

IMPACT REPORT:

Needs-Based Childcare Scholarship Program

Delivering Economic Returns & Strengthening Workforce Stability

1/1/24 - 12/31/24



photo provided by the Park City Community Foundation (PCCF)



Executive Summary

This report offers a results-driven analysis of the inaugural year of the Needs-Based Child Care Scholarship Program, administered by Upwards, a leading care solutions company. The program's success is evaluated through key performance metrics, direct beneficiary feedback, and financial impact assessments. It examines the program's role in improving child care affordability for Park City and Summit County's residents and workforce, increasing the number of families enrolled in Utah's Department of Workforce Services (DWS) Child Care Assistance Program, and generating measurable cost savings and return on investment for local government. This report provides the first local-level examination of the economic impact of child care tuition assistance programs, distinct from existing state-level analyses in Nebraska¹, New York², and Virginia³.

Launched in January 2024 in Park City, Utah, and expanded to Summit County in June 2024, the program is an innovative public-private partnership leveraging local government funds and private sector expertise to address the child care affordability crisis. With an initial investment of \$1 million from capital and general funds, Park City Municipal Corporation (PCMC) selected Upwards to administer the program through a competitive procurement process. Park City Community Foundation's Early Childhood Alliance covers administrative costs, allowing 100% of public funds to go directly toward tuition payments.

Cost avoidance of \$262K and cost savings measures totaling \$4.64 million have strengthened Park City and Summit County's ability to support the local economy while maintaining fiscal responsibility, resulting in a return on investment of 213%. Looking ahead, the program offers a replicable model for other communities facing similar challenges, demonstrating how targeted public investment can yield substantial economic and social returns.



photo provided by PCCF

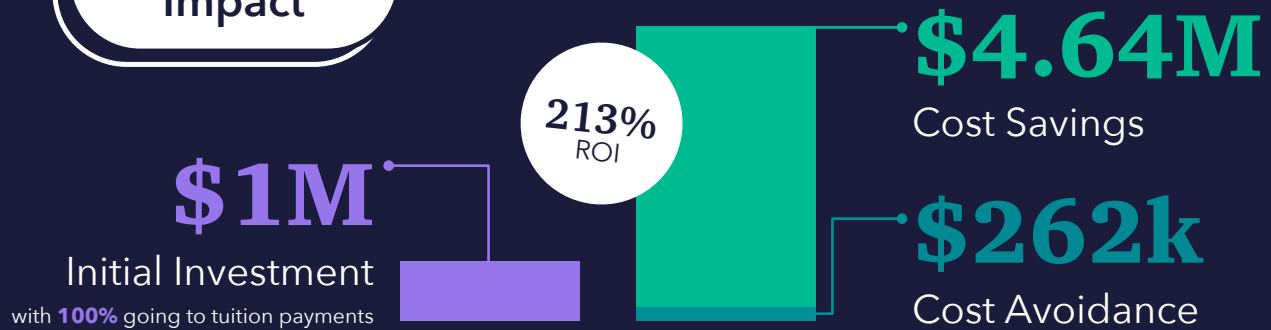
First-Year Impact

Needs-Based Childcare Scholarship Program

Program Overview



Economic Impact



Beneficiary Impact & Enrollment Growth

DWS Child Care Assistance Program enrollment doubled since the launch of the needs-based scholarship program



1. First Five Nebraska, [Impact of Income Eligibility Expansion of the Child Care Subsidy Program in Nebraska Technical Report](#).
2. Hartley, R. P., Garfinkel, I., Ananat, E., Collyer, S., Wang, B., & Wimer, C. (2022). [A Benefit-Cost Analysis of Child Care Subsidy Expansions: The New York State Case](#). Center on Poverty & Social Policy
3. Osborne, C., Kresse, A., Skatter, N., Xu, N., Huffman, J., & Craig, S. (2023). [Early Investment, a Lifetime of Returns: Articulating the Value of Early Childhood Investments in Virginia](#). Prenatal-to-3 Policy Impact Center.

