HELLO DEAR FRIENDS

We are pleased to introduce you to several young students, families and early childhood professionals through our 2017 Report to the Community. Thanks to your support, these individuals are among hundreds who benefitted directly from Clayton services and programs in 2017. Their stories capture the sparks of learning and growth we are excited to see emerge every day. The hopes and dreams our families have for their children warm our hearts and energize us to keep moving forward. We are honored that these families invite us to partner with them as we learn together how to best support their children’s growth and development.

We are just as honored to partner with many colleagues across Colorado to engage early childhood professionals in improving the quality of early learning experiences for thousands of children we will never meet. Last year, we offered various quality improvement initiatives in nearly one-third of Colorado counties, many in rural and mountain communities. The number of professionals taking online courses created by our team also continues to grow.

In 2018, we are looking forward to substantially expanding our focus on advocating for effective policies and programs, in particular for infants and toddlers, pregnant women and expecting families. We are excited about these new opportunities to partner on both the national and state level to bring much needed attention to Colorado babies. So much physical, mental, language and emotional growth takes place in these very early years; every child’s success can be shaped tremendously by positive opportunities for learning during this critical period.

We also look forward to continued collaboration with you and to further growing our network of individuals who share a passion for this work. Together, we truly can give all children the opportunity to succeed.

With gratitude,

Charlotte M. Brantley
President and CEO

Sarah Gustashaw
Chair

2017 TRUSTEES

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Senior Project Manager, Denver Operating Group
Mortenson Construction

Sarah Gustashaw, Chair
Division Senior Vice President, Finance/Business Operations
Comcast Cable

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community leader and volunteer

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Investor Relations
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Cindy Schulz, Trustee
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Jean Shelton, Trustee
Community leader
Board Liaison for Policy Council

Meg Tomcho, MD, Trustee
Pediatrician
Westside Family Health Center

2017 EXECUTIVE TEAM

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President & CEO

Sonya Marques-Correia
Chief Financial Officer

Michael Niyompong
Chief Operating Officer

Rebecca Vlasin
Chief Program Officer

Catherine McCarty
Senior Vice President, Learning & Talent

Sarah Berkmann
Vice President, Development

Sheridan Green
Vice President, Research & Evaluation

Paula Smith
Vice President, Educational Services

Helen Benson
Executive Secretary

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Vice President, Research & Evaluation

Paula Smith
Vice President, Educational Services

Helen Benson
Executive Secretary
I can use student data to think strategically about how to best work with each individual child in my class. We know if a strategy is working because we can see that the child is meeting goals and reaching milestones. I feel more successful when I can see real evidence that my students are learning.

When Gena enters a classroom at Clayton Early Learning, students recognize her right away and are excited to see her. Gena is part of the Clayton Research & Evaluation team, regularly visiting classrooms to collect more than 540 classroom observations this year. But today Gena’s work will not take place in the classroom, she’s here to conduct a scheduled assessment with Julian, a preschool student at Clayton.

Julian doesn’t mind leaving his friends in the classroom to join Gena in her assessment office—a room that looks more like a play area than a space dedicated to research and evaluation. He knows that Gena has a fun activity for them to enjoy and he likes showing her how smart he is.

Gena offers Julian a set of blocks that he quickly stacks and he proudly answers when Gena asks him questions, like “how many blue blocks did you stack?” or “can you point to the red block?” Gena’s encouragement and warm approach make Julian feel comfortable and he is able to play while completely unaware that he’s participating in one of the 3,786 direct child assessments that Clayton conducts each year.

Julian isn’t the only one who is excited about this one-on-one play time. Gena is excited to see that Julian’s developmental growth is right on target since she first met with him at the beginning of the school year. The data that Gena collects today will not only be shared with Julian’s teachers and parents, but also with national partners like the Educare Learning Network. Here at Clayton, the data will be used to set goals for Julian and help teachers get a better sense of what he needs as a unique student. Then, Julian’s assessment scores are compiled with data from more than 650 students assessments and interviews with 434 parents, caregivers and community providers who participated in research and evaluation projects through Clayton Early Learning for use State and nationwide. This data informs early education leaders and policy makers across the country about how to best serve young children and make sure that more kids are achieving school readiness goals, just like Julian.
The experience of earning certification has been extremely valuable for my work as a coach. I feel more empowered and confident to share about the Environmental Rating Scales with the teachers I work with. The process of working with the team at Clayton was beneficial as they are a wealth of knowledge, insights and tips that I have used often in my coaching practice.

