11 - \$20.00/hr
Directors	\$31.03/hr or approx. \$59,381/year

Context: The median household income in La Plata County is \$85k<sup>9</sup>.



Photo by Markus Spiske

## Turnover Impact

High turnover rates in the childcare sector have far-reaching consequences that extend beyond staffing issues:

- A 42% turnover rate is unsustainable, as facilities cannot maintain the stable staffing levels necessary to expand operations and ensure high-quality care.
- Constant workforce churn leads to inconsistencies in childcare quality, affecting child development outcomes and parental satisfaction.
- Children in unstable care environments experience developmental setbacks, which can lead to long-term academic and employment challenges, perpetuating cycles of economic instability within the community.
- These challenges create a self-reinforcing cycle that ultimately affects La Plata County's long-term economic vitality. Addressing workforce stability is crucial to breaking this cycle and fostering a thriving childcare system.

<sup>9</sup> <https://www.census.gov/quickfacts/fact/table/laplatacountycolorado/PST045224>

# Affordability Analysis and the True Cost of Childcare

Childcare affordability remains a critical barrier for Colorado and La Plata County families. According to the United States Department of Health and Human Services, childcare is affordable if it does not exceed 7% of family income. In La Plata County, families spend up to 29% of their income on childcare – four times the federal benchmark.<sup>10</sup>

La Plata County childcare tuition ranges from \$12,480 to \$21,294 per year per child. However, **the actual cost of care**, accounting for livable wages, benefits, and overhead, **is between \$18,372 and \$36,061 annually.** Providers subsidize the gap by cutting their own wages, deferring facility maintenance, or relying on unstable grant funding.

Without intervention, these affordability challenges will continue to impact families, educators, and the broader economy, leading to decreased workforce participation and increased economic strain on families.

## COST OF CHILDCARE

in La Plata County

Current Tuition Range

**\$12,480-\$21,294**

**29%** income spent  
on childcare



Actual Cost of Care

**\$18,372-\$36,061**



Photo by Yan Krukau

<sup>10</sup> <https://www.coloradohealthinstitute.org/blog/new-county-health-data-spotlight-gaps-child-care-and-economic-security>



Photo by Gautam Arora

## Current Market Solutions & Limitations

Local businesses recognize the economic imperative of addressing childcare gaps — each dollar spent can yield up to \$9 in improved workforce participation and child development outcomes<sup>11</sup>. To mitigate these challenges, employers have implemented several strategies:

- Job sharing
- Flexible work hours
- Working from home
- Tuition assistance
- Onsite childcare
- Collaborating with other businesses to fund new childcare options or share facilities
- Changing PTO policies to accommodate childcare needs
- Providing transportation for childcare drop-offs

When asked what employers consider to be adequate childcare for their employees, responses included:

- *“Ability to attend work regularly, come to work on time, and stay the length of shift.”*
- *“Being able to afford enough childcare to be present in their role at work.”*
- *“Access to early childcare facilities, after school, and summer programs so that parents can be productive in their fields of work without the worry for the care of their children.”*

Some have gone to extraordinary lengths, holding roles open for two years or temporarily relocating employees so they can access childcare in other markets.

While these efforts demonstrate real commitment, individual solutions have not produced the systemic change needed. Key barriers remain unaddressed: lack of affordable facilities, unsustainable operating costs, and limited qualified staff. As one employer put it, **“We still lose more people yearly than we gain because childcare is simply unavailable.”** This testimonial underscores the urgent need for comprehensive, county-wide strategies our Strategic Investment Framework aims to provide.

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<sup>11</sup> [ReadNationCouncilForaStrongAmerica\\_WanttoGrowColorado’sEconomy?FixtheChildCareCrisis](#)

# RESEARCH & CASE STUDIES

## From Other Communities

Our research into successful childcare solutions included an extensive literature review and direct engagement with leading statewide and national organizations, such as the Executives Partnering to Invest in Childcare, Local Initiatives Support Organization, First Children's Finance, and Early Learning Ventures. We analyzed existing programs and interviewed industry leaders to identify approaches suitable for adaptation to La Plata County's unique needs. For the complete list of case studies and more details on each one, please refer to the Appendix.

**Our analysis revealed five essential principles for success:**



### 1. Quality requires investment

- Childcare cannot exist as a traditional business model
- External financial support is necessary to maintain quality, pay living wages, and keep care affordable



### 2. Partnership is essential

- No community has solved this crisis through a single organization
- Successful initiatives involve collaboration between multiple partners
- Both public and private sectors must contribute



### 3. Funding must be diverse

- No single funding approach can solve the childcare crisis
- Success requires combining loans, grants, tax credits, and other tools
- Sustainable solutions blend public and private funding streams



### 4. Implementation must be comprehensive

- Workforce and facility challenges must be addressed simultaneously
- Solutions must consider accessibility, quality, and sustainability
- Regional coordination improves efficiency and impact



### 5. Investment shows return

- Communities that invest see measurable economic benefits
- High-functioning childcare systems benefit all sectors
- Returns include improved workforce participation and business growth

# Ecosystem Solutions: Levers for Change

Through extensive community engagement and research, we've identified three interconnected areas to drive economic prosperity and build a thriving childcare system, emphasizing increasing care for 0–3-year-olds. The Strategic Investment Framework Strategy will support the implementation of the following identified priorities and levers for change.

## 1. Creating Space for Growth

If someone wants to open a new childcare center in La Plata County today, they face a nearly impossible task. Our existing centers operate below licensed capacity due to staffing shortages, while those seeking to expand face restrictive real estate and zoning requirements. Even centers with physical space for more children often can't open additional classrooms — like the infant room sitting empty due to a lack of qualified educators. Each center faces unique operational challenges, from facility constraints to regulatory hurdles, creating a complex web of barriers that keeps waitlists growing, particularly for infant and toddler care.

