



EXHIBIT A: Addendum to Fall 2022 Scope of Work with Routt County

Executives Partnering to Invest in Children (EPIC) is delighted to propose a Phase 2 of its previous scope of work with Routt County, to explore the feasibility of a City- and County-supported early childhood care and education center.

The first phase of work explored the viability of the site located at 6th and Oak Street in Steamboat Springs, as the location for an early childhood center. It was determined that the site was financially viable and that the site could perhaps work as an option for the center, but that the City of Steamboat Springs and Routt County should explore other options to determine if there are locations that are more well-suited before making a decision to move forward. There is energy and enthusiasm from the governing bodies about a joint investment to support the community with this endeavor, and EPIC would be pleased to support this effort.

Project Deliverables:

- A real estate site/facility evaluation rubric, tailored to City/County priorities and high-quality early care and education practices
- A flexible financial model, the foundation of which was developed in the first phase of work, updated to reflect new decisions and/or community circumstances, and the sites under consideration
- A written report capturing summary ratings, facility development costs, and annual financial investments required for each site considered
- Up to three, 15-30 minute presentation(s) with accompanying materials for key stakeholder groups

Project Approach:

Stage 1: Kickoff, Rubric Development (3 weeks)

- Conduct a kickoff conversation with Angela Pleshe, the project manager, and ~2 individuals from the City and County each, who will serve on the steering committee for this work. In those conversations, EPIC will identify the core priorities for the child care center and services (location, access to various transit types, etc.).
- Develop the real estate site/facility evaluation rubric based on: understanding of City/County priorities from kickoff conversations, the Phase I project outcomes and discussions, and best practices for high-quality early childhood programs (Colorado Shines, NAEYC). Iterate with the steering committee to finalize the rubric and assign weights to the individual elements of the rubric.
- Create a site evaluation template through which data on each potential real estate site/facility under consideration will be captured and scored.

Stage 2: Site Identification and Evaluation (4-5 weeks)

- Partner with a local commercial real estate broker to conduct a search for possible sites/facilities meeting the core location and size criteria defined in the rubric.
- Gather from City, County, and any other partner organizations, a list of available sites/facilities that may meet the core criteria defined in the rubric.
- Conduct in-person site visits to the most attractive locations (up to 10) and fully evaluate each site/facility using the rubric. Real estate and/or facilities professionals from the County and/or City will be invited to join the site visits to share their perspectives on feasibility and development.
- Conduct follow up conversations, as needed, with Fire, Zoning, Building & Planning, Excise & Tax, Public Health & Environment, and State/Local Child Care Licensing to document considerations around potential permitting, review, and approval processes/timelines for facility options.
- Apply the evaluation rubric to each site to determine the objective attractiveness of each option based on the previously determined priorities.
- Confirm key financial model assumptions with the steering committee including target tuition levels, relative proportion of infants/toddlers/preschoolers to serve, employee wage rates, and construction cost estimates to make updates as needed.
- Update financial model with relevant publicly available funding sources and amounts.
- Develop “start-up” and “run-rate” financial assumptions for each site/facility option evaluated.

Stage 3: Report Development and Presentation (3 weeks)

- Draft and publish a report with the rubric output and financial impact of each of the sites evaluated.
- The report will include a summary of each site evaluated as well as the accompanying detailed assessment of the site and any assumptions made about the site in the process
- Review the draft report with steering committee to refine and/or clarify elements as needed
- Present findings at up to three meetings (such as Board of County Commissioners’ meeting, City Council meeting, joint meetings, or meetings with County/City staff beyond the steering committee)

Project Timeline:

Depending on ease of scheduling, this project will take 10-12 weeks. The EPIC team can begin the work on April 4, 2022 and will endeavor to complete the work by June 17, 2022, being mindful of the County’s deadline for the grant funding this work of June 30, 2022.

Project Cost:

Based on the timeline and scope of work as it has been issued, this project is estimated at a fixed rate cost of **\$28,000**.

Project Team:

This project will be supported by the same team as the initial phase of work. Nicole Riehl and Alethea Gomez will lead efforts on behalf of EPIC and provide expertise and thought partnership, and Stephanie Itelman of 5280 Impact Partners will be subcontracted to serve as the project manager.