Child Care in Park City and Summit County: A Snapshot

At the time the Program began, Park City and Summit County faced significant challenges in child care access and affordability. A 2023 survey by the Early Childhood Alliance found that 66% of families in the region spent over 10% of their household income on child care, exceeding the federal affordability benchmark of 7%. Additionally, 63% of working parents reported that child care challenges directly impacted their employment stability.⁴

State and federal funding for child care assistance programs existed but were underutilized. For example, Utah's Department of Workforce Services (DWS) Child Care Assistance Program provided financial support, yet many families were unaware of their eligibility, found

the application process cumbersome, struggled to locate providers who accepted subsidies, or could not afford the required co-payment.⁵ Compounding this challenge, \$1.16 million in COVID-era federal funding earmarked for local child care was set to expire, adding urgency to the need for action.⁶

Recognizing the severity of the issue, Park City Community Foundation's Early Childhood Alliance conducted a [needs assessment](#) to quantify the demand for child care and develop actionable solutions. Their findings informed the design of the Needs-Based Child Care Scholarship Program, which aimed to address affordability, workforce retention, and underutilized state resources.

photo provided by PCCF



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Program Overview

The Program provides targeted financial assistance to families in Park City and Summit County with children up to kindergarten age and whose household incomes are below 100% of the Area Median Income (AMI).⁷ The Program is the first of its kind due to its inclusion of municipal employees and the local workforce, regardless of their immediate residency. It complements Utah's Department of Workforce Services (DWS) Child Care Assistance Program, encouraging families to apply for both to maximize available resources.⁸

The program is limited to regulated child care providers within Summit County for residents and the workforce. However, municipal employees were allowed to choose any regulated provider. This adjustment broadened family access and increased provider participation statewide. The program adheres to market rates and includes targeted financial incentives to encourage providers to serve DWS-subsidy recipients.

Key program features include a simplified registration process, care coordination by bilingual (English/Spanish) specialists, bilingual marketing campaigns, and prospective and enrollment-based provider payments. These elements ensure that the program is both user-friendly and efficient, maximizing the impact of public dollars.

By December 31, 2024, the program has supported **125 families, 150 children, and 28 child care providers.**

Types of Scholarships

\$200 /MO

WORKFORCE

\$200 /MO

PCMC

UP TO

\$1700 /MO

RESIDENT*

*Resident Childcare Needs-Based

Residence or location: Park City or Summit County resident

Household income: Less than 100% AMI

Childcare provider: Regulated childcare provider in Summit County

Child age: Up to kindergarten eligibility age

Minimum parent contribution: 10% of household income per month

Utah Department of Workforce Services (DWS) support: Income-eligible applicants must apply for DWS support

Scholarship amount: Difference between parent contribution (10%) not to exceed \$1700 after federal, state benefits

PCMC Employee

Residence or location: Employed by Park City Municipal Corporation

Household income: N/A

Childcare provider: Regulated child care provider

Child age: Up to kindergarten eligibility age

Minimum parent contribution: No minimum

DWS support: N/A

Scholarship amount: \$200 / month / child

Childhood Alliance, "Park City: Needs Assessment," May 2023, p. 4.

Care: Subsidy Eligibility and Use and State Waiver Requests Related to New Program Requirements," g to Senate Committee on Health, Education, Labor and Pensions and House Committee on Education e Workforce, Oct. 23, 2024, p. 11.

Childhood Alliance, "Park City: Needs Assessment," May 2023, p. 4.

7. Since May 2024, Park City Municipal Corporation employees are no longer subject to an income eligibility limit.

8. Utah's Department of Workforce Services (DWS) Child Care Assistance Program sets an income limit at 85% of the State Median Income (SMI). In contrast, Park City's Needs-Based Scholarship Program extends eligibility up to 100% of the Area Median Income (AMI), increasing the income threshold by approximately \$50,000 and making child care assistance accessible to moderate-income families.

Park City

97

FAMILIES

112

CHILDREN SERVED

Summit County

28

FAMILIES

38

CHILDREN SERVED

Key Program Achievements

28

PROVIDERS
PARTICIPATING

Impact on Families

Based on a survey conducted by Upwards in December 2024 and January 2025, the program has delivered substantial financial relief, helping parents stay employed while alleviating job-related stress.⁹

79%

of families reported experiencing significant relief from financial stress.

55%

of child care providers observed improved financial stability for families.

