

2024

Impact Report



From the CEO



In 2024, the U.S. child care market continued to face challenges as the industry navigated post-pandemic recovery, ongoing workforce shortages, and evolving regulatory landscapes. Despite these headwinds, I am proud to report that the Early Learning Ventures team achieved major milestones that strengthened our mission of expanding access to quality, affordable child care.

This year marked a pivotal moment in ELV's evolution with key leadership transitions. In February, Tim Garcia stepped into the Chief Operating Officer role, and in April, Ty Johnson assumed leadership as our Child Care Partnership Director. These strategic moves reflect our commitment to building a strong foundation for sustained impact.

ELV grew exceptionally both in Colorado and on a national scale. In Colorado, we sustained strong Early Head Start Child Care Partnerships, retaining a high percentage of our original 2015 providers and 2019 expansion partners. In 2024, we achieved our highest qualification rate ever for teachers who speak English as a second or third language, reflecting our dedication to serving Colorado's diverse communities. By maintaining a significant percentage of partnerships with family child care homes, ELV continued to reach into a key cross section of providers. Nationally, ELV increased the number of children served by 42%, and our network membership increased by 55%.

ELV launched two new platforms and made big strides in expanding our technology solutions. The first was the launch of Alliance CREDIBLE, which helps providers access Child and Adult Care Food Program reimbursements that were previously out of reach due to administrative barriers. Next was Alliance CARE, a groundbreaking platform that simplifies the process of matching available substitutes with provider requests and streamlines licensing, communication, and record keeping. ELV deployed nearly \$1.5 million of state funding to provide crucial workforce development support to providers across Colorado.

In 2025, we are poised to amplify our impact through continued innovation, expanded partnerships, and unwavering commitment to the providers and families we serve.

With gratitude,

A handwritten signature in cursive script that reads "Judy Williams".

Judy Williams
Chief Executive Officer



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ELV's Continuum of Services

Supporting Child Care Providers at Every Stage

2024 By the Numbers



117,916

Total children



21,861

Child care staff



2,027

Child care businesses



20

States



Foundation

Resource Platform



900+

Organizations accessing resources in Colorado

- 2,000+ business resources
- Free job posting services
- Discounts, templates, forms, and toolkits

2 Technology

Alliance CORE



475+ Child care business users

- Automated **attendance, enrollment, and billing**
- **96% continue paying** after trial period ends

Alliance CREDIBLE



3,600+ Children's meals reimbursed

- Simplified **access to federal funding for nutritious meals**
- Nearly **200 providers served across multiple states**

Alliance CARE



40,000+ Hours covered by qualified substitutes

- **Qualified substitutes** scheduled to reduce staffing shortages
- **Streamlined placement** with automated feedback and scheduling systems

3 Partnerships

Early Head Start-Child Care Partnerships



85% Children meeting Widely Held Expectations

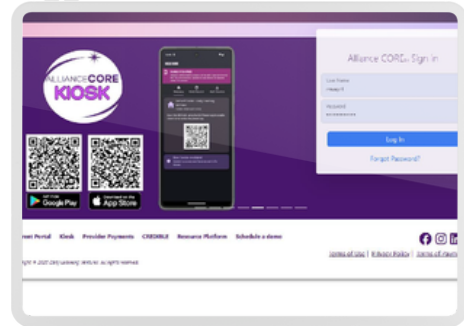
- EHS funding distributed to benefit **2,200+ Colorado children**
- Teacher coaching, health, nutrition, and family support

Streamlined Child Care Operations

Alliance CORE is ELV's child care management system that helps automate and streamline operations, bringing licensing-compliant technology solutions that manage enrollment, attendance, billing, and payment processing to business owners. In 2024, ELV focused on enhancing user experience and expanding membership while maintaining high retention rates among our existing providers.

Impact and Utilization

- 20 states
- 475 child care businesses
- 23,805 children tracked
- 44 users invited daily
- 1,552 chat messages sent daily
- 952 pictures shared with families daily
- 33% report savings exceeding \$1,000
- Improved compliance rates, staff qualification management, and enrollment and billing processes



Mobile App Enhancements

- Incorporated **provider feedback** to improve the user experience
- Created **customized icons** for easier navigation and enhanced user experience for parents and providers

Business Stability and Growth

- 18% annual growth in CORE membership (16 new businesses joining monthly)
- 83% member retention rate maintained throughout the year
- 93% customer loyalty (net promoter score)
- 95% conversion rate from free to paid subscriptions
- Over 1,300 training hours offered to support providers using/learning the platform



Early Learning Ventures is truly invested in the success of my business and there to help me when I need it. Their child care management system makes running my business easier, saves a ton of time, and ensures we don't miss a single detail."

