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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

Charlotte M. Brantley



Sarah Gustashaw
Board Chair

Sarah Gustashaw



RESEARCH

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.

“

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.

— Lead Teacher
Educare Denver at
Clayton Early Learning

”

TRAINING

Participant reflects on training received from Clayton Early Learning:



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.

— Quality Specialist
Denver Early Childhood Council



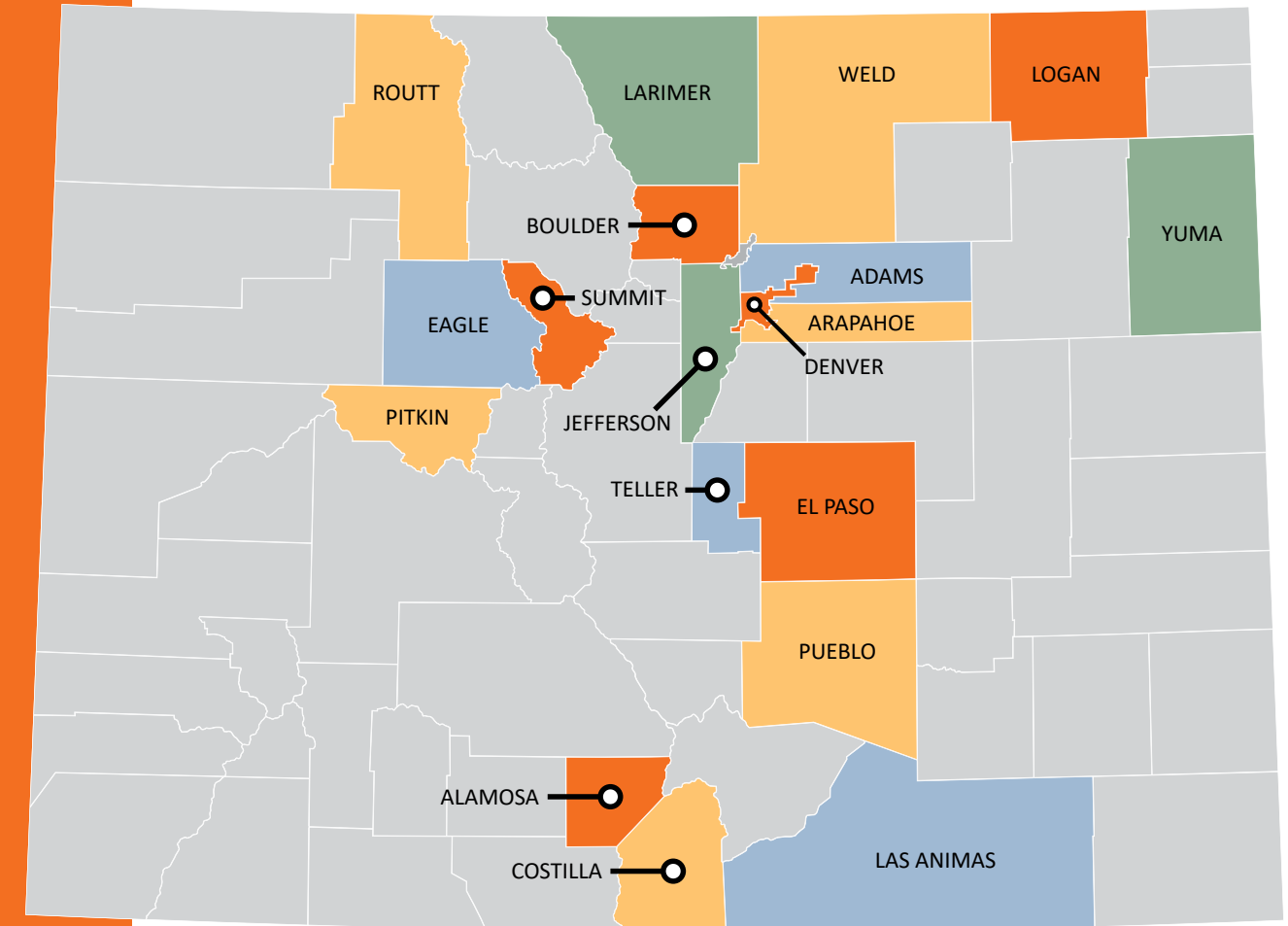
Melissa is a Head Start teacher in West Denver with more than 22 years under her belt as an early education provider. Sometimes people are surprised to hear that teachers with as much experience as Melissa are among more than **20,000 professionals** that benefitted from Clayton training and coaching 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 **developmental outcomes** for her students and increase her **school's quality rating score**.

