

#	Short Title	Short Description	Categories	Notes
1	ADD CHILD HOMECARE UNITS IN NEW DEVELOPMENTS	In order to entice more centers and home care providers to open, integrate childcare space into new housing developments such as apartment buildings, condo/townhomes, etc. This can include space for a childcare center and/or creating units that have capacity for in-home childcare. Examples in other communities: Ouray (home ownership), Telluride (apartment).	Capacity - Homecare	Requires cooperation by privately controlled entities
2	AFTERSCHOOL CAMP	After school, at the location of every elementary and middle school, there is a camp program which features sports, enrichment activities and tutoring. Fees for the camp are scaled to household income. The camp is run as a partnership between MRD, the Boys & Girls Club and the School District.	After school programs	
3	ALL AGES DROP OFF CENTER	Open from 6 AM - 9 PM, staffed by professionals, hourly fees apply. Based on drop off available at MRD rec center for up to 2 hours for parents who are using facility.	Expand hours	
4	ALL DAY SUMMER CAMP IN PARTNERSHIP WITH MRD	A camp is established as licensed all-day camp, as a separate organization that uses MRD facilities during the summer. Tuition on a sliding scale based on household income.	Summer programs	
5	AMEND ZONING REGULATIONS	Other options to implement might include Black Canyon Boys and Girls Club and Montrose Recreation District.	Local policy	
6	AT-SCHOOL SUMMER CAMPS	Allow childcare centers, preschools, and head start facilities in agricultural, rural, suburban, restricted residential, and high density residential zones.	Summer programs	
7	BOOKS & BREAKFAST	MRD & School District Expand its back-to-back summer program from Colombine to additional schools, tuition scaled to household income.	Expand hours	
8	BOYS & GIRLS DINNER CLUB	Held at each school morning at all schools. Partnership with the school district, PTAs and volunteers from CMU, Montrose High School, and the Montrose community, a healthy breakfast is served and children are paired with trained volunteer tutors.	Expand hours	
9	BUILD NEW EARLY CHILDHOOD CENTER	Buses pick up kids at After School activity locations (e.g. After School Camp) and bring them to the Boys & Girls club for dinner, homework help and evening activities.	Pre-K (3, 4)	
10	BUSINESS CHILD-CARE CO-OP	Replace the trailers used for the Montrose County School District Early Childhood Education program with a new building or set of buildings (lower cost option - permanent yurts).	0-3; 0-5	
11	CARE CORP VOLUNTEERS TO ASSIST CHILDCARE PROVIDERS	A centralized "co-op" childcare center, or a series of smaller ones in different areas, operated by a childcare center but paid for in part by local businesses who would, in exchange, get either dedicated spots for employees' children or priority on a waiting list, depending on how much they contribute.	Workforce	
12	CAREBUCKS	Organized volunteer programs for seniors to provide childcare in Montrose to help existing childcare providers. Could also include high school students and young adults. Parents are provided with Carebucks to spend on childcare and youth programs. Montrose parents file a simple annual form that attests to their household income (and permission to confirm this with the IRS), the ages of their children and that their primary residence is in Montrose. Based on the number and ages of their children, scaled to a family's ability to pay (relative to a 7% of income target), families are provided "Carebucks" that can be used to pay registered childcare providers (Centers, Homecare & FFN) or registered youth programs. CCAP funds are still applied for when families are eligible.	Affordability	The county provides support already
13	CCCAP APPLICATION SUPPORT	Assistance for families to apply for CCCAP; could include mentors.	Affordability	
14	CCCAP CO-PAYMENT STRUCTURE	Co-payment structure that increases with income or eliminate co-payments for families below a certain income threshold.	Affordability	
15	CCCAP EXPAND INCOME BRACKET ELIGIBILITY	Expand income bracket eligibility so more families can qualify	Affordability	Not under local control; requires action by the State of Colorado
16	CENTER FOR INFANTS AND TODDLERS	Given that infant and toddler care is most pressing unmet need, enticing a childcare center operator to open a center dedicated to infants/toddlers, with money to cover construction costs and close the affordability gap (greatest for infants and toddlers because of the staff to child ratio).	0-3	
17	CHANGE NON-LICENSE RESTRICTIONS	Lower child age restrictions to 18 months so providers can care for more infants/toddlers	0-3	Not under local control; requires action by the State of Colorado
18	CHILDCARE + CO-WORKING SPACE COMBINED	Partner with a Co-Working Space provider to open a combined space with a Childcare Center so that parents who are information workers (work online) can go to work with their kids. Co-Working space charges normal fees and childcare fees are scaled to household income.	0-3; 0-5	
19	CHILDCARE CENTER AT HEALTH CARE FACILITIES (HOSPITAL)	Montrose Hospital provides space for a facility run by another childcare organization. Has long hours for its shift staff and other shift workers in Montrose.	0-3; 0-5; expand hours	Requires cooperation of privately controlled entity
20	CHILDCARE CENTER IN REHABBED HOME IN RETIREE COMMUNITY	Engage a childcare center operator and turn a large existing home into a full childcare center (more spaces for kids than a homecare center) where seniors are regular volunteers (trained & certified).	0-3; 0-5	
21	COMBINED HEALTH CARE CO-OP FOR CHILDHOOD EMPLOYEES	Build a group consortium for Montrose early childhood educators (in Centers and Homecare, and perhaps active Unlicensed FFN Providers) to obtain health insurance and other benefits at group rates.	Workforce	
22	CONCURRENT ENROLLMENT & SCHOLARSHIPS	Concurrent enrollment program for high schoolers and provide scholarships for those entering early childhood programs	Workforce	Some support for this already available; Montrose students can concurrently enroll at CMU and local high schools.