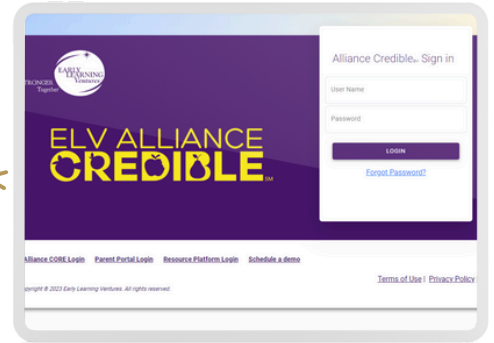
**ALLIANCE CORE USER
ON ANNUAL SURVEY**

Donor Spotlight: Comis Foundation

Comis Foundation support enabled ELV to offer Alliance CORE scholarships to both center-based and home-based child care providers, granting them 12 months of free access. Feedback from participants has been overwhelmingly positive. Notably, 100% of scholarship recipients transitioned to paid monthly subscriptions, demonstrating strong satisfaction and value in the platform.

Supported Child Care Providers, Nourished Families

Alliance CREDIBLE is ELV's new platform that helps providers receive federal reimbursement for nutritious meals through the Child and Adult Care Food Program (CACFP).



While CACFP funding is available to offset the growing cost of nutritious food, **only 40% of licensed family child care homes participate in the CACFP program** due to complicated regulations and fears of fees or penalties for mistakes. Alliance CREDIBLE gives child care providers confidence—with built-in flagging features, providers can know in advance whether menus are USDA-compliant. The software also allows for easy communication between providers and sponsors, and it consolidates enrollment, meals and menus, meal tallies, claims, and more.



2024 Impact

- **2,489** children tracked in 2024
- **160** child care business users
- **3** states represented
- **\$1,112** filed per claim, on average
- **\$12,676**: largest claim filed in 2024 for a single center
- **\$870,666** in claims filed in 2024



Alliance CREDIBLE has helped streamline the CACFP documentation process not only for us as a sponsor but for our providers as well. The time spent on CACFP related tasks each week has been significantly reduced for all of our programs, and processing claims has never been faster and easier!

**LEESHA CULP, CACFP MANAGER,
INDIANA EARLY CHILDHOOD ALLIANCE**

Donor Spotlight: Harvard Graduate School of Education

The Saul Zaentz Early Education Initiative at the Harvard Graduate School of Education promotes innovation and entrepreneurship in the field of early education. In 2024, the Innovation Challenge received nearly 100 responses to its call for new ideas, fresh thinking, and strategic approaches. ELV received Second Place in the Accelerate Track for Alliance CREDIBLE, demonstrating the platform's potential to revolutionize how federal funding is accessed so that more children get nutritious meals.



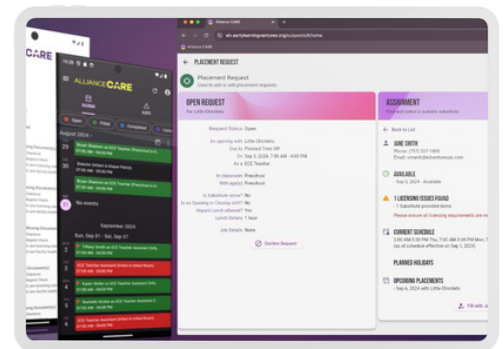
Watch ELV CEO Judy Williams' pitch **at timestamp 51:06** (also **searchable as "ELV Alliance"** within the topic list).

Addressing the Child Care Workforce Crisis

Alliance CARE was born from ELV's desire to ease the burdens of child care providers while helping them retain teachers and maintain high-quality programs. In late 2023, ELV partnered with the Colorado Department of Early Childhood (CDEC) to address the substitute teacher shortage in the state. ELV piloted its approach in early 2024 with two Substitute Placement Agencies primarily based in Denver. The pilot introduced innovative solutions like a sliding scale for affordable placements and reimbursements for substitute onboarding and training. This comprehensive approach evolved throughout the year into the development and September launch of **Alliance CARE**, a technology platform designed to scale these workforce solutions nationwide.