With the help of CPTI 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.

COLORADO TRAINING LOCATIONS



BUILDING BLOCKS OF CHILDHOOD DEVELOPMENT

1

Social-Emotional Development and Mental Health

2

Physical Development, Health and Nutrition

3

Language

4

Cognitive Development

5

Literacy

6

Mathematics

7

Family and Community Engagement

PRACTICE

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 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 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 allow Clayton teachers to identify and accommodate children with varying needs, including those who may benefit from early intervention services.



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. Our highly qualified teachers often use this time to observe and record how a child applies new skills, concepts and cognitive reasoning in play – information that can be used to communicate with parents and inform individualized teaching strategies.



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.

Family-style dining encourages positive social interactions, promotes language development and develops fine motor skills by encouraging children to serve themselves from a varied menu of scratch-made foods. Our culturally diverse menus are created by an on-site chef to help improve children's nutritional health and prevent young children from developing negative eating habits that can be difficult to break later on.

2017 Measures of Success and School Readiness

At least 227 fathers and male caregivers engaged in family services and education, program governance and child developmental experiences.

93% of Clayton students met or exceeded goals for physical development.

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

The number of Clayton students who met or exceeded standards for social-emotional development increased over 14% between Fall 2016 and Spring 2017.

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

”

ADVOCACY

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.



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.

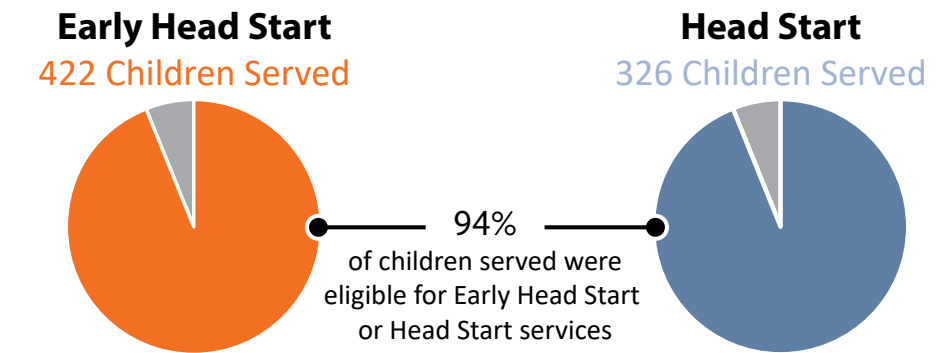
With our partners at Children's Hospital Colorado and Colorado Children's Campaign, we co-hosted Speak Up For Kids, our 6th annual day of advocacy at the Capitol. Attendees previewed upcoming legislation, learned strategies for engaging legislators, connected with their local representatives and drafted 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.