23	CONSULTANTS PROGRAM	No-charge child care consultants program in pediatricians offices and schools	Affordability-Acces	
24	CREATE AN ORGANIZATION TO GUIDE EFFORTS	A local organization would coordinate efforts, including offering providers training, mentorship, peer networking & support, assistance with licensing and backend management. The organization would become a resource for parents looking for childcare.	Coordination	
25	EVANGELIZE BROAD USE OF A KID CARE CREDIT TRADING APP	There are existing apps that allow parents/guardians to trade child care time from other parents/guardians. The idea is to pick ONE for Montrose and heavily evangelize its use across the community.	Coordination	
26	FAMILY FRIENDS & NEIGHBORS (FFN) TRAINING & MATCHING	Provides CPR & Early Childhood Development 101 certification course, runs background check and registers FFN providers; who are then listed on website. Helps parents find registered FFN providers who are available.	Workforce	
27	FAMILY SCHOLARSHIPS	Provide scholarship opportunities to cover childcare costs for families at certain income levels with local dollars, less paperwork, fewer requirements	Affordability	
28	FINANCIAL SUPPORT FOR HOME-BASED PROVIDERS	Offer support in the form of grants or low-interest loans to renovate home based facilities.	Accessibility	
29	FLEXIBLE SPENDING ACCOUNTS	Businesses let their employees designate a portion of their paycheck into a non-taxable flexible spending account dedicated only to child care expenses	Affordability	
30	FORGIVABLE LOANS & EXPEDITED REMODELING/BUILDING FOR HOMECARE PROVIDERS	Those who will run home childcare with X - Y children can apply for a subsidy (or forgivable loan) to remodel their garage (basement or other designated area on their property) for homecare use and the city provides an expedited permit process. Remodelers in town, who offer a discount on homecare remodels, get approved by the city for a short list for providers to choose from.	Accessibility	
31	FULL SERVICE HOMECARE AGENCY	An organization whose mission is recruit, train, register and support (financially and otherwise) more homecare providers (licensed and FFN). And help parents more easily find and contract with homecare providers. Among the services: - Specific outreach and recruiting for infant providers - Advocating for homecare units in new developments, and helping developers in the process - Provide bulk purchase management software and train and support providers in its use - Free training - Special outreach to home school parents and parents who want to stay home with their kids but can't afford it - Forgivable loans (pay off loan through years of providing childcare services) - Recruiting and training for "substitute" and off-hours providers to help homecare centers stay open longer - Evangelizing & assisting in registering for the state run food reimbursement program, CACFP	Capacity	As the Early Childhood Council, Bright Futures does a lot of this work now.