Technology and Innovation: Alliance CARE launched in September 2024 as ELV's substitute workforce system, streamlining communication between substitute teachers, placement agencies, and child care providers while tracking placements, hours, and impact metrics.



National Expansion: Building on Colorado's success, Alliance CARE expanded to Montana and Minnesota in 2024, with four partner programs across three states now using the system to strengthen their early childhood workforce and ensure continuity of care.



2024 Impact

- **2** Substitute Placement Agencies in the initial pilot
- **156** contracted providers and **19,377** children served
- **51** unique substitute teachers recruited and placed
- **Over \$450,000** paid in subsidies for substitute coverage
- **\$19,000** reimbursed for training and background checks to qualify substitutes
- **\$17,000** in retention bonuses supporting substitute teacher stability
- **Over 60** providers and substitutes actively using Alliance CARE in just four months



The substitute placement agency has really been helpful in keeping consistent staff in my classrooms so that I can maintain ratios and licensing rules and regulations. Prior to having access to the substitute agencies, I was forced to have teachers working eleven-hour shifts and also not being able to get time off because I didn't have the coverage.

KRYSTAL GASTINEAU,
OWNER, CRIBS 2 CRAYONS

Early Head Start-Child Care Partnerships

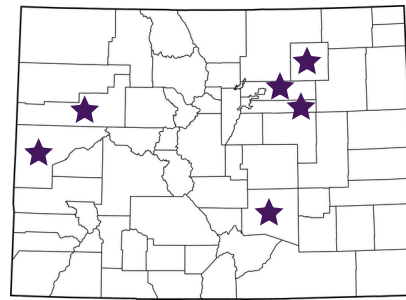
In 2024, ELV celebrated the enduring strength of its Early Head Start Child Care Partnership (EHS-CCP) relationships. A remarkable percentage of the original EHS partners that joined the pilot program in 2015 continue to work with ELV today, demonstrating the long-term value and sustainability of the comprehensive service model. This retention rate is particularly notable among family child care homes, which represent a significant portion of ELV's most stable, long-term partnerships.



Additionally, partners who joined during ELV's 2019 expansion have shown strong retention rates, indicating that this approach to building deep, supportive relationships creates lasting impact. These partnerships go beyond simple contracts—they represent a decade-long investment in quality improvement, professional development, and community support that compound over time.

2024 Snapshot

- **40** providers
 - **22** centers
 - **18** family child care homes
- **85** classrooms
- **308** ECE professionals
- **1,939** children
- **585** families



Counties Served:

- Adams
- Arapahoe
- Mesa
- Morgan
- Garfield
- Pueblo



Early Learning Ventures has been in the Pueblo community for many years. It has proven to be a positive addition to our community, including early childhood programs, family support, and the business community, as well as having a positive impact on the community as a whole. ELV has been active in community events that are targeted to young children and their families as well as to the education community.

**CINDY BERNAL, COMMUNITY OUTREACH COORDINATOR,
ROCKY MOUNTAIN SER**

Partner Spotlight: Pamoja Early Childhood Education Workforce Program

This past year marked ELV's most successful period in helping dual language learners become EHS-qualified. ELV partnered with the Pamoja Early Childhood Education Workforce Program, a collaboration between Empowering Communities Globally and Lutheran Family Services Rocky Mountains, that builds career pathways for refugee and immigrant women through early childhood education training in multiple languages including Swahili, Arabic, Farsi, and Karen. This achievement reflects ELV's commitment to ensuring that the workforce authentically represents and can effectively serve the communities they support.

Sustaining Early Childhood Educators

ELV maintained its comprehensive coaching to educators at its Early Head Start-Child Care Partnership sites. The model demonstrated strong results in 2024, with innovative approaches and sustained support helping educators thrive in their roles while improving outcomes for children.