Melissa is a Head Start teacher in West Denver with more than 22 years under her belt as an early education provider. Sometimes people are surprised to hear that teachers with as much experience as Melissa are among more than 20,000 professionals that benefitted from Clayton training and coaching services in 2017, but dedicated educators like Melissa would tell you that good teachers know they are never finished learning.

This year, Clayton trainers and coaches served 160 provider sites in 19 counties across Colorado to offer training on quality tools and assessments like CLASS™, the Environment Rating Scales and data utilization, as well as professional development opportunities like Professional Learning Communities (PLCs), the Buell Early Childhood Leadership Program and the Clayton Teacher Preparation Initiative (CTPI).

As a CTPI participant, Melissa says that the tools, strategies and support she received have made her both a better teacher and colleague. Melissa works with her Clayton coach to set goals for her classroom and also to learn about new resources and tools that Melissa then shares with her teaching team. Her Clayton coach spends time observing Melissa in action to provide feedback and help Melissa improve developmental outcomes for her students and increase her school’s quality rating score.

With the help of CTPI and the network she’s built at Clayton, Melissa is confident that she has the tools she needs to do the important job of preparing future generations for success.
When Sumi and her preschool-aged daughter Alma enrolled in a home-based program at Clayton, she hoped that the program would help prepare Alma to enter kindergarten with the same advantages as other children in the family's new neighborhood of Stapleton. After her initial home visits, Sumi was surprised to realize that the home visitor wasn’t only coming to their home to work with Alma, she was there to support Sumi, too!

Clayton provides comprehensive family services delivered through advocates called Child Family Educators (CFEs). Clayton CFEs work to enhance the family-school connection through regular, voluntary home visits. Families are offered resource referrals, child development guidance, support accessing early intervention services as well as coaching in establishing and achieving family wellness goals. For Sumi, these supports have helped her family overcome many challenges in the past year. By accessing the Clayton food pantry, mental health services and community resources like the Denver’s Five by Five program, Sumi and her family have strengthened their relationship and have built a foundation of resilience to counter toxic stressors they may encounter.

Sumi, like all Clayton parents and caregivers, was encouraged by her CFE to become an integral member of the Clayton community by participating in monthly engagement opportunities with other Clayton families, attending caregiver trainings and annual events like the Family Engagement Fair. Sumi’s husband Pablo knows that he is an important part of Alma’s education and was excited to receive his invitation to the annual Fatherhood Breakfast at Clayton.

Parents and caregivers who are interested in supporting school governance also have opportunities to develop leadership and advocacy skills as members of our Parent Committee or Policy Council.

With her transition to kindergarten on the horizon, Sumi proudly describes how Alma’s social/emotional, language and cognitive skills have developed. Sumi and Alma particularly enjoy practicing early literacy activities offered by their CFE and Alma is not only beginning to recognize words in text, she’s writing words and is well on her way to printing short sentences!
PRACTICE

CHILDREN ARE LEARNING EVERY DAY THROUGH ROUTINES AND PLAY

A glimpse into daily routines at Educare Denver at Clayton show how learning and child development strategies are integrated into all aspects of a child’s day:

**Classroom meetings**
- Classroom meetings often consist of welcoming students both individually and as a group, fostering self-expression and children’s sense of community while promoting positive classroom relationships. Group discussion develops a child’s social-emotional skills, while discussing plans for the day’s activities helps children to anticipate next steps, form self-regulation skills and build vocabulary.

**Teacher-led activities**
- Teacher-led activities are designed to support specific, developmentally appropriate learning objectives. Play-based instruction engages children and provides teachers with an effective avenue to apply math and science concepts, early literacy and cognitive skills through fun activities based on children’s interests.

**Small group sizes and low teacher-to-student ratios**
- Small group sizes and low teacher-to-student ratios allow Clayton teachers to identify and accommodate children with varying needs, including those who may benefit from early intervention services.

**Health and wellness routines**
- Health and wellness routines include regular, on-site vision and dental screenings, daily outdoor learning experiences and physical development, positive personal hygiene practices like hand-washing and post-meal tooth brushing, as well as nutrient-rich meals served in a family-style setting.

**Child-led or exploratory play**
- Child-led or exploratory play in our responsive and inclusive learning environment promotes growth in all domains of development while also encouraging a child to create, explore and engage in cooperative play with peers. Children’s social-emotional wellness is enhanced as students achieve a sense of pride and accomplishment through child-initiated activities.