### Levers for Change

1. Optimize existing licensed centers to reach full capacity
2. Support physical expansion of current facilities
3. Create new licensed centers and family childcare homes, particularly for underserved areas and populations



Photo by Segun Osunyomi

### Recommended Actions:

#### 1. Strategic Plan & Support

- Develop individual financial and strategic plans for centers not at capacity
- Complete comprehensive planning audit to streamline regulations
- Create a geo-mapping database of viable properties
- Establish an incubator program for new family childcare providers

#### 2. Infrastructure Development

- Develop financing for expansions and pathways to building ownership
- Form a county-wide Childcare Coalition including key partners from the Fire Protection, Planning, and Health Departments
- Create multi-sector partnerships for housing development integration
- Provide start-up capital and business model support for new centers

## 2. Building a Stable Workforce

La Plata County's childcare workforce crisis has deepened since the pandemic. Approximately 260 people work in our early childcare system — less than half the number needed to meet community demand. Most earn \$16-18 per hour without benefits, far below the county's \$85,290 median income and a \$24/hour living wage. Many educators commute from New Mexico because they can't afford local housing. This unsustainable situation drives high turnover, destabilizes programs, and makes expansion impossible.



Photo by Pavel Danilyuk

### Levers for Change

1. Raise wages and provide comprehensive benefits
2. Centralize administrative and logistical support
3. Build a sustainable educator pipeline
4. Support educator wellness and prevent burnout

### Recommended Actions:

#### 1. Compensation & Benefits

- Implement wage increases starting at \$20/hour, with a path to \$24/hour
- Create a collective benefit model
- Launch shared services model for administrative support
- Establish a centralized substitute teacher pool

#### 2. Professional Development

- Create a mentor/coach teaching program
- Provide scholarships for teachers of color and bilingual educators
- Develop organizational leadership training
- Expand mental health consultation services
- Partner with local businesses for educator wellness benefits

### 3. Ensuring Quality and Access

La Plata County families face a stark reality: **childcare costs consume 29% of median household income** — four times the federal affordability benchmark. **Our 13% Hispanic/Latinx population has no access to bilingual programs**, and families seeking part-time or flexible care have limited options. The 2023 La Plata Food Equity Coalition Strategic Plan highlighted urgent needs for culturally inclusive early care for Latinx families.<sup>12</sup> There is also a significant need for culturally responsive childcare for Indigenous families with access to bilingual and representative teachers.

#### Levers for Change

1. Develop culturally responsive, inclusive and bilingual programming
2. Create affordable pricing models
3. Expand alternative care options
4. Provide geographic accessibility

#### Recommended Actions:

##### 1. Cultural Responsiveness & Inclusivity

- Launch dual language immersion programs or classrooms
- Create a Bilingual Childcare Navigator position
- Provide translation and interpretation services
- Implement culturally responsive teaching practices
- Explore options to provide inclusive care for medically complex or developmentally delayed children

##### 2. Financial & Geographic Access

- Establish sliding-scale tuition models
- Create scholarship programs targeting underserved communities
- Develop sustainable funding streams
- Develop a plan for additional providers in Bayfield and Ignacio

##### 3. Alternative Offerings

- Support part-time care options and expand successful models
- Create partnerships for flexible and alternative childcare solutions
- Replicate proven support models for entrepreneurs/part-time workers

Through the Quality & Access Priority, recommendations from the 2023 La Plata Food Equity Coalition Strategic Plan will be closely followed to serve our Hispanic/Latinx population, primarily by creating bilingual programs that meet language access requirements. Income-based accessibility metrics will be collectively designed with key partners to ensure they are equitable and inclusive.

<sup>12</sup> [https://www.goodfoodcollective.org/\\_files/ugd/235de8\\_827445801cb040a7b1ba70c7252b6567.pdf](https://www.goodfoodcollective.org/_files/ugd/235de8_827445801cb040a7b1ba70c7252b6567.pdf)

# THE SOLUTION:

## The Strategic Investment Framework

**A \$20M investment over five years will reimagine the childcare sector in La Plata County, doubling the number of childcare slots available for children aged 0-3.**

Our \$20M strategy addresses immediate business needs and long-term economic growth through three coordinated initiatives. Each component targets specific market failures identified through community engagement and economic analysis:



### **Childcare Investment Fund (\$10M)**

Stabilizes the workforce by raising educator wages, improving retention and recruitment of qualified childcare educators. Catalyzes 420 new childcare slots over three years.



### **Capital & Infrastructure Fund (\$10M)**

Expands physical capacity by providing loans and grants for new facilities and upgrades. Creates sustainable infrastructure to meet growing childcare demand.



### **Childcare Champions Initiative**

Offers perks, discounts, and recognition to early childhood educators. Builds support and retention by enhancing educator morale and appreciation.

The following strategies (pages 19 -23) will be piloted for five years, during which time we envisage a significant strengthening of La Plata's Childcare system resulting in economic growth for the region.



# 1. Childcare Investment Fund

This fund will:

- Provide an additional 420 childcare slots in La Plata County over the next three years, doubling current capacity for infant + toddler care.
- Stabilize the childcare educator workforce through increasing educator wages and providing benefits.

This \$10M fund will match catalytic resources from municipal funding sources, employer contributions, and philanthropic support to deliver immediate business impact and significantly increase childcare capacity in La Plata over the next three years. Employer contributions are requested for a three year period, pending increased municipal funding to maintain sustainability. All employer contributions will be eligible for state tax credits equal to 50% of their donation.