2024 Coaching Achievements

- **71% of teachers** were retained at ELV EHS-CCP sites (significantly above industry average)
- **Over 1,500 hours of credentialed coaching** provided
- **At least 3 hours of credentialed coaching** provided per month, supporting over **300 coaching partners**

Innovation in Coaching Delivery

In 2024, ELV explored exciting innovations in coaching, including the successful pilot of "inner ear coaching," a technology that allows coaches to provide real-time guidance to teachers through an earpiece while they work with children. ELV completed four successful implementations of this approach, demonstrating new possibilities for immediate, in-the-moment professional development support without the onsite presence of another adult disrupting the classroom environment. ELV also increased its use of Swivl devices for coaching support, allowing for more dynamic and responsive coaching interactions that meet teachers where they are in their learning journey.



Swivl has made a positive impact on our coaches' ability to provide feedback from recorded and live observations. We have been allowed to see inside the learning environment to provide more in-the-moment support to teachers.

TY JOHNSON, CHILD CARE PARTNERSHIP DIRECTOR

Donor Spotlight: Dodge Family Fund

Dodge Family Fund has been a long-term funder of ELV, focusing their support on ECE teacher retention and credential incentives both in Early Head Start environments and beyond. Their sustained investment has helped strengthen the early childhood workforce by reducing turnover and encouraging continued professional development. This partnership remains vital in ensuring that educators are equipped, supported, and recognized for their essential role in shaping young children's futures.

Kindergarten Readiness Supports Lifelong Learners' Skills

ELV is committed to comprehensive school readiness initiatives that foster essential lifelong learning competencies for all young learners. Recognizing parents as their children's primary educators, ELV collaborates with families, ECE providers, and teachers to deliver individualized and group learning opportunities that support children in achieving developmental goals. This approach ensures the delivery of essential supports necessary for both school and long-term success in life.



In 2024, ELV expanded its utilization of the Classroom Assessment Scoring System (CLASS), a research-validated observational tool that measures the quality of teacher-child interactions. Through this enhanced implementation, ELV provided targeted, individualized coaching opportunities for educators, focusing on the optimization of learning environments. These professional development initiatives strengthen instructional practices and enrich educational experiences, ultimately supporting the comprehensive growth and development of all children in the program.

Average CLASS Scores for ELV Providers

Responsive Caregiving for Infant Learning Environments



Emotional and Behavioral Support for Toddler Environments



Engaged Support for Learning for Toddler Environments



Donor Spotlight: Caring for Colorado and Caring for Pueblo

ELV has received ongoing support from Caring for Colorado for Conscious Discipline, an evidence-based social-emotional learning program that empowers child care providers with the skills to create nurturing, emotionally supportive environments. ELV engaged 35 Arabic-speaking and 15 Spanish-speaking participants, and their involvement fostered a stronger sense of belonging, while also helping English-speaking participants gain greater awareness of the unique challenges faced by non-native speakers.

The Sperry S. and Ella Graber Packard Fund for Pueblo, now called Caring for Pueblo, supported Conscious Discipline training and EHS teacher credentials in Pueblo County. ELV's Community Needs Assessment highlighted a pronounced need in Pueblo County, and ELV was able to provide 21 teachers with this transformational training.

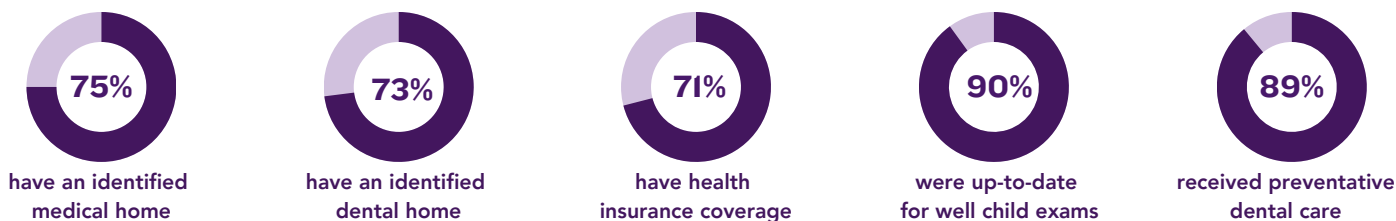
Supporting Equitable Access to Health Care

ELV supports children and families enrolled in Early Head Start in identifying medical homes, dental homes, and health insurance to ensure children have access to ongoing health care. When children are enrolled in consistent, accessible health care, it is easier for providers and families to work together to monitor growth and catch any health concerns early on. Families face many challenges in establishing medical or dental care for their children, including: access to health insurance, access to transportation, availability of appointments, availability of time off from work, age requirements for care, distrust of health care providers, and other competing priorities. In fact, many families enrolled in Early Head Start may face challenges in accessing affordable healthcare. Some may not qualify for programs like Medicaid or CHP+ due to income limits, while private insurance remains too expensive. ELV works to support families navigating these challenges.