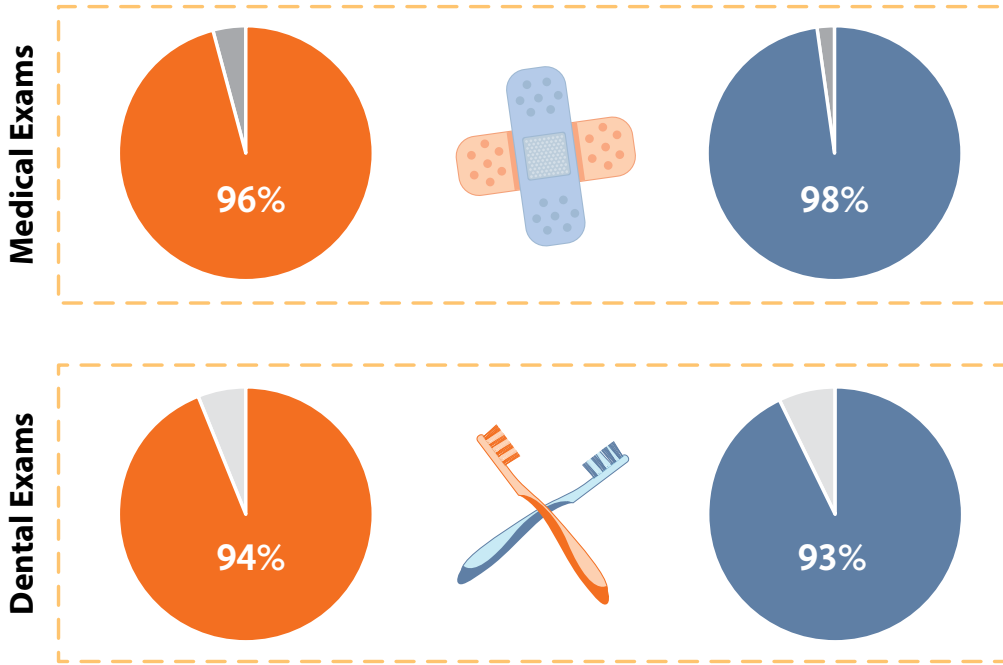
Early Head Start & Head Start

2016-2017 School Year



Children Receiving Medical and Dental Exams

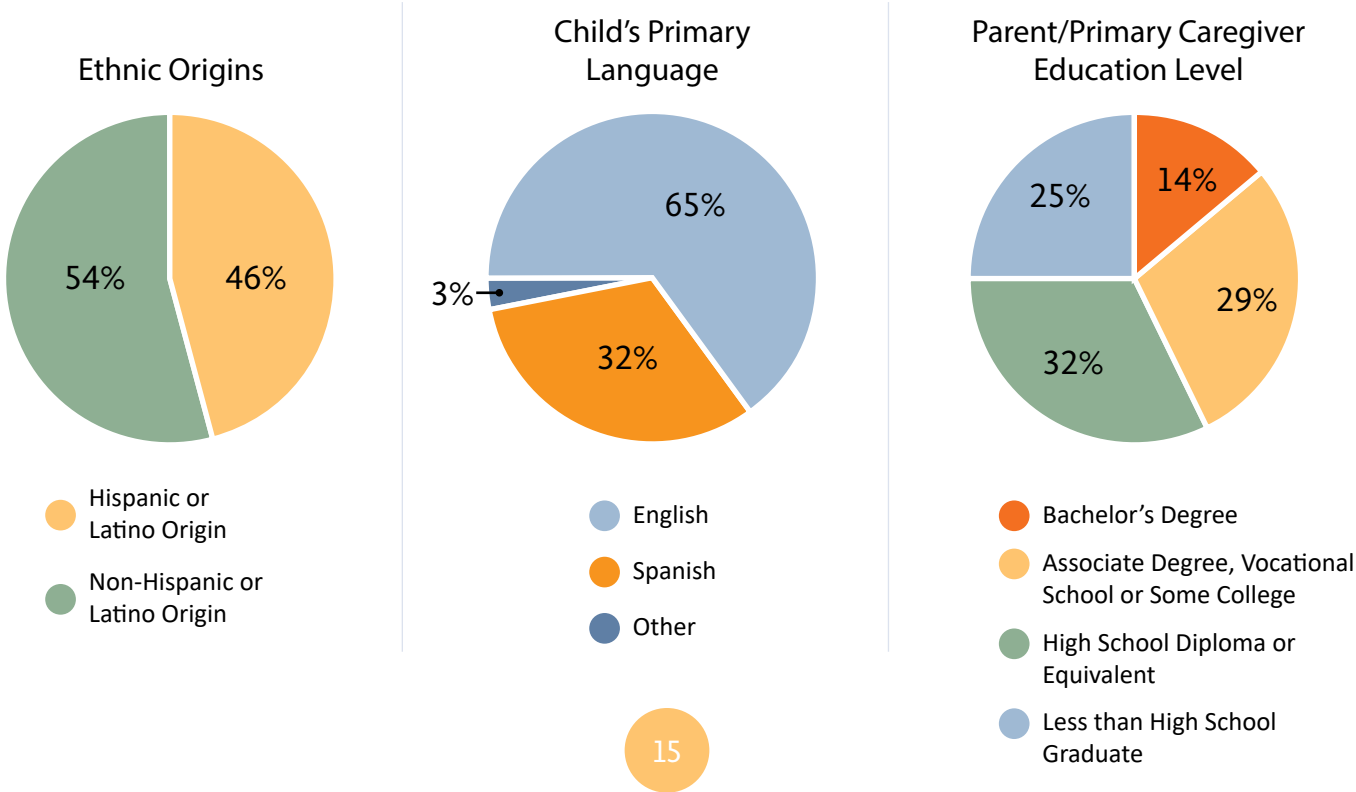
100% of children had a medical and dental home.