60%

indicated the program enabled them to select a child care provider they would otherwise not have been able to afford.



Testimonials from Families

“This program has allowed us to stay in Park City—something we thought was no longer possible due to the high cost of living.”

- Sydney J., Park City Workforce

“We were ready to move to another state because we couldn't find anything affordable. Luckily, we got into the program and stayed here in Park City.”

- Anonymous, Park City Resident

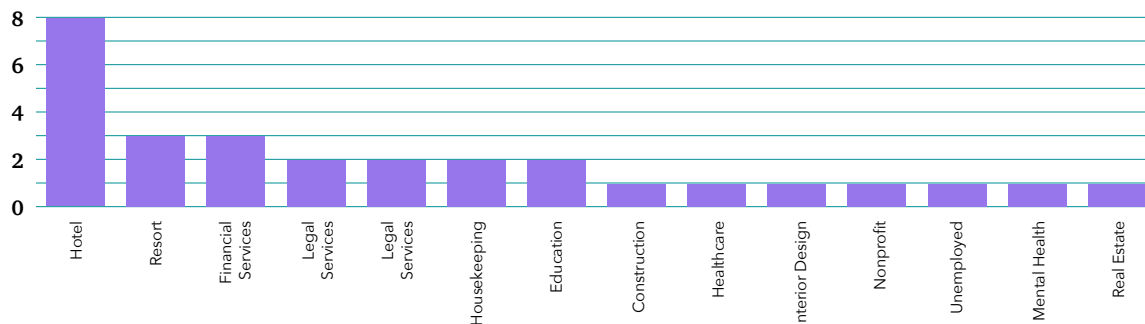
“Without the scholarship, I could not find any school with space that would take only the state subsidy without me having to pay copious amounts out of pocket that I could not afford... When I first moved here the only schools that could take my son were schools that were geared toward tourists and had costs of up to \$200 per day, which the state subsidy does not cover. Needless to say, I was unable to find child care for my son and was getting in trouble at work due to having to miss. I was also having a hard time paying my bills and was homeless. Thanks to Upwards I was able to get my child in an amazing school that has cared for him as family and been so flexible toward my work situation...”

- Stephanie M., Park City Resident

9. These figures represent a conservative estimate based on partial survey data (42% response rate from families and 39% response rate from providers).

Case Study: Local Workforce Participation

The program's success is not only reflected in the number of families served but also in the breadth of industries represented among participants. Particularly, the hotel industry had the most participants, and their testimonials showcase the program's role in workforce retention and increased productivity.



Testimonials from Families

“ This program has given me the ability to provide for my children and spend more quality time with them. Before I found out about Upwards, I was stressed out ready to give up because I was paying more for daycare than what I would make working. When I spoke to Stephanie¹⁰ and found out that there was help for single moms like me, it was such a blessing to have the support from Upwards. It's helped us so much. I'm so thankful.

Evelyn H., Hotel Employee, Park City

“ It's made it affordable so I didn't have to quit my job, prior to getting the scholarship I was spending over half my monthly income on childcare. ”

Britt B., Hotel Employee, Park City

“ I am a single mother with one income. Joining this program has relieved a lot of stress in how I can afford child care. ”

Ana H., Hotel Employee, Park City

Spanish-Speaking Participants:

Facilitating Access to Quality Early Education

Notably, feedback from Spanish-speaking participants focused on access to high-quality early education for their children. The program's bilingual support and outreach efforts were key to ensuring these families were able to benefit.

“La ayudada que recibo de la beca me a ayudado mucho en la cuestión económica ya que ese dinero que ellos me proporcionan me ahorran para mis gastos familiares y me permite que mi hijo tenga un mejor cuidado y mejor educación.”

Translation: “The help I receive from the scholarship has helped me a lot financially, since the money they provide me saves me money for my family expenses and allows me to provide my son with better care and education..”

Diana H., Summit County Resident

“Da una gran ayuda para que mi hija tenga un cuidado adecuado.”

Translation: “A great help in ensuring that my daughter has adequate care.”

Anonymous, Summit County Resident

“Lo mejor de esta ayuda es que me ayudo bastante en el tema financiero y la tranquilidad de saber que mi hijo está con las personas correctas para su educación.”