ELV also helps children enrolled in Early Head Start participate in developmental, hearing, vision, and dental screenings. Developmental screening tools include Ages & Stages Questionnaires®, Third Edition (ASQ®-3) and Ages & Stages Questionnaires®: Social-Emotional, Second Edition (ASQ®:SE-2). ELV utilizes Otoacoustic Emissions (OAE) machines to conduct hearing screenings and GoCheck Kids technology to conduct vision screenings. Dental screenings are completed by contracted dental providers.

Access to Care: Percentage of EHS Children



Screenings Completed: Percentage of EHS Children



Donor Spotlight: Delta Dental Foundation

Delta Dental Foundation is dedicated to developing and enhancing partnerships and programs to improve health equity in oral and overall health. ELV's partnership with Delta Dental has helped provide dental screenings and educational materials to families in need, and has led to more EHS families identifying dental homes.

Early Intervention

The Head Start Program Performance Standards (HSPPS) require EHS programs to develop annual selection criteria for participants, based on priorities identified in the community needs assessment. One requirement is that a program must ensure at least 10% of its total funded enrollment is filled by children eligible for services under the Individuals with Disabilities Education Act (IDEA), unless they are granted a waiver. For the second year in a row, ELV was successful in meeting its 10% mandate under HSPPS. ELV's increased efforts were instrumental in ensuring that 18% of enrollment (66 children) were able to be referred and found eligible for support provided under Part C services.

Children Found Eligible for Early Intervention Support



Strengthening the Home to School Connection

ELV has continued its mission with extended support geared towards strengthening “home to school” connections. This was achieved through completion of case conferencing with primary caregivers to review vital documents such as evaluations, Individualized Family Service Plans (IFSPs), and/or medical plans of care. This strengthened caregivers’ understanding of how to best support their children’s needs and ensured better alignment with their learning environments. Additionally, when special education was not deemed the right choice, ELV staff applied this case conferencing protocol to provide individualized support to children to meet their next milestone. The benefits to this approach include not only increased gains for children, but also more empowered teachers.



Partner Spotlight: Aurora Mental Health and Recovery

Since 2018, ELV has partnered with Aurora Mental Health and Recovery (AMHR) to support infant and early childhood mental health. What started as 3.5 hours per week of mental health support has grown into a robust initiative across multiple counties. Together, ELV and AMHR are launching an expanded Infant and Early Childhood Mental Health Consultation (IECMHC) model. This co-led initiative will serve ELV's six EHS-participating counties with comprehensive mental health consultation, mentoring, and ongoing support. These programs are designed to exceed Head Start Program Performance Standards while emphasizing the vital role of healthy parent-child relationships in learning and development.

Family Engagement and Parent Involvement

ELV's family services team works directly with EHS-qualified families to provide comprehensive support that addresses the unique needs of each family, all while building on their strengths. Specialists work one-on-one with families to identify goals, connect them with community resources, and provide ongoing support throughout their Early Head Start journey.



Family Engagement By the Numbers

601 Children and families	99% Average monthly enrollment	87% Eligible for EHS services
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Family Engagement Fridays Podcast

The **Family Engagement Fridays** podcast continues to be a valuable resource for parents and caregivers, offering practical parenting advice, community resources, and conversations on topics that matter to families. In 2024, the podcast reached new heights with expanded listenership and engaging content.