Demographics

2016-2017 School Year

Characteristic	Number	Percentage
Asian	4	<1%
Black	207	26.0%
Multiracial	93	12.0%
Native American or Alaskan Native	110	14%
Native Hawaiian or Pacific Islander	3	<1%
Unspecified/Other	78	9.0%
White	301	38.0%



THANKS TO THESE FOUNDATIONS, CORPORATIONS, ORGANIZATIONS

A Madorin Studio
ACF – Office of Head Start
Alliance for Early Success
AmazonSmile Foundation
America's Charities
AMG National Trust Bank
Barton Family Foundation
Buell Foundation
Breckenridge Brewery
Bremen's Wine & Tap
Brixx 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
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Fidelity Charitable
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Charitable Foundation
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Development
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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
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Two Peaches Catering
UnitedHealthcare of Colorado
U.S. Department of Health
and Human Services
University of Colorado Denver
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Deborah Younggren
Brian Zivicky

Clayton Early Learning

Statement of Financial Position

June 30, 2017

	2017	2016
Assets:		
Cash and cash equivalents	\$ 516,167	\$ 365,358
Accounts and grants receivable	710,048	520,205
Contributions and private grants receivable	162,500	718,745
Investments	19,983,699	18,552,023
Property and equipment, net of depreciation	11,201,443	11,179,512
Prepaid expense and other assets	54,508	18,610
TOTAL ASSETS	32,628,365	31,354,453
Liabilities and Net Assets:		
Accounts payable	395,433	441,523
Accrued payroll and other liabilities	654,046	620,479
Notes payable	5,432	65,517
Deferred revenue	88,635	4,500
TOTAL LIABILITIES	1,143,546	1,132,019
Net Assets:		
Unrestricted	10,771,043	10,138,650
Temporarily restricted	8,629,789	7,999,797
Permanently restricted	12,083,987	12,083,987
TOTAL NET ASSETS	31,484,819	30,222,434
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

Statement of Activities

Fiscal Year Ending June 30, 2017

	2017	2016
Revenue, Gains and Support:		
Early Head Start	\$ 4,414,134	\$ 3,637,815
Head Start	1,450,071	1,489,048
Other federal grant funding	514,871	516,425
Tuition and fee revenue	574,375	511,626
State and local government funding	2,222,993	2,494,015
Contract revenue	1,333,110	1,033,976
Private grants and contributions	1,634,468	1,760,437
TOTAL REVENUE	12,144,022	11,443,342
Investment income	2,406,744	(296,288)
Rental income	1,057,132	1,084,591
Special events	88,635	4,500
TOTAL REVENUE	15,744,829	12,347,939
Expenditures:		
Program	11,739,611	11,597,752
Campus improvements and facilities	577,935	628,805
Management general	1,749,611	1,743,574
Development expense	414,966	393,302
TOTAL EXPENDITURES	14,482,444	14,363,433
Change in net assets before extraordinary income	1,262,385	(2,015,494)
Extraordinary income, net	—	315,975
Change in net assets	1,262,385	(1,699,519)
Net assets at beginning of year	30,222,434	31,921,953
NET ASSETS AT END OF YEAR	\$ 31,484,819	\$ 30,222,434



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303.355.4411

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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).