Year	Investment	Funding Source	Outcomes
1 (2026)	<p>\$2.2M total investment</p> <p>\$1.2M to increase wages for 260 early childcare educators</p> <p>\$800,000 to catalyze new childcare providers. Priority projects for year one:</p> <ul style="list-style-type: none"> <li>• Bring existing facilities to capacity</li> <li>• Expansion of existing facilities</li> <li>• Creation of bilingual program</li> <li>• Creation of 3 new in-home family providers</li> <li>• Creation of Bayfield center</li> <li>• Support to alternative providers</li> </ul> <p>\$200,000 to complete strategic projects</p>	<p><b>Public Sector:</b> \$800,000</p> <p><b>Private Sector:</b> \$1M</p> <p><b>Philanthropy:</b> \$400,000</p>	<p>Additional approx. 260 childcare slots created</p> <p>Increased wages by an average of \$4000/year per educator -ensuring all educators are making at least \$20/hour.</p>
2 (2027)	<p>\$2.4M total investment</p> <p>\$1.4M to increase wages for 325 early childcare educators</p> <p>\$800,000 to catalyze new childcare providers. Priority projects for year two:</p> <ul style="list-style-type: none"> <li>• Creation of 1 new center in Durango</li> <li>• Creation of Ignacio center</li> <li>• Creation of 5 new in-home family providers</li> <li>• Support to alternative providers</li> </ul> <p>\$200,000 to provide collective benefits</p>	<p><b>Public Sector:</b> \$1M</p> <p><b>Private Sector:</b> \$1M</p> <p><b>Philanthropy:</b> \$400,000</p>	<p>Additional approx. 140 childcare slots created</p> <p>Increased wages by an average of \$4000/year per educator</p>

Year	Investment	Funding Source	Outcomes
<b>3</b> (2028)	<p>\$2.15M total investment</p> <p>\$1.55M to increase wages for 360 early childcare educators</p> <p>\$400,000 to catalyze new childcare providers. Priority projects for year three:</p> <ul style="list-style-type: none"> <li>• Creation of 2 new in-home family providers</li> <li>• Support to alternative providers</li> </ul> <p>\$200,000 to provide collective benefits</p>	<p><b>Public Sector:</b> \$1.2M</p> <p><b>Private Sector:</b> \$800,000</p> <p><b>Philanthropy:</b> 200,000</p>	<p>Additional 20 childcare slots created</p> <p>Increased wages by an average of \$4000/year per educator.</p>
<b>4</b> (2029)	<p>\$1.77M total investment</p> <p>\$1.57M to increase wages for 365 early childcare educators</p> <p>\$200,000 to provide collective benefits</p>	<p><b>Public Sector:</b> \$1.57M</p> <p><b>Philanthropy:</b> \$200,000</p>	<p>Increased wages by an average of \$4000/year per educator</p> <p>Maintain 1,560 licensed childcare slots in La Plata</p>
<b>5</b> (2030)	<p>\$1.8M total investment</p> <p>\$1.6M to increase wages for 365 early childcare educators</p> <p>\$200,000 to provide collective benefits</p>	<p><b>Public Sector:</b> \$1.6M</p> <p><b>Philanthropy:</b> \$200,000</p>	<p>Increased wages by an average of \$4000/year per educator</p> <p>Maintain 1,560 licensed childcare slots in La Plata</p>



Photo by Note Thanun

Funding Source	Details
<b>Public Dollars</b>	Possible Sources: <ul style="list-style-type: none"> <li>• La Plata County Lodgers Tax</li> <li>• Municipal Lodgers Tax</li> <li>• Special Tax Districts</li> <li>• Mill Levy</li> <li>• Sales / Property Taxes</li> <li>• Tax exempt revenue bonds or Capital bonds</li> </ul>
<b>Employer Donations</b>	Three year commitment
Gold Level	8 businesses contributing \$50k+ each (\$25,000+ back in tax credits <sup>13</sup> ) <ul style="list-style-type: none"> <li>• Priority access to childcare spots at designated partner providers after year 2</li> <li>• Childcare contribution state and federal tax credits (50%)</li> <li>• Strategic partner recognition</li> <li>• Business network benefits</li> <li>• Economic impact tracking</li> </ul>
Silver Level	8+ businesses contributing \$30k-45k each (15,000+ back in tax credits) <ul style="list-style-type: none"> <li>• Childcare contribution state and federal tax credits (50%)</li> <li>• Strategic partner recognition</li> <li>• Business network benefits</li> </ul>
Bronze Level	10+ businesses contributing \$5k-\$10k each (\$2,500+ back in tax credits) <ul style="list-style-type: none"> <li>• Childcare contribution state and federal tax credits (50%)</li> <li>• Community partner recognition</li> </ul>
<b>Philanthropy</b>	Contributions from philanthropic organizations

## Governance

The Early Childhood Council will serve as the central oversight body, managing fund distribution and monitoring progress toward workforce and operational goals through the creation of a new Childcare Investment Coordinator position. The Childcare Coalition will advise on grant distribution and ensure equitable and effective fund allocation

## Calculations

Wage increase amounts were calculated using the Colorado Department of Early Childhood Early Childhood Workforce Compensation Guidelines<sup>14</sup>, La Plata Living Wage Calculations and feedback from providers. The number of educators required is based on an average of 2.5 educators per 10 childcare slots. This funding framework is based on current data and subject to change with major economic events.

<sup>13</sup> State: <https://tax.colorado.gov/income-tax-topics-child-care-contribution-credit> ; Federal: <https://www.irs.gov/businesses/small-businesses-self-employed/employer-provided-childcare-credit>

<sup>14</sup> <https://cdec.colorado.gov/early-childhood-workforce-compensation>

## 2. Childcare Capital & Infrastructure Fund

Expanding childcare capacity requires the acquisition, renovation, and development of physical space. The \$10M Childcare Capital & Infrastructure Fund addresses this need by enabling both new and existing childcare providers to secure properties, expand operations, and renovate outdated facilities to meet the growing demand for services. Operated by First Southwest Bank and First Southwest Community Fund (FSWCF), this fund will drive significant improvements to the childcare market's physical infrastructure.

### Low-interest Loan Products (4% interest)

- Facilitate **facility acquisition**, renovation, and refinancing.
- Support **infrastructure improvements** or expansions.
- Assist with **business start-up** and **equipment costs**.

### Grant Support

- Provide **down payment assistance** up to \$50k to reduce initial financial barriers.
- Cover **pre-development costs** up to \$20k, ensuring a smooth start for new projects.

### Technical Assistance

There is a range of deep support for start-up and existing childcare businesses in La Plata. These include:

- **Early Childhood Council:** Guidance on licensing, launching a childcare business, and ensuring quality education.
- **SBDC:** Starting Edge programs tailored to the childcare sector.
- **FSWCF:** Women-led training and accelerator programs focused on empowering local childcare entrepreneurs.