2024 Impact

35 New episodes	5,823 Spotify listeners
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Top 3 Most Popular Episodes

- [Episode 7: "Love and Logic"](#)
- [Episode 69: "Coffee and Crumbs with First Time Moms"](#)
- [Episode 76: "Colorado's 2024 Ballot"](#)



Donor Spotlight: Gary Community Ventures

ELV was honored to participate in Gary Community Ventures' Community of Practice: Mitigating the Effects of Poverty on Young Children, which focused on Arapahoe and Adams counties. The grant allowed ELV to provide \$175 stipends to EHS families involved in the Family Partnership Agreement goal-setting process, which helped reduce immediate financial pressures and encourage deeper engagement in long-term goals. More than 90% of participants noted that this stipend was helpful in meeting an important need for their family, such as this testimonial: "This will be helpful for my family and I, because there are things we need right now since I'm not working, like gas to keep them getting back and forth from school and other hygiene items."

Community Assessment

In 2024, Early Learning Ventures carried out its annual community assessment to determine existing strengths and shifting needs within Early Head Start-Child Care Partnership service regions across six Colorado counties. This annual update ensures that services remain responsive to the changing needs of the community.

In 2024, the minimum wage in Colorado increased from \$13.65 to \$14.42 per hour. Colorado’s living wage, the estimated hourly income required for a single adult with one child to meet basic needs, was still significantly higher, at \$34.86 in Pueblo County to \$48.31 in Arapahoe County. Therefore, an adult working a full-time minimum-wage job would only earn about 30%-41% of the income required to support a family. This growing disparity highlights persistent economic challenges faced by families across the region. ELV has also noted a continued rise in the number of children qualifying under the McKinney-Vento Homeless Assistance Act. In 2025, 21% of EHS-CCP children qualified under McKinney-Vento, a higher percentage than seen in previous years.

Minimum Wage in Colorado



Living Wage in Arapahoe County



$\$14.42 < \48.31

In response to these challenges, ELV distributed over \$31,000 directly to EHS families in 2024 to help them navigate utility bills, rent, and other essential expenses. This direct support helped reduce immediate stressors and allowed families to remain engaged in their child’s early learning and development.

On October 1, 2024, Adams County implemented a freeze on Child Care Assistance Program enrollment. Similar freezes were announced for Arapahoe, Mesa, and Pueblo counties in anticipation of the 2025 Fiscal Year. As these policy changes take effect, access to affordable child care for income-eligible families may become more limited, leading to an increased need for Head Start services.

ELV remains committed to strengthening collaborations with housing providers, mental health agencies, and family support services to ensure that programing remains trauma informed, human centered and accessible to all eligible families.

Donor Spotlight: Pueblo Day Nursery Children’s Foundation

Pueblo Day Nursery Children’s Foundation supported ELV’s efforts to provide transportation assistance to Pueblo teachers and families in our Early Head Start programs. This assistance ensured 147 children were able to attend child care more consistently. In line with ELV’s focus on quality child care, teachers had fewer absences and were more consistently present for the children in their classrooms.

Early Head Start Child Care Partnerships Sites Served in 2023-2024

Early Head Start-Child Care Partnerships Expansion

In March 2023, ELV was awarded a contract with the Colorado Department of Early Childhood's Head Start State Collaboration Office to make Early Head Start services available to an additional 100 infants, toddlers, and their families. These child care partnerships are in the same six Colorado counties already served by ELV's EHS-CCP. This work continued throughout 2024.

Adams County

Nurtured Journey Preschool
Spark of Imagination Child Care
Tumbleweed
Discovery Time Kids Early Learning Center
Little Boots Learning Center
Step by Step Child Development Center



Garfield County

Caring Kids Preschool
Faith Lutheran Child Care
Fuller Child Care
Yampah Mountain High School Nursery



Morgan County

Children's Center
Cortney Stewart
Nana's Kiddo Castle
Sips and Giggles
Summit Early Learning Center
The Caterpillar House



Pueblo County

Children's Palace Learning Center
Erica's Home Daycare
Southside Children's Center 1
Southside Children's Center 2
Life Center Academy
Bright Beginnings Learning Center

Arapahoe County

Bright Academy
Cribs 2 Crayons
Emmanuel STEM International Preschool
International Learning Center
Kids' Castle
New Legacy Early Learning Center
Discovery Center
Rising Stars Early Learning Center
Rising Stars Daycare

Mesa County

Little Imaginations
Country Care
Futures Early Learning Center
Lil Peaches
Jennifer's Child Care
Country Kids
Landmark Christian Preschool
Little Blossoms
Aunt Patty's Childcare
Roxie's Childcare
Lil Kurtain Klimbers
We Kare A Lot
Wishes and Dreams Learning Center
District 51 Young Parent Child Care Center

Donor Spotlight: Buell Foundation

With the Buell Foundation's ongoing support to the EHS-CCP program, ELV continues to offer deeper services in its six EHS counties. This vital partnership enables ELV to enhance the quality of care and education for infants and toddlers by expanding access to professional development for educators, strengthening family engagement initiatives, and improving health and developmental outcomes for children.