32	INCENTIVES FOR CENTERS WITH INFANT/TODDLER FOCUS	- Offer incentives for new infant/toddler focused centers through capital subsidies - Targeting subsidies to support more infant/toddler care centers	0-3	
33	LAND DEVELOPER INCENTIVES	Give land developers density bonuses for providing space for a daycare. Expand site coverage for industrial zones when building space is used for childcare.	Local policy	
34	MINI COUNTY FAIRS	On No School Days, a mini-"county fair" is organized with activities for 2 y.o.- 8th graders (8:30 - 5:30) in a secure environment (outdoor or indoor). Run by Rotary, the Library, MRD & Boys & Girls Club. Staffed by volunteers and (paid) high school students. Activities on holidays engage students in the meaning of the holiday. Size of the fair is larger or smaller based on expected number of parents who need to work on those days.	School aged	
35	MONTROSE BUSINESSES CONTRIBUTE TO CHILDCARE COSTS THROUGH AN EMPLOYEE BENEFIT	All Montrose businesses with 12 employees or more, voluntarily provide an employee benefit of at least \$500 for childcare, to which employees could also contribute tax-free. Businesses get assistance setting up their defined benefit plan.	Affordability	
36	MONTROSE CHILDCARE VOLUNTEER ASSOCIATION	Organized program for individuals of any age (but targeted at young people and retirees) that trains and certifies folks, who can afford to volunteer..or work for minimum wage) to play different roles in the child care system, responding to needs as they arise. Options for participants: Full-Time = Americorp (\$20K annual stipend, 20 hours of training and licensing, 32 hrs/week work, take a class in early childhood education at CMU, \$6K continuing education bonus, available to any age). Part-Time = MontroseCorp (20 hours of training and licensing as part of a co-hort, volunteer any number of hours per week at childcare centers or homecare centers). HomeCare/FFN = (-8 hours of training + background check, official registration with Childcare Association) prepares you for running a registered but unlicensed homecare (up to 4 kids, no more than 2 under 2) or for providing childcare services at families' homes.  Provides CPR & Early Childhood Development 101 certification course, runs background check and registers FFN providers; who are then listed on website. Helps parents find registered FFN providers who are available.	CAPACITY: People	
37	MONTROSE VALLEY UNIVERSAL CHILDCARE CO-OP	Both parents and providers are members of a Co-Op. Parents pay a small monthly fee and additional fees when they sign up their kids for childcare services and programs. Providers, as members, can outsource much of their backend administration services (registration, payments, payroll, accounting, customer service) and can get group benefits for their employees through the co-op. Providers include Childcare Centers, Homecare and trained and registered FFN providers (training and registration thru the Co-Op, in cooperation with Bright Futures and CMU). The Co-Op provides parent navigators...helping parents apply for CCAP and identify and sign-up with providers. To this end, the Co-Op partners with MRD, Boys & Girls Club and other organizations with programs for kids to pull together the full range of options in Montrose Valley, year-round. The Co-Op is responsible for monitoring the entire Montrose childcare system to make sure supply is affordably meeting demand. Any local, public funding to make childcare affordable is distributed through the Co-Op.	Capacity; Access	
38	MONTROSE WORKING PARENTS FUND	Parents can apply for funding when they sign up for childcare/youth programming. Funding is scaled to household income. A Montrose specific fund is created that can augment CCAP funds (if a family qualifies) for parents when childcare costs are more than 7% of household income. Even a family doesn't qualify for CCAP, the process is similar: a form needs to be filled out requesting money from the Montrose Working Parents Fund, which is then sent to the provider. Can be used for before school, after school, no school days and summer programs, as long as parents/guardians demonstrate childcare is required during those times to allow them to work, go to school or otherwise contribute to the community.	Affordability	
39	MRD + BOYS & GIRLS CLUB OPERATES AT SCHOOLS ON NO-SCHOOL DAYS	On no-school days, MRD + BOYS & GIRLS CLUB can use specifically designated school facilities to provide alternative programming. On federal holidays when most parents are also out of work and less childcare is needed (although there will still be parents/guardians who need to work), the childcare options would be centralized (e.g. at the Boys & Girls Club, at the Rec Center)	School aged	
40	NEIGHBORHOOD HOMECARE CO-OP	Yurt built on land in a neighborhood and neighborhood parents create a co-op to share responsibilities as FFN caregivers.	Capacity	This would have to function as a stand-alone childcare center and adhere to those regulations
41	OFF-HOURS STAFFING SUPPORT FOR HOMECARE PROVIDERS	Program that trains, facilitates and background checks the licensing of high school students, college students, retirees and others available to work early mornings, late afternoons and weekends in Homecare facilities; recruiting and matching to opportunities. Also helps match parents to providers.	Expand hours	
42	OFFER TRAINING FOR PROVIDERS	Coaching to help providers improve their quality of child care rating so they may receive higher reimbursement rates through CCCAP	Workforce	Bright Futures already offers this service.
43	ONLINE CHILDCARE MATCHING SERVICE ACROSS CHILDCARE TYPES	Using a website, make it much easier to book responsible childcare services for short or long term needs in Montrose, whether it is a licensed or unlicensed provider, before school care, after school care, evening care, or summer programs (pull data from Colorado Shines, but expands upon it). In English and Spanish.	Efficiency	
44	PAID TIME OFF POOL	Funding for hiring substitutes and providing paid time off from pooled resources	Workforce	
45	PARENT-LED CO-OP	A childcare center is established by a co-op of parents, who pay a membership fee to the co-op, but also agree to committing a certain amount of time to staffing it. The more staff time they provide, the lower their membership fee.	Workforce	
46	PARTNER WITH UNIVERSITIES TO PROMOTE EARLY CHILDHOOD AS A CAREER PATH	Partner with CMU to offer early childhood classes, sponsor a mentor program, and increase child care as a career path.	Workforce	CMU already offers this function.