**Measures of Success**

In general, all children enrolled in Clayton programs demonstrated growth across developmental domains between Fall 2016 and Spring 2017.

- At least 127 fathers and male caregivers engaged in family services and education, program governance and child developmental experiences.
- Over 87% of kindergarten bound Clayton students met or exceeded widely held standards for school readiness across all areas of development and learning, demonstrating the skills and foundations for learning needed for success in school.
The earliest years of a child’s life are a crucial time for learning - and right now is a crucial time for us to advocate for the future of our children, families and economy.

— National Association for the Education of Young Children

Nikki’s daughter Naomi is enrolled at Clayton in a full-time classroom so that Nikki can work each day at a local museum. With child care costs in Colorado ranking among the highest in the nation, parents like Nikki are glad that Clayton provides a high quality, low or no cost alternative for families earning less than median wages.

Most families enrolled in full-time classrooms at Clayton receive some level of assistance from the Colorado Child Care Assistance Program (CCCAP), a program that allows income-eligible families to access child care while parents work or attend school. While CCCAP recipients are not responsible for the entire cost of early care and education tuition, parents are assigned a co-pay for these services that is based on family income. Due to limited state and federal funding for CCCAP, many eligible families cannot be served—leaving them to cover the full cost of care. Clayton advocates for families like Nikki’s through our policy work. This year, we informed policy makers about the burden that child care expenses present for so many families and informed them to about how bills like HB 17-1002 can support family stability and help strengthen the Colorado workforce by providing a Child Care Expenses Tax Credit for working families who earn less than $25,000 per year.

Nikki works hard to support dreams that her daughter will grow up to be a strong, independent woman who is not limited by where she has come from. When families thrive, Colorado prospers. Clayton advocates for issues impacting children and families to ensure that parents like Nikki and young children like Naomi can continue working toward achieving their full potential and a brighter future for all.

— National Association for the Education of Young Children

The earliest years of a child’s life are a crucial time for learning - and right now is a crucial time for us to advocate for the future of our children, families and economy.
ADVOCACY AND PROGRESS FOR CHILDREN AND FAMILIES

HB 17-254: Healthy Steps is a low-cost gateway to supports and services for at-risk families with children birth to age 3 through pediatric primary care and home visiting. Federal funding for Healthy Steps ended in September of 2017, so the Colorado legislature approved funding to ensure the 1,300 vulnerable families, many in rural areas with limited support programs, continue to receive services.

HB 17-1003: The law requires the Departments of Education and Higher Education to collaborate and prepare a strategic plan to address teacher shortages – including early childhood educators – in school districts and public schools throughout Colorado. This will help the state create a roadmap towards achieving a comprehensive professional development system designed to recruit, retain, compensate, develop and support a sustainable, high-quality early childhood workforce.

HB 17-1135: This law creates a new provision that requires only one set of background checks for early childhood educators who work for multiple sites governed by a single entity, which reduces costs for child care employers, expedites employment and helps ensure the availability of adequate staff support for early childhood classrooms.

HB 17-1211: This new law establishes a grant program to provide money to school districts, boards of cooperative services, and charter schools for professional development for educators in the use of culturally responsive methods of student discipline and developmentally appropriate responses to the behavioral issues of students enrolled in preschool through third grade. When funded, the grants will be a supportive resource for educators – especially those who work in diverse communities or with students needing additional behavioral supports in the classroom.

SB 17-163: A $2.5 million supplemental request for the Colorado Department of Human Services was approved to help counties serve additional children and families through the Colorado Child Care Assistance Program. This was our fourth consecutive year of state general fund increases in child care subsidy, totaling an 80% increase in state funding since 2014.

PARTNERS IN ADVOCACY

Clayton Early Learning partners with community agencies who share our vision for a world where all children and families have access to the supports they need for success. Our partners in advocacy include the Colorado Office of Early Childhood, the Early Childhood Colorado Partnership (ECCP), Colorado’s Early Childhood Summit, Early Childhood Leadership Coalition, Colorado Children’s Campaign, Executives Partnering to Invest in Children (EPIC), Children’s Hospital Colorado and more.

PARTNERSHIP IN ACTION

Educare Denver at Clayton Early Learning is part of the national Educare Learning Network. We collaborate with Educare providers across the country to coordinate advocacy strategies on a federal and state level. In 2017, we co-hosted network planning opportunities to support an Educare policy vision and agenda.