Growing in Colorado, Expanding Nationally



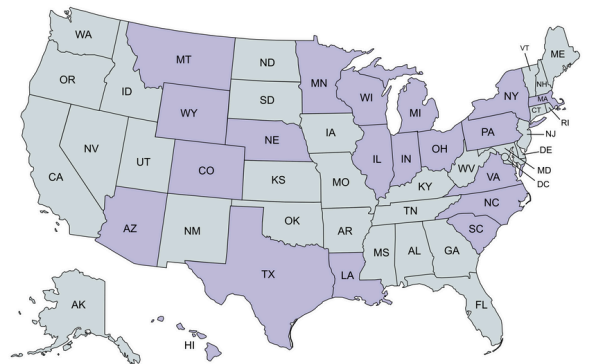
ELV serves as the Local Coordinating Organization (LCO) for the Colorado Universal Preschool Program (UPK) in Morgan County. In this role, ELV assists families and providers in navigating the enrollment process and supports them in finding local access and equitable delivery of quality early childhood and family support programs. ELV's updates and enhancements made UPK enrollment easier to navigate in the second year. Additionally, ELV's partnership with Delta Dental in the UPK program ensures that children receive preventive dental care during this critical developmental period, helping them to establish healthy habits and access to dental homes that will benefit them throughout their lives.

Morgan County Universal Preschool Impact in 2024

- 495 children received funding to attend the preschool of their choice
- 14 child care providers benefited from increased enrollment
- 6 community events attended by ELV staff

National Expansion

Early Learning Ventures continues to expand its national footprint. In 2024, ELV reached 20 states, adding North Carolina for Early Head Start training and technical assistance, Ohio for Alliance CREDIBLE, and Montana and Minnesota for Alliance CARE.



Alliance CORE expanded to Arizona after extended engagement and completing a multi-year implementation process.

Alliance CREDIBLE now serves four partners across four states (Hawaii, Indiana, Massachusetts, and Ohio), with Ohio joining as the newest state partner in 2024.

Alliance CARE extended to Montana and Minnesota in 2024, joining existing Colorado partnerships, and now supports four programs across three states.

EHS Training and Technical Assistance were implemented in North Carolina, supporting Early Learning Academies in delivering high-quality care to infants and toddlers.



Donor Highlight: David and Laura Merage Foundation

The David and Laura Merage Foundation's strategic investment enables ELV to take calculated risks in new markets, develop innovative technology solutions, and build the infrastructure necessary for sustainable growth. The Merage Foundation's commitment to long-term impact aligns perfectly with ELV's mission to create lasting change in the early childhood landscape.

2024 Financials

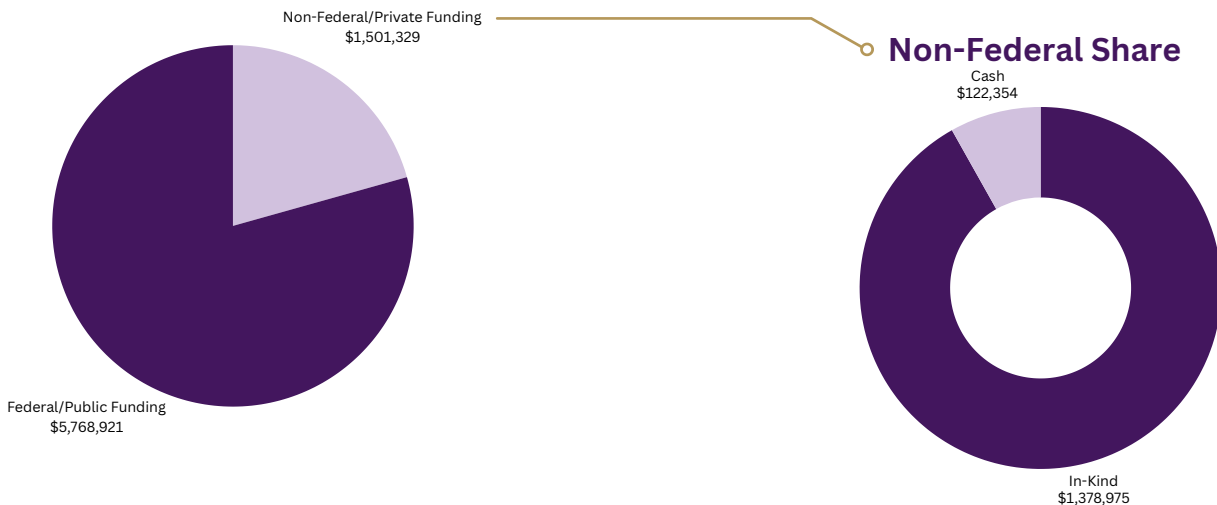
ELV Fiscal Year Financials (Jan 1-Dec 31, 2024)