This fund would be available to:



- **Existing Childcare Businesses:** Expanding facilities or purchasing new properties.
- **New Providers:** Acquiring or building properties to start their childcare services.
- **Home Providers:** Expanding home-based childcare operations to meet growing demand.

### Governance

First Southwest Bank, in partnership with First Southwest Community Fund, will oversee the administration of this fund, ensuring professional financial management and a strong focus on community impact. Governance will provide the necessary oversight to guarantee that funds are allocated to projects that align with long-term childcare objectives and the overall growth of the sector.

### 3. Childcare Champions Initiative

This voluntary program brings together employers and local businesses to offer perks, discounts, or services to childcare educators. The initiative fosters community spirit and strengthens retention by addressing morale and recognition. Examples of potential support include:



- Discounts on groceries or meal delivery
- Reduced gym memberships or free fitness classes
- Tax and financial planning services
- Transportation assistance (e.g., gas cards or shuttle services)
- Professional services sharing, such as HR or marketing assistance

#### Governance

The Early Childhood Council will coordinate this initiative, fostering collaboration between employers and community partners while maintaining recognition programs for participating businesses.



Photo by Andrew Ebrahim

# IMPLEMENTATION STRATEGY

Our four-phase implementation plan ensures measurable progress toward economic impact goals.

## Phase 1: Market Foundation

January-August 2025

The first phase focuses on building the foundation for long-term childcare improvements by addressing immediate needs and laying the groundwork for implementation.

- Formation of the Childcare Coalition to coordinate cross-sector efforts and oversee progress.
- Completion of the geo-mapping project to identify expansion opportunities across Durango, Bayfield, Ignacio, and unincorporated areas.
- Conducting a childcare planning audit to identify regulatory barriers and opportunities for improvement.
- Development of strategic plans for childcare centers operating below capacity to optimize existing resources.
- Creation of fund guidelines, governance structures, and policies for both investment funds.
- Launch of the capital campaign to achieve the \$20 million fundraising goal.

## Phase 2: Fund Launch

August-December 2025

The second phase prioritizes deploying resources and solidifying partnerships.

- Launch of the Childcare Investment Fund and the Childcare Capital & Infrastructure Fund by December 2025.
- Identification and formalization of two to three housing partnerships through signed MOUs.
- Activation of the Childcare Champions Initiative to engage local businesses in supporting the childcare workforce.
- Establishment of measurement frameworks to evaluate the impact of both funds, including specific activation targets.

## **Phase 3: Operation and Evaluation**

**2026-2028**

The third phase focuses on scaling programs and initiatives to meet the community's childcare needs.

- Operation of the Childcare Investment Fund and the Childcare Capital & Infrastructure Fund with annual allocations.
- Ongoing monitoring and evaluation to assess the effectiveness of funded programs and initiatives.
- Expansion of the Childcare Champions Initiative and housing partnerships based on demonstrated success.
- Regular reporting to the Childcare Coalition and community stakeholders to ensure accountability.

## **Phase 4: Iteration, Evaluation, and Stage 2**

**2029-2030**

The final phase will assess the strategic investment's outcomes and guide the next steps for childcare in La Plata County.

- Conducting a comprehensive evaluation of the ecosystem's impact on workforce stability, business growth, and childcare capacity.
- Identifying additional supports needed to maintain and expand progress.
- Developing the next-phase strategy in collaboration with the Childcare Coalition and key partners.

# EXPECTED OUTCOMES & ECONOMIC IMPACT

We project significant growth in La Plata County's childcare capacity through strategic investment and coordinated action.

## Outcomes Include:



Grow childcare capacity to 73% by 2029, including 15 new licensed centers or homes.



Increase wages for all childcare workforce to at least a \$20-\$24/hour, and ensure all childcare educators have access to health benefits.



Stabilize the childcare workforce, reducing the turnover rate to 25-30% and ensuring all facilities are fully staffed.



Establish at least one bilingual Spanish option for families.



Establish at least one licensed center for 0-3 in both Bayfield and Ignacio.



Add at least \$21M in additional earnings annually to La Plata's economy.



Photo by FatCamera



# CONCLUSION:

## A Call to Action

La Plata County is at a crossroads. Our workforce, economy, and children's futures depend on affordable, quality childcare access. The Childcare Plan outlines immediate solutions to stabilize the workforce and improve business competitiveness while laying the groundwork for long-term economic vitality. By acting now, La Plata County can set the foundation for a thriving, equitable childcare system. The return on investment is clear.

**Investments in childcare are not just a social priority — they are an economic imperative.** The Childcare Plan provides a structured roadmap to address the county's most pressing challenges through innovative, data-driven solutions. These efforts will:

- Strengthen the workforce by enabling parents to remain in or re-enter the labor market
- Support local businesses by reducing absenteeism, turnover, and recruitment costs
- Expand access to quality childcare, particularly for under-served populations
- Foster a thriving childcare sector through sustainable wages, professional development, and community support

The success of the Childcare Plan depends on coordinated leadership. The Early Childhood Council, the Childcare Coalition, and partners like First Southwest Bank will provide the oversight and expertise needed to ensure funding is deployed effectively and progress is tracked. Key partnerships with local businesses, municipalities, and community organizations will create shared accountability and measurable outcomes.

We invite business leaders, policymakers, and community members to join us in this transformative effort. Together, we can ensure La Plata County creates a childcare system that drives economic growth, supports families, and builds a stronger future. The time to act is now.

## How You Can Help Today

**Employers:** Pledge your support at the Gold, Silver, or Bronze tier to receive immediate tax benefits and ensure workforce stability

**Municipal Leaders:** Implement lodgers' tax reallocation, streamline zoning, and dedicate staff to participate in the Childcare Coalition

**Philanthropic Partners:** Match employer contributions to the Childcare Investment Fund, targeting wages for educators and scholarships for children

**Community Members:** Advocate at council meetings, share personal stories, and champion local childcare as an economic priority



## Stay Connected

Learn more and stay up to date on the latest Early Childcare Investment Strategy progress and implementation by visiting the La Plata EconomicDevelopment Alliance website: [yeslpc.com/alliance-programs/childcare-strategy](https://yeslpc.com/alliance-programs/childcare-strategy)



# Key Partners

We developed this Childcare Plan through collaboration with key organizations across La Plata County. We thank our partners for their contributions and continued commitment to implementation:

## Childcare Plan Leaders

Early Childhood Council of La Plata  
 La Plata Economic Development Alliance  
 City of Durango  
 Regional Housing Alliance of La Plata County



REGIONAL  
HOUSING  
ALLIANCE

## Supporting Partners



Childcare Centers & Family Childcare Home of La Plata County

# APPENDIX

## Licensed Childcare Facilities in La Plata County

This comprehensive list includes all licensed providers in La Plata County. Facilities marked with an asterisk (\*) actively participated in the community engagement process for this strategic plan.