Translation: “The best thing about this help is that it helped me a lot with the financial aspect and the peace of mind of knowing that my son is with the right people for his education.”

Yaritza C., Summit County Resident

“Mucho porque es una súper ayuda económicamente y aparte porque mi niño está aprendiendo mucho...y se está desarrollando muy rápido con las enseñanzas que le dan las maestras son muy lindas con mi niño y él está aprendiendo muchísimo en todos los aspectos”

Translation: “It's a great help financially, especially since my child is learning a lot...and is developing very quickly with the teachings that the teachers give him. They are very nice to my child, and he is learning a lot in all aspects.”

Jazmin R., Summit County Resident

10. This parent is referring to Stephanie De Leon, Upwards' Senior Care Specialist who provides support to families when applying and enrolling in the Program.

Impact on Child Care Providers

The Program has strengthened the financial stability of local child care providers by increasing enrollment and disbursing timely, reliable payments. Incentives for DWS-subsidized care expand revenue streams, helping providers sustain operations, hire staff, and improve access to child care.

- **82%** benefitted from an increase in enrollment¹¹
- **27%** expanded services or hired additional staff¹²
- **20%** of participating providers receive **\$300 incentives per DWS-enrolled child**
 - **\$40,200** in provider incentives distributed in 2024, accounting for **13% of total tuition payments**, further supporting providers serving these families.



photo provided by PCCF

Financial Impact Analysis

The program has delivered measurable financial relief to participating families while simultaneously strengthening the local child care sector. Key metrics include:

- **Average monthly scholarship:** \$471.85 per family (Park City), \$787.39 (Summit County).¹³
- **Prospective & enrollment-based provider payments:**¹⁴ Stabilized income for **88%** of regulated child care providers in Summit County, adhering to market rates.
 - **100%** of enrolled children remained with the same provider except for 13 children who either withdrew or aged out from the Program.
 - **91%** of providers were satisfied with the timeliness of payments.¹⁵
- Families served:
 - **63%** of participating families served had incomes below 85% of AMI, demonstrating the program's focus on those most in need.

Cost Savings:

Impact on Workforce Retention, Workforce Development, and Economic Stability

The Program has contributed to adding resilience to the local workforce by supporting parents in maintaining employment, re-entering the workforce, and reducing turnover rates among employers, including PCMC.

60%

of participants maintained continuous employment.¹⁶

32%

of participants rejoined the workforce.¹⁷

- Additionally, four out of five (**80%**) unemployed participants obtained employment within three months of joining the program.¹⁶
- Estimated annual economic value: **\$1.84 million**, calculated from 27 families retaining employment at an average annual salary of \$68,126.58.¹⁸

ESTIMATED ANNUAL ECONOMIC VALUE:

\$1.84 million

11. This figure represents a conservative estimate based on partial survey data (39% response rate) conducted by Upwards in January 2025.

12. *ibid.*

13. This amount reflects the average scholarship awarded to residents, whereas workforce scholarships are set at a flat rate of \$200 per month. While the Program supports both residents and workforce members, residents are eligible for greater benefits based on their income level and the actual cost of care.

14. The program follows the updated Child Care and Development Fund (CCDF) Final

Rule, which requires states to issue payments to providers prospectively—either in advance or at the start of services—and to reimburse based on enrollment rather than attendance. [2024 CCDF Final Rule](#), 45 C.F.R. (2024).

15. Upwards' survey, January 2025.

16. Upwards' survey, December 2024.

17. *ibid.*

18. The average annual salary is based on verified income documentation collected by Upwards to determine income eligibility.

Testimonials

“ I literally wouldn’t be able to work without this program. We make too much to qualify for other benefits, but still not enough to afford childcare. ”

Melissa S., Summit County Resident

“ I work as a medical assistant and this has allowed me to also go back to school and get my advanced EMT to continue and effectively help Summit County on the ambulance and stay employed at my current job at Kamas Health Center. ”

Jordan L., Summit County Resident

“ We have a family of 5, and having this allows us to be able to work and provide for our family as we had no options for child care and could not afford it along with the cost of living up here. My husband had to stop working for 2 years because we had no childcare, and caused us a huge amount of stress and financial burdens on us. We were constantly crying and worrying about how to support our kids. This allowed us to be able to support our kids and work and give everyone a good life. ”

Anonymous, e-Commerce Industry, Park City



Employee Turnover

- **\$2.76 million** in avoided turnover costs.
- **31%** of parents reported that the program allowed them to stay employed.
- Calculation: The average cost to replace an employee is **1.5x annual salary**.¹⁹
- $(\$68,126.48 \times 1.5) \times 27 =$
\$2,759,122 in avoided costs.