47	PRE-K AT EVERY ELEMENTARY SCHOOL	Enhance and/or Expand facilities at all elementary schools to provide universal pre-k to ALL 3 year olds and 4 year olds. Tuition based, according to household income, supplemented by funding sources like Headstart and Universal Pre-K.	Pre-K (3, 4)	
48	PROVIDE BULK PURCHASED BACKEND MANAGEMENT SOFTWARE FOR HOMECARE PROVIDERS	Give providers free (or reduced cost) access to backend childcare management systems + training to use them.	Coordination; capacity	Questions were raised about whether homecare providers would want this.
49	PROVIDE LOW COST TRAINING & ASSISTANCE TO HOMECARE PROVIDERS	Give providers free (or reduced cost) access to training, mentorship, support to get through and maintain licensing, and peer networks. Provide support on improving quality ratings to increase their CCAP reimbursement. Or training and registration to run homecare on an FFN (unlicensed) basis. Focus on outreach to parents who want to stay home with their own kids but also need to bring in income.	Coordination; capacity	Bright Futures provides some of this support already.
50	PROVIDER ADMIN SUPPORT	Provide admin support through trainings or webinars, offer phone support, or more in English and Spanish	Coordination	
51	PROVIDERS FUND	Providers apply for grants to cover significant expenses in exchange for lowering prices & pay better salaries. To close the gap between the real cost of staffing and running childcare and homecare centers and what parents can afford to pay, a local fund is created to which providers can apply for multiyear grants to cover the ongoing costs of rent, mortgage, materials, furniture, training programs, insurance, employer share of employee benefits, backend administration software and services, construction or any other hard costs paid to third parties. In exchange for covering these costs, providers agree to tiered pricing for parents according to household income, and being open for parents who need care in the mornings, early evenings, weekends and/or holidays. The exact terms of the agreement on pricing and hours between provider and the fund would be negotiated based on the size of the grant and the provider's capabilities. The fund would regularly monitor the needs of parents in the community (on affordability and hours) to make sure Montrose childcare needs were somehow covered among all Montrose providers.	Affordability	
52	RECRUITING & TRAINING FOR AT HOME OVERNIGHT CARE PROVIDERS	Program that trains, certifies and background checks individuals to work in family homes, staying overnight to watch children for parents who work overnight shifts. Recruits and helps parents match with providers.	Expand hours	
53	SCHOOL CREDIT FOR BEFORE/AFTERSCHOOL CARE	A program aimed at increasing the number of student childcare providers in the afternoon, early evening: students would get training and school credit for hours they work with existing organizations (Maslow, MRD, Boys & Girls Clubs, etc.) to provide afterschool care. Options: students could be paid minimum wage, they could earn credit toward a college scholarship.	Workforce	
54	SHORT-TERM COMPENSATION PROGRAMS	Work-sharing programs can help child care providers retain staff at reduced hours	Workforce	
55	STUDENT LAST MINUTE CHILDCARE IN HOMES	A program that qualifies students to be sitters, who can get an excused absence from a day of school (limited to X times per month) to provide service as a daytime sitter for parents who face a short term need.	Expand hours	
56	SUBSIDY PROGRAM FOR FRIENDS	Program that allows subsidies to be given to the provider of the parents choosing (including friends and family)	Affordability	
57	SUPPORT FOR INFANT HOMECARE/FFN PROVIDERS	Marketing and outreach efforts to recruit more infant homecare and FFN providers and then help them with training and navigating licensing requirements.	0-3	Liability concerns for an organization that trains and deploys non-licensed providers
58	TAX CREDITS FOR MORE EDUCATED PROVIDERS	Award child care providers with increasingly higher levels of education with tax credits invest in the creation and management of an automated database that tracks key child care metrics	Workforce	Probably requires state action.
59	TRACK CHILDCARE DEMAND AND CAPACITY	Every 2 months, there are get together for home childcare providers who are introduced to new developmentally valuable activities and who leave with low cost supplies for those activities, purchased in bulk.	Coordination	
60	TRAINING ON ACTIVITIES & BULK PURCHASE OF SUPPLIES	Primarily FFN providers, who've gone through a certification course, who are unlicensed but registered with a central authority, like Bright Futures, and accept parents with unexpected needs and keep regularly updated their availability on the app.	Capacity	
61	WEBSITE/APP OF REGISTERED PROVIDERS WITH REAL-TIME AVAILABILITY	Yurts, which are faster and less expensive to build, and manufactured locally, can be used for childcare facilities in the backyards of providers.	Expand hours	Requires state action. Homecare facilities must be part of house.
62	YURTS AS HIGH QUALITY, AFFORDABLE HOMECARE FACILITIES		Capacity	