### Independent Providers

1. ALLISON KASTEN\*
2. CHILDREN'S HOUSE OF DURANGO, LLC
3. THE GROWING PLACE\*
4. JENNIFER CHAMBLEE\*
5. LITTLE BEAR CHILDCARE
6. LITTLE GEMS\*
7. MARCIA WILLIAMS
8. MEREDITH PORTER
9. RIVENDELL EARLY EDUCATION CENTER\*
10. STEPPING STONES EARLY LEARNING\*
11. WENDY ESPINOSA

### Early Childhood Centers

12. BAYFIELD EARLY EDUCATION PROGRAMS\*
13. CAMPBELL CHILD AND FAMILY CENTER\*
14. DURANGO COWBOY CHURCH
15. DURANGO EARLY LEARNING CENTER\*
16. DURANGO MONTESSORI, INC
17. DURANGO NORTH HEAD START\*
18. MERCY EMPLOYEE CHILDCARE\*
19. RIVER MIST\*
20. RIVERHOUSE CHILDREN'S CENTER\*
21. SONFLOWER CHRISTIAN SCHOOL\*
22. ST COLUMBA PRESCHOOL AND AFTER SCHOOL
23. SUMMIT EARLY LEARNING CENTER\*

### School District Programs

24. ANIMAS VALLEY PRESCHOOL/DURANGO DIST 9R\*
25. DHS ELC/DURANGO DIST 9R\*
26. FLORIDA MESA PRESCHOOL/DURANGO DIST 9R\*
27. FORT LEWIS MESA PRESCHOOL/DURANGO DIST 9R\*
28. IGNACIO EARLY LEARNING PROGRAM/IGNACIO DIST\*
29. NEEDHAM PRESCHOOL/DURANGO DIST 9R\*
30. PARK PRESCHOOL/DURANGO DIST 9R\*
31. RIVERVIEW PRESCHOOL/DURANGO DIST 9R\*
32. SUNNYSIDE PRESCHOOL/DURANGO DIST 9R\*

# Key “Must Have” Data at a Glance

1. **Childcare Gap:** 1,396 spots vs. 2,137 needed (47% shortfall)
2. **Cost to Families:** 29% of median household income (well above the 7% federal benchmark)
3. **Impact on Employers:**
  - 54% face hiring challenges
  - 60% lost at least one employee
  - 26% lost five or more employees in the last two years
4. **Workforce Shortage:** 15.1% of ECE staff below the poverty line, wages significantly below a living wage
5. **Potential Economic Gain:** \$34 million for La Plata, \$2.2 billion for Colorado

## Key Details on Recommended Levers of Change

Please see below for additional details on a number of Recommended Actions for the Levers for Change.

**Lever for Change:** Creating Space for Growth

**Recommended Action:** Establish an incubator program for new family childcare providers

**Details:** The incubator program will be designed based on national models, including The Connecticut Project Childcare Incubator<sup>15</sup>. It is recommended this incubator program is established in two stages.

- *Stage 1:* Use existing regional and statewide resources to create an incubator program to support new and growing family childcare providers. These resources include: First Southwest Community Fund Women-Led Business Programming, Small Business Development Center Leading Edge Programming and Consultants, Early Childhood Council Consultants.
- *Stage 2:* Explore possibility of physical incubator space.

**Lever for Change:** Building a Stable Workforce

**Recommended Action:** Create a collective benefit model

**Details:** Explore models of collective benefits such as Association Health Plans to be able to provide health benefits to all early childhood educators in La Plata.

**Lever for Change:** Building a Stable Workforce

**Recommended Action:** Launch shared services model for administrative support

**Details:** Explore partnerships with organizations such as Early Learning Ventures to provide business support through shared services for all childcare providers including HR and Financial services.

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<sup>15</sup> <https://tcpactionfund.org/blog/connecticut-child-care-incubators-what-they-are-whats-next>

**Lever for Change:** Building a Stable Workforce

**Recommended Action:** Establish a centralized substitute teacher pool

**Details:** Based on learnings from national and statewide models, partner with Early Learning Ventures to pilot a relevant local model.

**Lever for Change:** Building a Stable Workforce

**Recommended Action:** Provide scholarships for teachers of color and bilingual educators

**Details:** Explore partnerships with local educational institutions, including Fort Lewis College, to develop a scholarship program for educators of color and bilingual educators to incentivize early childhood education opportunities in La Plata. The scholarship program would require a two year commitment to the area post graduation, along with a housing stipend.

**Lever for Change:** Building a Stable Workforce























**Recommended Action:** Develop organizational leadership training

**Details:** Address organizational leadership through regular trainings such as building and managing teams and culture, authentic leadership, and board of director governance.

