

1. Summarize the activities undertaken in providing the scope of services described in Attachment A.

Since its inception in 2009, Peacock Family Services has been a high-quality educational option for Bainbridge Island. Both our childcare/preschool center and our Nature Nuts afterschool and summer camp options for children grades K-3 are licensed by the WA Department of Children, Youth, and Families.

We build strong relationships with our families with low teacher/student ratios and class sizes, along with our innovative approaches in both indoor and outdoor classrooms. We are dedicated to leading the field through professional development and local partnerships. Peacock Family Services' efforts are guided by our core values of inclusiveness, health, and community.

Peacock Family Services' vision is that all children will reach their full potential, nurtured by families and caregivers who feel supported, informed, and connected. Peacock believes that inclusiveness is essential to maintaining diversity, engagement, and support for our families. We also believe that our families should reflect a cross-section of our community. Therefore, our programs and services are not just for those families that can afford care.

Throughout the last year, Peacock's Tuition Assistance Program has continued to provide pivotal care for families in need. This is because we know that the first few years of a child's life are a particularly sensitive period in the process of development, laying a foundation during these early years for cognitive functioning; behavioral, social, and self-regulatory capacities; and physical health. Due to the pandemic or other situational concerns brought about by each family's financial constraints, many children face various stressors during these critical years that may jeopardize healthy development. We are grateful for the level of funding we received, so that we may continue to support and provide continuity of care for these children.

Childcare is also a workforce issue. The U.S. Chamber of Commerce Foundation recently reported, "As childcare not only plays an essential role in children's early learning and development, it also has a critical impact on the current workforce (many of whom are parents) and on businesses (which employ parents)." That is why, during the beginning of the COVID19 crisis in our State, Governor Inslee called childcare facilities to action in keeping our doors open to essential workers, and in turn those other professions returning to work.

Due to the pandemic, many of our families are in increasingly dire financial circumstances. Whether our parents are essential workers, or able to work from home, each family still holds the need for and the value of the care and instruction their children receive at Peacock. As one Peacock preschool parent recently reflected on their family's months at home during this pandemic, "This time has helped us recognize how important Peacock is for [our son's] social development... I thought it was just allowing me to work, but I'm realizing he was benefiting as much as I was!"

2. Reference the project objectives identified in Attachment A. Were those objectives achieved? Why or why not? Were there any unexpected positive outcomes or challenges?

Peacock's Tuition Assistance program, which is in part supported by this grant, embodies our commitment to inclusiveness, health, and community. We were able to offer need-based Hardship

Scholarships to families recommended to us by Helpline House. Even though the funds provided do not cover the true cost of care, we also accept government subsidies through DSHS, covering the remaining cost of care with the funds we raise for the tuition assistance program. In an effort to support families on multiple levels, we also offer Teacher and Sibling Discounts.

Throughout these challenging times, we have learned that a family may need a larger level of support than a scholarship or subsidy allows, just to get back on their feet. That is why we created Peacock's Emergency Scholarship, offering a family a higher level of support for a shorter period.

One such scholarship has been for a family that wrote to our Senior Program Director in September. This family has three children, two of which are preschool-age. Both parents work from home with their own businesses. They were not able to afford childcare for their children, however, they could not work, even from home, while also watching their children.

Our Director then told her about the scholarship choices available at Peacock. As instructed, the family went to Helpline House for a financial assessment. The staff at Helpline informed them that they do qualify for the government subsidies. In walking through that enrollment, their paperwork is stalled waiting for verification of their business' finances from the IRS. Assured that they will receive the subsidies in time, Helpline House recommended an Emergency Scholarship from Peacock's Tuition Assistance program.

With a scholarship of 75% off of their tuition plus a sibling discount, the family enrolled both of their preschoolers into Peacock's classrooms. Mom's response to Peacock's scholarship offer, which amounted to \$2282.60 per month, was, "Thank you so much!! From the bottom of my heart, I just can't express how much this helps."

As we looped back to the case manager at Helpline House, she responded, "Thanks again for the update, and helping this family weather a really difficult time. I really appreciate knowing how it all worked out—I had suggested to the mom the idea of a short term help (I like the "emergency scholarship" designation, by the way.)"

Stories like this are made possible because of contributed income, including the COBI Human Services Grant funds, that support our efforts in meeting families where they are at financially.

At any given time of the year, the families supported through Peacock's variety of tuition assistance opportunities range from those with our youngest toddlers through the preschool age groups and even the after school and summer camp programs.

Additionally, it is important to note that this financial assistance needs to be sustained over the period of time the child is in our programs. Every year, several of our preschoolers who had been in the tuition assistance program at Peacock graduate on to kindergarten. Sustained support allowed each child to thrive during their months, if not years, with us, while each family continues to be an important part of our parent community.

3. Reference the specific measurable results identified in Attachment A. Were they achieved? If not, what challenges prevented the achievement of the anticipated results? How many Bainbridge

Island residents were served? Are the conditions for those residents generally improving or worsening?

We believe that we were successful in achieving the desired outcomes for these grant funds. Support currently being offered at Peacock to those in the DSHS program, as well as scholarship support, amounts to 72 of our families, of which 93% are Bainbridge Island residents.

In order to ensure that families can afford this important service, we cannot charge what it actually costs to operate a high-quality childcare business. The paradox in offering support for financially-challenged families is that, without a balance between the needs of the parent and the related business expenses, including staff wages and quality resources, the organization itself may become compromised.

Due to the health crisis, a recent survey by the National Association for the Education of Young Childcare found that 80% of child-care centers surveyed were experiencing staffing shortages, and half of affected centers are serving fewer children.