	BUDGET	ACTUALS
Program	\$9,878,022	\$10,224,256
Administration	\$1,626,968	\$1,295,005
Fundraising	\$116,212	\$36,000
TOTAL	\$11,621,202	\$11,555,261

EHS Grant Year Financials (Mar 1, 2023-Feb 29, 2024)

	BUDGET	ACTUALS
Federal	\$5,768,921	\$5,768,921
Non-Federal Share	\$1,442,231	\$1,501,329
TOTAL	\$7,211,152	\$7,270,250

Total EHS Program Funding



Early Learning Ventures Team

ELV Officers

David Merage, President
Laura Merage, Vice President
Michael Niyompong, Assistant Vice President
Rob Nelson, Treasurer
Sue Renner, Secretary

Early Head Start Governing Board

Cindy Bernal
Community Outreach Coordinator, Executives Partnering to Invest in Children - Pueblo

John Goetz
Garfield County Community Representative,
EHS Governing Board Chair

Mary Gross
Executive Director, Morgan County Family Center

Laura Hazen
Licensed Attorney, HK Law LLC

Shawna Jewell
Certified Public Accountant, Enumerate Accounting & Bookkeeping, LLC

Vail Schoultz McCole
Faculty, Department of Early Childhood Education,
Colorado Mesa University

Michael Niyompong
Executive Director, David and Laura Merage Foundation

Policy Council

Arabella Miera, Pueblo Parent Representative
AnnaMarie Neal, Pueblo Community Representative
Susan Lawman, Arapahoe Parent Representative and Vice Chair

Enas Giddo, Arapahoe Community Representative
Xaviera Knight, Arapahoe Community Representative

Kelly Esch, Garfield Community Representative
Daisy Contreras, Garfield Parent Representative

Unique Gonzales, Mesa Parent Representative
Nancy Ketchum, Mesa Community Representative and Chair

Desiree Aydt, Mesa Community Representative
Jamie Hochanadel, Morgan Parent Representative
Jordan Johnson, Morgan Parent Representative
Christi Golden, Adams Parent Representative
Amanda Benson, Adams Community Representative

ELV Management Team

Judy Williams
Chief Executive Officer
jwilliams@earlylearningventures.org
(303) 789-2664 x225

Tim Garcia
Chief Operating Officer
tgarcia@earlylearningventures.org
(303) 789-2664 x232

Ty Johnson
Child Care Partnership Director
tjohnson@earlylearningventures.org
(303) 789-2664 x272

Eva Nagel
Senior Client Success Manager
enagel@earlylearningventures.org
(303) 789-2664 x292

Elsa Sacket Warren
Leadership & Talent Development Manager
childcarepartnerships@earlylearningventures.org

Kailee Smith
Health and Safety Manager
ksmith@earlylearningventures.org
(303) 789-2664 x285

Jennifer Garcia Rosendo
Senior Family Engagement Manager
jrosendo@earlylearningventures.org
(303) 789-2664 x281

Vicki Maestas
Early Education Manager
vmaestas@earlylearningventures.org
(303) 789-2664 x236



earlylearningventures.org



@ELVCARES

18 Inverness Pl E, Englewood, CO 80112