## Case Study Details

Tax Revenue Models			
Location	Revenue Source	Annual Amount	Key Programs
Eagle County, CO	90% Lodgers' Tax	\$3M	<ul style="list-style-type: none"><li>• Workforce stipends (\$1.6-1.8M)</li><li>• Health consultation (\$120K)</li><li>• Rental assistance (\$600K)</li><li>• Health/safety grants (\$50-75K)</li><li>• Teacher ratio support (\$800K-1M)</li><li>• Infant/toddler expansion (\$200K)</li></ul>
Estes Park, CO	20% Lodgers' Tax	\$1M from \$5M total	<ul style="list-style-type: none"><li>• Tuition assistance</li><li>• Workforce subsidies (targeting \$24.52/hr)</li><li>• Family provider grants</li><li>• Out-of-school programs</li><li>• Facility development</li></ul>
San Miguel County	.75 Mill Levy  The cost to homeowners amounts to approximately \$5.40 in taxes annually for every \$100,000 of assessed property value	Approx \$600,000	<ul style="list-style-type: none"><li>• Sustain and increase childcare center capacity</li><li>• Salary supplement</li><li>• Teacher professional development scholarship</li><li>• Financial aid</li></ul>

Below is a table summarizing the most common types of revenue and which entities can raise money using that type of revenue:

	Statewide	County	City/Town/ Municipality	School District	Early Ed Special District
Property Tax					
Sales Tax					
Income Tax					
Employer/Payroll/Head Tax					
Excise/Sin/Specific Product Tax (marijuana, alcohol, nicotine, severance, vacation rentals)					
Lodging Tax			Allowed but each muni will vary on what it can be used for		Only allowed in local marketing special districts

Please see Buell Foundation’s “Toolkit for Funding Early Childhood Programs and Services” for more information.<sup>16</sup>

<sup>16</sup> [https://buellfoundation.org/wp-content/uploads/2024/03/Toolkit-for-Funding-Early-Childhood-Programs-and-Services\\_FINAL.pdf](https://buellfoundation.org/wp-content/uploads/2024/03/Toolkit-for-Funding-Early-Childhood-Programs-and-Services_FINAL.pdf)

Public Private Partnerships			
Program	Location	Structure	Impact
<b>Michigan Tri-Share</b>	Michigan	<ul style="list-style-type: none"> <li>• Equal cost split between state, employer, and employee</li> <li>• Regional coordination hubs</li> </ul>	Made care affordable while reducing employee turnover
<b>Iowa Business Incentive</b>	Iowa	<ul style="list-style-type: none"> <li>• 50/50 match for businesses (75+ employees)</li> <li>• Funds facility expansion</li> </ul>	Expanded capacity through employer-provider partnerships

Direct Workforce Support			
Program	Location	Support Type	Results
<b>NY Retention Grants</b>	New York	<ul style="list-style-type: none"> <li>• \$2,300-\$3,000 bonuses</li> <li>• Sign-on bonuses</li> <li>• Recruitment support</li> </ul>	Supported 13,718 workers by Oct 2024
<b>Smart Start</b>	Illinois	<ul style="list-style-type: none"> <li>• Guaranteed wage floor</li> <li>• Advance operational funding</li> </ul>	Improved staff recruitment and retention
<b>Commonwealth Cares</b>	Massachusetts	<ul style="list-style-type: none"> <li>• Monthly grants covering</li> <li>• Personnel costs</li> <li>• Benefits</li> <li>• Professional development</li> <li>• Facility costs</li> </ul>	Enhanced provider stability



Facility Development			
Program	Location	Support Type	Maximum Funding
<b>BuildUp Oregon</b>	Oregon	<ul style="list-style-type: none"> <li>Center development</li> <li>Family care support</li> <li>Renovation grants</li> <li>Pre-development planning</li> </ul>	<ul style="list-style-type: none"> <li>Centers: \$750,000</li> <li>Family care: \$75,000</li> <li>Renovation: \$5,000/slot up to \$50,000</li> <li>Planning: \$100,000</li> </ul>
<b>Rural Homes (RHECI)</b>	Ouray	<ul style="list-style-type: none"> <li>Combined housing/childcare</li> <li>Provider training</li> <li>Business support</li> </ul>	Housing costs plus startup support

## The evidence is clear:

Communities investing significantly in childcare see measurable economic vitality and family well-being results.

## Capacity Case Studies

### Case Study: BuildUp Oregon<sup>17</sup>

**Location:** Oregon

A collaborative of Community Development Financial Institutions (CDFIs) who have joined forces to help build a more child-centered society by preserving, improving, and expanding childcare facilities throughout the state of Oregon. BuildUp Oregon offers a range of funds, including:

- **Facilities Funds:** Supports the planning and development of center-based childcare facilities and sites with grants and loans up to \$75,000 for family childcare and \$750,000 for childcare centers and school districts.
- **Renovation and Repair Family Childcare/Childcare Centers Fund:** Supports the physical renovation of childcare facilities and sites through grants of \$5,000 per slot preserved (up to \$50,000) or created (up to \$250,000) and accessible loans,
- **Pre-Development Grants:** These grants support the planning and development of family – and center-based childcare facilities and sites. They offer up to \$100,000 in funding for childcare centers, up to \$10,000 for family childcare sites, and accessible loans.

## **Case Study:** Rural Homes Early Childhood Initiative<sup>18</sup>

**Location:** Ouray

The Rural Homes Early Childhood Initiative (RHECI) is addressing the housing and childcare shortages of the region by integrating new affordable home construction with new family home childcare operations. The RHECI is doing this by running an intensive training accelerator program that will provide Family Childcare Home Providers (FCCHPs) with all the right tools to start stable businesses within the Rural Homes Development in Ouray, alongside a path to homeownership through a partnership with Mission Driven Finance's Care Access Real Estate program. Two new homes were built in Ouray through this program with the requirement they run FCCP locations.

## **Workforce: Retention & Recruitment Case Studies**

### **Case Study:** Commonwealth Cares for Children<sup>19</sup>

**Location:** Massachusetts

The Department of Early Education and Care (EEC) provides monthly grants (determined by enrollment and equity criteria) to support early education and care providers' day-to-day operational and workforce costs. These include personnel costs, benefits, stipends, and other supports for recruitment and retention, professional development, and rent/mortgage assistance.

### **Case Study:** Smart Start Workforce Grants<sup>20</sup>

**Location:** Illinois

State-funded Smart Start Workforce Grants offer childcare programs stable, ongoing funds to cover costs and invest in quality staff. Eligible programs receive consistent funding in advance, covering the cost of higher wages and classroom operations. Programs receiving these grants must pay classroom staff a wage floor. These competitive wages will help attract more staff and meet parents' needs at an affordable rate.