With our partners at Children’s Hospital Colorado and Colorado Children’s Campaign, we co-hosted Speak Up For Kids, our 6th annual day of advocacy at the Capitol. Attendees previewed upcoming legislation, learned strategies for engaging legislators, connected with their local representatives and drafted letters to elected officials regarding issues impacting children and families in Colorado.

Based on feedback received from Speak Up for Kids attendees in March 2017, we continued to partner with Children’s Hospital Colorado and Colorado Children’s Campaign to host additional advocacy-related events – Where the Change Happens: State and Federal Budgets and Beyond Party Lines: Speaking Up for the Now Generation – in August and October. In total, these three events provided training and support for nearly 300 advocates from communities across the state.
Early Head Start & Head Start
2016-2017 School Year

Early Head Start
422 Children Served

Head Start
326 Children Served

94% of children served were eligible for Early Head Start or Head Start services

Children Receiving Medical and Dental Exams
100% of children had a medical and dental home.

Medical Exams
96%

Dental Exams
94%

Demographics
2016-2017 School Year

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Number</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Asian</td>
<td>4</td>
<td>&lt;1%</td>
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<tr>
<td>Black</td>
<td>207</td>
<td>26.0%</td>
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<tr>
<td>Multiracial</td>
<td>93</td>
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<tr>
<td>Native American or Alaskan Native</td>
<td>110</td>
<td>14%</td>
</tr>
<tr>
<td>Native Hawaiian or Pacific Islander</td>
<td>3</td>
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</tr>
<tr>
<td>Unspecified/Other</td>
<td>78</td>
<td>9.0%</td>
</tr>
<tr>
<td>White</td>
<td>301</td>
<td>38.0%</td>
</tr>
</tbody>
</table>

Ethnic Origins

- Hispanic or Latino Origin: 54%
- Non-Hispanic or Latino Origin: 46%

Child's Primary Language

- English: 65%
- Spanish: 32%
- Other: 3%

Parent/Primary Caregiver Education Level

- Bachelor’s Degree: 25%
- Associate Degree, Vocational School or Some College: 14%
- High School Diploma or Equivalent: 32%
- Less than High School Graduate: 29%
THANKS TO THESE FOUNDATIONS, CORPORATIONS, ORGANIZATIONS

A Madarin Studio
ACF – Office of Head Start
Alliance for Early Success
AmazonSmile Foundation
America’s Charities
AMS National Trust Bank
Barton Family Foundation
Buell Foundation
Breckenridge Brewery
Bremer’s Wine & Tap
Brix Wood Fired Pizza
Brownstein Hyatt Farber Schreck, LLP
BuildStrong Education
Cake Crumbs
Callahan Management
Carson Foundation
CE Kahn Fund
CEAVCO Audio Visual
Chambers Family Fund
Chaos & Cream
Children’s Dentistry of Cherry Creek
Children’s Hospital Colorado
Civic Canopy
Colorado Business Bank
Colorado Department of Education
Colorado Department of Health and Human Services
Colorado Expression
Comcast Corporation
Comcast Foundation
Community First Foundation
Constellation Philanthropy
Deane Family Fund
Denver Broncos Football Club
Denver Early Childhood Council
Denver Great Kids Head Start
Denver Human Services
Denver Museum of Nature & Science
Denver Preschool Program
Denver Public Schools
Designscapes Colorado
Dressel-Martin MediaWorks, Inc.
Early Childhood Colorado Partnership
Educare Network
Eldorado Artesian Spring Water
Elite Roofing
Enstrom’s Candies
Eta’s Foods
Fidelity Charitable
Flood and Petersen Insurance
Forest City Stapleton
Goldbug, Inc.
Hagar Communications
Hardy Boy Plants
HealthOnE, Rocky Mountain Children’s Hospital
Helen McLoraine Endowment Fund
Hemera Regnant, LLC
HIPPI USA
Istonish, Inc.
Jeffreries, Inc.
Just Good Business, LLC
Kiely Family Foundation Fund
Kiewit Building Group
Kundinger, Corder & Engle, P.C.
KPMG
Lakeshore Early Learning Materials
LibertyGives Foundation
Lifetouch Preschool Portraits
Merle Chambers Fund
Mile High Early Learning
Mile High United Way
MorEvents
Neumeyer Family Registered, LLP
Northern Trust
Occasions Catering
Opus Development Company, LLP
Opus Foundation
Parent Possible
Philadelphia Insurance Companies
PricewaterhouseCoopers, LLP
Prologis
Qualistar
Rose Community Foundation
RPM Parking Companies, Inc.
Savory Spice Shop
Sidney E. Frank Foundation – Colorado Fund
Sir Speedy
Snell & Wilmer, LLP
Southern Trust
Southwest Human Development
Stranahan Foundation
Sturm Family Foundation
Subaru of America, Inc.
The Anschutz Foundation
The Colorado Trust
The Community Foundation Serving Boulder County
The Denver Foundation
The Denver Post
The New York Community Trust
The Oscar G. & Elsa S. Mayer Family Foundation
The Piton Foundation at Gary Community Investments
The Women’s Foundation of Colorado
Two Peaches Catering
UnitedHealthcare of Colorado
U.S. Department of Health and Human Services
University of Colorado Denver
Wells Fargo
Wells Fargo Foundation
Woodruff-Sawyer & Company, LLC
Xcel Energy
Xcel Energy Foundation
Younggren Family Fund
Zoma Foundation
WITH GRATITUDE TO THESE INDIVIDUAL DONORS