At Peacock, we are seeing a great increase in need for tuition assistance, along with the additional resources needed in providing care during a pandemic. With permission from COBI, the Human Services funds not only supported our tuition assistance program, but a portion of the funds invoiced in 2021 were also allowed to be allocated toward the additional health and safety expenses incurred while being open during a health crisis, as well as facility support. Funds invoiced during 2022 all went directly to tuition assistance as the need continues to increase in our community.

While we believe that we were successful in achieving the expected outcomes, there are still barriers that hinder our efforts. Aside from the pandemic, a consistent barrier on Bainbridge and surrounding communities is the preconceived notion that there are no families in need on the island. Despite the affluence present on Bainbridge, there are many working families that need a helping hand. Helpline House provides a screening process for us that identifies additional families who qualify for financial assistance, including those in a “grey-zone” where they cannot afford a pivotal need, though do not qualify for State subsidy assistance. As people become more aware of the financial realities many of our families face, more support for programs like our tuition assistance will follow, improving the lives of more island families.

4. Describe the involvement of any partners identified in Attachment A, as well as any unexpected cooperative relations that developed through implementation of the project. Did the City funding help the Service Provider attract additional funding or other types of support?

Helpline House, our local partner, aids us in assessing each family's finances and need for support. With this unbiased assessment, Peacock uses our Tuition Assistance Program to invite these families into enrollment at a level that they can afford.

Government agencies are also able to provide assistance in locating additional support for families with special situations, for example children in foster care, helping Peacock to connect with those funding sources as well.

We believe that support from COBI’s Human Services funding program validates our efforts and outreach in the community. For example, we were also able to secure funds to support tuition assistance in 2022 from the Bainbridge Island Community Foundation and Puget Sound Energy Foundation, as well as donations from individuals through One Call for All and the Kitsap Great Give, and sponsorships from local businesses.

Peacock maintains an ongoing development plan that includes grant support, fundraising events, and personal donor appeals. In addition to the generosity of the City of Bainbridge Island and a diverse collection of donors, Peacock is expanding our donor base. We are working diligently to have a strong impact on quality childcare and family learning support for our community by bringing our services to the diverse families of Bainbridge Island. As we communicate the message of this work, we hope to broaden our reach out to new potential contacts and donors.

5. Reference the project budget specified in Attachment A. Provide an analysis of actual expenses and income in relation to the projected budget.

With a growing impact from the enduring health crisis, we not only saw the need for tuition assistance in 2021-2022 to be much greater, our operating budget was also in dire need.

The reliability of the organization depends on a consistent line of earned income to address staffing along with other fixed expenses. With lower enrollment due to the health crisis, this unfortunately sets Peacock up with monthly shortfalls in earned income. Since the beginning of the pandemic, we have had a greater need for additional contributed income to fill the gap in our operating budget.

Note: There is not a Q1 2023 invoice and report to COBI as we used the remainder of the funds during Q3 2022. The COBI Human Services Funding of \$12,500 in each of these past two years not only supported Peacock’s Tuition Assistance Program, which amounted to over \$19K in both 2021 and 2022, it comes at a time in which we needed the additional support of operating expenses so that we may continue to serve the families in our care, and thus the community as a whole.

With the continuing cases and new variants in our community, we are anticipating the same budget constraints in the coming year. Looking back at 2022, the gap between Peacock’s fixed expenses and earned income needed to be supplemented with contributed income. This not only allowed us to stay open, it also gave us the opportunity to provide tuition assistance for those families in need.

2022 COBI Human Services Grant = \$12,500		
Fixed expenses and health and safety supplies in 2022	Earned Income 2022 without contributed income	Gap partially filled with contributed income in 2022
\$868,786	\$603,927	\$130,500

6. Provide a short description of how the City funding has helped the Service Provider or helped the community, including any quotes or stories related to this support.

Continuity of Care is defined as the practice of ensuring that young children have consistent engagement in developmentally appropriate, high-quality learning activities with a sensitive and responsive caregiver with whom they have a stable relationship. A wide variety of organizations that advocate for early care and education recommend policies and practices that promote the Continuity of Care Model, including the National Association for the Education of Young Children (NAEYC), Ounce of Prevention Fund, and Zero to Three.

In 2022, Peacock was able to not only stay open and be there for the community, but also to continue our vital work supporting families in need. Due to the increased financial vulnerability families are finding themselves experiencing, we initiated an Emergency Scholarship designation.

One such short-term emergent need was a Peacock family who reached out for support due to a family medical emergency, compounded by a recent job loss. Due to their unemployment, this family was not eligible for government support. After an initial assessment at Helpline House, Peacock was able to offer this family a 75% scholarship for 3 months.

At the end of 3 months, mom wrote, “Yes we are at the end of the 3 months of relief for tuition, which [dad] and I are so grateful for - it has really helped us get thru this tough financial time and we are so happy [our son] has been able to continue attending Peacock. That stability and learning, and social interaction has really kept him happy and thriving we think! Thank you :)”

Peacock Family Services knows that our efforts to secure funds, identify families in need, and provide care at a critical time in life make a difference for the entire family, as financial challenges constrain both parent and child.

Twice yearly, Peacock conducts Parent/Teacher Conferences to enhance communication between home and school. These conversations, and subsequent action plans, are documented in each child’s file, noting the status of developmental milestones and further objectives.

In offering care to at-risk families, we often see immediate stabilization of family dynamics. In the children, we see improvements in weight gain, cognitive and emotional development, and an overall positive, healthy change in outlook, behavior, and emotional well-being. These observations affirm the importance of the support we offer.

7. Provide recommendations, if any, that the Service Provider may have regarding future funding cycles.

We ask that COBI continues to offer support for early childhood education so that young and growing families are able to live and work within our wonderful community.