### **Case Study:** Workforce Grants<sup>21</sup>

**Location:** New York

A governor-led program to support New York's childcare workforce through the Workforce Retention Grant program. Funding from the program supports up to 150,000 childcare workers with bonus payments ranging from \$2,300 to \$3,000 to staff in caregiving roles and funding to support childcare programs' efforts to recruit new staff, offer sign-on and referral bonuses, and more. 13,718 applications for funding were approved as of October 2024.

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<sup>17</sup> <https://www.builduporegon.org/solutions>

<sup>18</sup> <https://www.ruralhomes.co/early-childhood-initiative>

<sup>19</sup> <https://www.mass.gov/info-details/commonwealth-cares-for-children-c3-grants#overview->

## Access & Quality Case Studies

### Case Study: Michigan Tri-Share<sup>22</sup>

**Location:** Michigan

An innovative bipartisan program, MI Tri-Share, splits the cost of an employee's childcare equally among the employer, the employee, and the State of Michigan. A MI Tri-Share facilitator hub coordinates the program regionally.

### Case Study: Childcare Business Incentive Grant Program<sup>23</sup>

**Location:** Iowa

The Childcare Business Incentive Grant Program, first established in 2022, is targeted at helping employers offer or expand childcare options to benefit their employees. Funds have supported local infrastructure investments and arrangements between employers and childcare facilities to expand childcare options. Grants are available to businesses with a minimum of 75 employees and require a 50/50 private match. Grantees can use the funds for the expansion or new construction of childcare and/or daycare facilities for employees, with the employer as the provider or in partnership with a local childcare provider.

## Access & Quality Case Studies (cont.)

### Case Study: Choice Bank Childcare Grant Program<sup>24</sup>

**Location:** North Dakota

Choice Bank operates in over 22 states, serving customers nationally. In North Dakota, they run a grant program providing up to \$10,000 of financial assistance to rural childcare in home or center facilities so they can continue providing their community with care and education.

### Case Study: Partner Up!<sup>25</sup>

**Location:** Wisconsin

The Partner Up! Grant Program provides funding to support partnerships between businesses that purchase slots at existing regulated childcare providers. It is an example of public and employer sponsorship of off-site programs. Employers work with the state-led agency to buy childcare slots for their employees in a matching program in which the state pays 75% and the employer 25%. Funding from this program can be used to increase staff compensation, reserve childcare slots for local business employees, improve childcare program quality, and more.

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<sup>20</sup> <https://www.ilgateways.com/smart-start/672-smart-start-workforce-grants>

<sup>21</sup> <https://ocfs.ny.gov/programs/childcare/grants/workforce-grant/>

<sup>22</sup> <https://www.michigan.gov/mileap/early-childhood-education/mi-tri-share-child-care>

<sup>23</sup> [https://workforce.iowa.gov/opportunities/grants/child-care#:~:text=Back%20to%20top-,Child%20Care%20Business%20Incentive%20Grant%20\(Open%20Now\),a%20benefit%20to%20their%20employees.](https://workforce.iowa.gov/opportunities/grants/child-care#:~:text=Back%20to%20top-,Child%20Care%20Business%20Incentive%20Grant%20(Open%20Now),a%20benefit%20to%20their%20employees.)

## **Case Study: Imagination Learning Center Corporate Partners<sup>26</sup>**

**Location:** Iowa

The collaborative effort between ImagiNation Learning Center and its corporate sponsors creates an environment where high-quality care, low child-to-staff ratios, and dedicated professionals are the norm. ImagiNation Learning Center offers four tiered membership levels for corporate partners, including benefits such as priority enrollment and tuition discounts in exchange for financial sponsorship.

## **Case Study: Aflac's Onsite Childcare program**

**Location:** Columbus, Georgia

Aflac's onsite childcare facility opened its doors in 2005. The center is designed to accommodate the children of Aflac employees and offers a nurturing environment for children aged six weeks to pre-kindergarten. The facility provides flexible hours, allowing parents to drop off and pick up their children based on their work schedules. It is conveniently located within walking distance from the corporate headquarters, making it easy for parents to visit during the workday. The onsite childcare program has significantly improved employee morale and retention at Aflac. Employees experience reduced stress regarding childcare arrangements and are more focused and productive at work, knowing their children are cared for nearby. Additionally, studies indicate that access to onsite childcare can reduce absenteeism and tardiness associated with childcare-related issues.

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<sup>24</sup> <https://bankwithchoice.com/childcaregrant/>

<sup>25</sup> <https://dcf.wisconsin.gov/childcare/projectgrowth/partner-up>

<sup>26</sup> <https://imaginationlearning.net/corporate-partnerships/>

## Local Taxes Case Studies

### Case Study: Lodger's Tax Revenue

#### Location: Eagle County, Colorado

Eagle County, Colorado, has strategically decided to allocate a significant portion of its lodger's tax revenue to address the pressing needs in early childhood education and housing initiatives. Starting in 2024, Eagle County plans to allocate 90% of its lodger tax revenue to housing and early childcare initiatives, reserving 10% for marketing and promotion. With an anticipated annual budget of approximately \$3 million, these funds will substantially impact the community.

**Immediate Funding Initiatives:** Beginning in Fall 2023, the County implemented immediate initiatives with annual cost projections between \$1,720,000 and \$1,920,000, focusing on two key areas:

1. **Early Childhood Workforce Stipend Program:** This initiative allocates \$1.6 to \$1.8 million to increase compensation for early childhood educators. It aims to attract and retain qualified staff in a sector often plagued by low wages, thereby enhancing the quality of childcare services.
2. **Childcare Health Consultant:** A budget of \$120,000 was designated to support consultation services for childcare providers within the Eagle Region Valley (ERV) and to reimburse providers in the Roaring Fork Valley (RFV). This support ensures facilities meet health and safety standards, promoting better care environments.

