

The Child Care Advisory Committee held their monthly meeting on August 3, 2016. Committee members present included Anne Marie Chapin, Johanna Gibbs, Erin Gigliello, Greta Shackelford, Mark Wimberly, and Shelly Aleshire. Town staff/representatives present were Peter Grosshuesch, Laurie Best, Emily Oberheide and Jennifer McAtamney

June Minutes were approved and signed by Erin Gigliello. There was no July Meeting.

The following agenda items were covered:

- **Thank you to Emily Oberheide**

The committee and staff wanted to extend a special thank you to Emily Oberheide for all the wonderful work she did on the Breckenridge Child Care Program. Emily was a key member shepherding the program through great transition. Her presence was vital in maintaining the processes and rigor with which we review applications as well as successfully implementing Fluid Review which is our online tuition assistance application.

Emily also wanted to extend her thanks to the committee and staff for all the work and time everyone dedicates to the program. For her it was a pleasure to work on something so important for the community and she looks forward to hearing more about the good work done here.

- **Metrics**

The committee brainstormed a large list of metrics they are interested in tracking which includes the following items: Does this program keep families in the community, staff retention numbers, live/work stats, number of businesses that benefit from the program, outcomes for kids, teacher salaries/benefits, graduation rates, Area Median Incomes served, overall capacity used, waitlists, teacher/child turn over, fundraising as percentage of budget, assets & liabilities of families, tuition assistance by industry, average tuition assistance by AMI, families whose 1st language is something other than English, accuracy in income reporting, % of families living in deed restricted housing, how long have parents lived here, revenue to centers, # of days used, average # jobs/person, days of care used, days of care desired, weekend care needs, combos of care, % of children in care receiving tuition assistance, tuition rates in Breck vs Summit vs Rocky Mtn Resort Region. (Note: cost of care is a number that is not necessarily reflected in tuition so any data needs to have a clear explanation of what we are measuring) The next step is to break down this list into key metrics that will help measure and monitor the program and determine the frequency and method for collecting and reporting on the data. We will report back as this info evolves and look forward to sharing data with the group.

- **Public Outreach**

The subcommittee met in July and put together an outline/roadmap to share the exciting work we are doing with the program. We identified three audiences: Town Council, community organizations, and voters (both supporter and no voters). So we don't go radio silent we will look to identify some key data and news to share with the Council and subsequently the community at large via presentations and a new info graphic.

We also want to help the town's marketing organizations to tell the story of middle class families here in the Upper Blue and how 2 adults with middle income jobs can be struggling because of the high cost of housing, child care, health care and more. This helps to set up those broader community conversations regarding Community Character and the Town Mission and how these programs support that vision and mission. Laurie also noted that the Breckenridge Tourism Office has identified community character and local flavor as key elements in supporting our brand as a welcoming "real" town. We also identified various PR and Social Media opportunities to share what we are doing. Our next steps will be to create a timeline/media calendar to drive this process.

- Tuition Assistance Status

As of Monday August 1 we had completed a first round of review for all the applications received as part of our annual application round. Of the 85 applications received 73 of them had been fully processed, the other 12 were waiting on additional documentation or clarification from the applicants. We are moving through those applications as we receive the requested info and expect all to be completed by the 15th of August. Amazingly we are already receiving new applications from families who are new to the community/program or have already had changes in circumstances since our initial round.

Fluid Review truly streamlined the application process. In moving the program online we saved over 5000 pages of documentation from being printed or copied. For each application we now print only 2-3 pages for a family's file. In addition to streamlining the process it will also vastly improve our ability to report out and track data from our program.

The rigor and integrity with which we processed applications last year has been memorialized as part of our Fluid Review process. Reviewing an individual application takes between 1.25 hours – 3-4 hours. We have a three step process. Our initial review determines if any info is missing and verifies documentation provided to determine that they are truly eligible based on our live/work requirements. Step two then verifies their declared income against the documentation they have provided. In addition to the self declared income we calculate income based on pay stubs, w-2 and their employer verification form. If there are any discrepancies or inconsistencies we contact the family to determine what those are and request additional documentation or statements to clarify the income. Once that is complete we move on to assets and liabilities to verify that they are not over our asset cap. Once a family's declared income is confirmed we calculate the families AMI, residency and household size to move to last round. The final step is to determine their daily co-pay and send a letter to the family and their provider of choice.

For families applying for tuition assistance application we collect the following information: parent/guardian names, addresses, employers, children's birthdates, proof of citizenship, work schedule, salary, assets and liabilities. To support their application they must also provide the previous year's taxes, 30 days of recent paystubs, w-2s, employer verification, address verification, class schedules, parenting plans, as well as a parent responsibility contract verifying that all the info they are presenting is true and correct. For self employed individuals in addition to personal taxes we also require business taxes, YTD Profit and Loss statements as well as Balance Sheets. If that is not deemed enough we will request additional info and documentation to support the information provided in the application. We also reserve the right to check in with any family's application and ask for additional documentation during a tuition assistance cycle. This is a tactic we use with self employed or new businesses to make sure their awards are in line with their incomes. We only re-calculate awards if income changes by +/- 10% or more.

In addition to these practices we engaged a 3rd party financial team to audit 11.6% of the applications with a focus on self employed and seasonal employees. Based on that review no anomalies or inconsistencies were uncovered.

In June the committee had some questions on plausible deniability with regards to turning down an applicant. To assure we had a solid means for denying an application we met with the town attorney and shared our process and criteria for tuition assistance. Our criteria for denying an application is clear and well defined based on income and residency which can be established with documentation provided as part of the application process. He said we are on solid ground based on the criteria we use. To continue to improve our process we will be adding an additional form for parents to attest that all the information provided is true and correct. This will give us further legal ground to prosecute in the event of any fraud.

In September we will be bringing a topic to the committee to discuss the 150% income cap that currently used in our program. As we have moved through the review process we have noted than families that are over income and were grandfathered into the program can still be significantly cost burdened when they have two children in care for 4 – 5 days a week. We are going to delve into this issue and look to bring a

recommendation to the committee in September. Also of note our 2016 – 2017 program will be under budget.

- **Next steps on benefits and salaries**

Now that tuition assistance is behind us we will be turning our focus to working with the centers on healthcare and benefits. Not surprisingly healthcare benefits are at the top of all the school's lists. We are also going to look hard at salaries and compensation with an eye towards retaining qualified experienced teachers. We kicked this off with a meeting with Dan Gibbs and Greta Shackelford and are exploring many options some of which include: an association of providers, using a payroll and benefits company for these services, partnering with the community care clinic, Kaiser Permanente, a combination of plan offerings and more. Our main criteria are that any plan provided be structured so teacher can use them for well and sick care. We will also investigate if there are possibilities for partnering with Right Start for funding.

With regards to salaries we will be looking to see if the schools have maintained the increases the salary supplement program put in place back in 2007 and if there is a gap what it is, and how this supports teacher retention.

- **Board Training**

One of the first things we will be able to deliver on is training for our Board of Directors as well as our Childcare Advisory Committee. We are looking to engage Gini Bradley to conduct a Board 101 class to review roles and responsibilities, fiduciary duties, etc. We are also looking to see what additional resources might be available online, like Board Source to offer more specific webinars and best practices for non-profits.

Jennifer has also met with the Board of Directors at both Little Red School House and Carriage House. Meetings are scheduled with Timberline Learning Center in mid August and Breckenridge Montessori once they return to school.

Meeting adjourned at 4:14 p.m.

Next meeting: September 7th at 3:00