Akasha Absher
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Sheila Littlejohn
Hal and Ann Logan
Princess Mack
Sean Mackin
Cordell Macon
Sean Makin
Michelle Makin-Brown
Bill Magnes
Margaretha Maloney
Jessica Markham
Don and Sony Marques-Correa
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Catherine McCarty
Sean and Sarah McCrory
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Katie McGuire
Craig McKey
Chris Meier
Steven Levin
David Lewien
Heather Lipp
Mike Litzau
Denise Queen
Elizabeth Quinn
Lori Rabinowitz
Curt Reimann
Diane Sieg
Rich Silvka
Diane Snider
Paula Smith
Tina Smith
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Charmaine Smith-Lewis
Pat Soden
Gus Spaulding
Mary Spillane
Amy Stanford
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Kizra Sullivan
John Sunnygard
Samantha Sussenbach
Melissa Swanye
Jack and Connie Thompson
Mary Thompson
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Patricia Tomcho
Nancie Tonner West
Janet Vierling
Terry Vitale
Rebecca Vlasin
Christina Walker
Patrick Wall
Jane Walsh
Ryan Walsh
Ted Willey
E.J. Yoder
Bob and Sky Yost
David and Deborah Younggren
Brian Zivicky
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Natalie Price
Ameet Purohit
Denise Queen
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Ted Willey
E.J. Yoder
Bob and Sky Yost
David and Deborah Younggren
Brian Zivicky
# Clayton Early Learning

**Statement of Financial Position**

**June 30, 2017**

<table>
<thead>
<tr>
<th>Assets:</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 516,167</td>
<td>$ 365,358</td>
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<tr>
<td>Accounts and grants receivable</td>
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<td>520,205</td>
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<tr>
<td>Contributions and private grants receivable</td>
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<tr>
<td>Investments</td>
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<tr>
<td>Property and equipment, net of depreciation</td>
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<tr>
<td>Prepaid expense and other assets</td>
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<td>18,610</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>32,628,365</strong></td>
<td><strong>31,354,453</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets:</th>
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<tbody>
<tr>
<td>Accounts payable</td>
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<tr>
<td>Accrued payroll and other liabilities</td>
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<td>Notes payable</td>
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<td>Deferred revenue</td>
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<td><strong>1,132,019</strong></td>
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<table>
<thead>
<tr>
<th>Net Assets:</th>
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<tr>
<td>Unrestricted</td>
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<td>Temporarily restricted</td>
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<td>Permanently restricted</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>31,484,819</strong></td>
<td><strong>30,222,434</strong></td>
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</tbody>
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| **TOTAL LIABILITIES AND NET ASSETS** | $ 32,628,365 | $ 31,354,453 |

The most recent Federal monitoring review of Clayton Early Learning in 2017 found the program to be in full compliance with all Head Start performance standards.

The financial audit for FY 16-17 of Clayton Early Learning done in compliance with Circular A-133 Federal Audit requirements resulted in a clean audit (unqualified opinion) with no findings. Budget for FY 17-18 was $14,444,628, 72% of budget are personnel expenses and 27% is non-personnel.
Clayton Early Learning is a designated 501(c)(3) organization. Taxpayers who make a qualifying contribution to Clayton Early Learning may be eligible for the Colorado Child Care Contribution Tax Credit (CCTC).