**Short-Term Funding Initiatives:** Commencing in early 2024, the county will implement short-term initiatives with cost projections of \$1,650,000 to \$1,870,000, including:

- **Rental and Mortgage Assistance:** A dedicated \$600,000 to provide financial assistance to childcare providers, helping to stabilize their operations and reduce overhead costs.
- **Health and Safety Grants:** Between \$50,000 and \$75,000 allocated for childcare facilities to ensure compliance with essential health and safety regulations.
- **Lower Child-to-Teacher Ratio Supplement:** An investment of \$800,000 to \$1 million, intended to improve the quality of care provided by allowing for smaller class sizes and more individualized attention for children.
- **Infant and Toddler Expansion Incentive:** A commitment of \$200,000 to encourage childcare facilities to expand their services specifically for infants and toddlers, addressing a critical area of need in Eagle County.

#### Long-Term Investment Considerations:

- Looking ahead, Eagle County plans to assess further long-term investments in 2024 and beyond, which may include:
- **Capital Investments:** Focusing on developing and enhancing early childhood facilities to increase capacity and quality.
- **Health and Retirement Benefits:** Exploring comprehensive benefits packages for early childhood professionals to ensure their economic well-being and job satisfaction.
- **ECO Pass Bus Option:** Investigating transportation solutions for early childhood educators to facilitate easier access to their workplaces.

## Local Taxes Case Studies (cont.)

**Case Study:** Lodger's Tax Revenue

**Location:** City of Estes Park, CO

The lodgers' tax in Estes Park generates an annual budget of \$5 million. Eighty percent of the revenue is allocated to workforce housing and 20 percent to childcare initiatives. This structured approach supports families and aims to enhance the community's well-being.

### Key Initiatives Funded:

1. **Tuition Assistance for Families:** A significant portion of the childcare budget goes to tuition assistance programs that help low- to moderate-income families afford quality childcare. This initiative allows providers to charge tuition rates that better reflect the actual care cost without financially burdening families. This support is essential in ensuring families can access reliable childcare services while maintaining a stable income.
2. **Early Childhood Workforce Subsidy:** Established in 2023, this subsidy program addresses the urgent need for competitive wages in the childcare sector. Recipients have used funds to:
  - Increase the minimum wage for all childcare staff.
  - Provide retention bonuses to reduce high turnover rates.
  - Assist with free childcare for educators, encouraging them to continue their roles.
3. **Moving forward,** the subsidy will adapt to align with the 2024 living wage for a single adult, estimated at \$24.52 per hour based on the MIT Living Wage Calculator. While the program has successfully supported childcare centers, it has yet to extend its benefits to Family Childcare Home providers.
4. **Support for Family Childcare Home Providers:** Estes Park has established a grant process for Family Childcare Home Providers to foster stability in the childcare sector. These grants assist with health and safety improvements and initial startup costs, ensuring home-based childcare settings meet essential standards.
5. **Out-of-School Programming:** The town also invests in before-school, after-school, and summer holiday care programs. These initiatives provide children with enriching experiences and support working parents who need flexible childcare options.
6. **Capital and Facilities Development:** The town recognizes the need for adequate childcare infrastructure and is considering establishing an incentive fund to convert existing commercial spaces into childcare facilities. This effort is critical to increasing the availability and accessibility of quality childcare services in the area.

## Local Taxes Case Studies (cont.)

### Case Study: Fund for Quality<sup>27</sup>

**Location:** Philadelphia

Founded in 2014, The Fund for Quality (FFQ) is a partnership between a nonprofit (Public Health Management Corporation), a foundation (William Penn Foundation), and a corporate partner (Vanguard Strong Start for Kids Program). FFQ provides organizational business planning, facility expansion planning, capital grants, and flexible loans to support providers in expanding their services to reach more low-income families. Providers can apply for capital grant awards of up to \$300,000 and loan funds to support the expansion project. As of October 2024, Fund for Quality has added more than 3,650 new childcare seats in Philadelphia.

### Case Study: City of San Mateo<sup>28</sup>

**Location:** San Mateo, California

The Childcare Facilities Development Fund, created by the City of San Mateo, allows childcare providers and/or developers to borrow funds to develop, expand, or enhance childcare facilities or family childcare homes. The loans are interest-free with no payments and are fully forgiven if annual performance requirements are met.

### Case Study: Low Income Investment Fund (LIIF)<sup>29</sup>

**Location:** San Francisco, California

LIIF is a Community Development Financial Institution that strengthens the Early Childhood Education sector through lending, grantmaking, and technical assistance to build, expand, and/or renovate facilities. LIIF combines loans and grants to scale new and existing childcare facilities through its Brighter Futures Fund. To date, LIIF has invested over \$537 million in early childcare.

### Case Study: King Street Commons<sup>30</sup>

**Location:** Rhode Island

In Rhode Island, a CDFI - Local Initiatives Support Corporation (LISC) works with two partners, a non-profit Community Development Corporation and a non-profit child welfare organization, to develop co-located affordable housing and early education services. The King Street Commons initiative uses housing-related resources (Low-Income Housing Tax Credits, state bond funds, and HOME Investment Partnerships Program dollars) to construct new residential buildings with Early Learning Facility space reserved on the first floor of one of those buildings. LISC provided a planning grant, pre-development financing, and a permanent loan to help support all the steps and build-out needed for a high-quality space that will offer five classrooms for children ages birth to five.

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<sup>27</sup><https://www.fundforquality.org/>

<sup>28</sup><https://www.cityofsanmateo.org/4671/Child-Care-Facilities-Fund-Assistance>

<sup>29</sup><https://www.liifund.org/strategic-priorities/early-child-care-and-education/>

<sup>30</sup><https://www.ncfn.org/about-child-care-facilities>

# Key Implementation Lessons



## 1. Tax-Based Models

- Tourism communities successfully leverage visitor revenue
- Dedicated revenue streams enable long-term planning
- Comprehensive approach covering facilities, workforce, and family support



## 2. Public-Private Partnerships

- Cost-sharing reduces the burden on any single entity
- Employer involvement ensures program sustainability
- Regional coordination improves efficiency



## 3. Workforce Support

- Direct compensation support shows immediate results
- Multiple support types (bonuses, wages, benefits) needed
- Professional development is important for retention



## 4. Facility Development

- Flexible funding options meet varied provider needs
- Technical assistance is crucial for success
- Integration with housing can solve multiple challenges



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