Employee Productivity

- **44%** of parents reported the ability to take on additional work hours.²⁰
- If each family worked **just 5 additional hours per week**, the potential economic value at minimum wage (\$7.25/hour²¹) would be: 23 families \times \$7.25/hour \times 5 hours/week \times 52 weeks = **\$43,355 annually**

Testimonials

“ Every little bit helps. We were able to extend childcare hours and flex my work hours to allow my husband to pick up an extra day of work. I qualify for \$200 from my employer. This amount has been very important to our family; it takes the edge off and allows my husband to work part-time. We would need a significant amount more if we were paying full-time childcare, with current salary thresholds. ”

Anonymous, Summit County Resident

“ It has been a big help as a single mom. Allows me to work more and provide for my son. ”

Dulce R., Park City Resident

“ It has allowed us to put him in daycare 5 days a week. This has enabled us to work more. ”

Anonymous, Park City Resident

19. McFeely, Shane, and Ben Wigert. "This Fixable Problem Costs U.S. Businesses \$1 Trillion." Gallup, March 13, 2019.

20. Upwards' survey, December 2024.

21. Utah Labor Commission. "The minimum wage in Utah is \$7.25 per hour."



Economic Empowerment and Ripple Effects

- Reliable child care enables families to remain in the workforce, strengthening local economic activity.
- Total measurable economic impact: **\$4.64 million (minimum).**
- Breakdown:
 - \$1.84M from retained employment.
 - \$2.76M from reduced turnover.
 - \$43K from increased work hours.
- Total Investment (City + County): **\$1.485M**
- **ROI: 213%²²** → Every \$1 invested yielded a return of \$3.13 in economic impact.

TOTAL MEASURABLE ECONOMIC IMPACT:

\$4.64 million



Conservative Estimate

These figures represent a conservative estimate based on partial survey data (42% response rate from families and 39% response rate from child care providers). The program's actual economic impact is likely higher when factoring in:

1. The survey reached **less than half** of participants.
2. Local **economic multiplier effects**.
3. Long-term career progression **benefits**.
4. **Reduced business costs** from improved employee retention.
5. **Increased tax revenue** from sustained employment.

The program continues to drive workforce stability and economic resilience, benefiting families, businesses, and the broader community.

Cost Avoidance:

Financial Impact of Increased Use of State (DWS) Child Care Assistance

Prior to the program's launch, only 66 eligible children in Summit County were enrolled in DWS. By December 2024, this number had risen to 113, showing significant improvement in the utilization of state resources.²³

Of the 47 additional children enrolled in the DWS-subsidy program, 30 were also enrolled in the Needs-Based Child Care Scholarship Program as of December 2024. Income-eligible families were required to apply for the DWS-subsidy program, and Upwards actively facilitated and encouraged access to both state and scholarship benefits.

This success highlights the program's role in helping families fully access available state assistance. By maximizing the use of available state resources, this approach demonstrates fiscal prudence, reduces duplication of funding, and increases the overall impact without significantly raising costs.





Key Activities to Facilitate Access to State (DWS) Childcare Assistance:

- **Eligibility Documentation:** Thorough documentation and maintaining participant files.
- **Presumptive Approvals for Scholarships:** Income-eligible applicants were quickly approved for the Needs-Based Child Care Scholarship, with adjustments based on DWS verification.
- **Direct Family Support:** Providing families with guidance on the DWS application process and supporting their enrollment in both state and scholarship programs in partnership with the Holy Cross Ministries' Promotor/a Outreach Program.²⁴

Direct DWS Financial Benefits to Families

Participating families enrolled in the DWS program receive an average of \$749.31 per month in child care assistance from the State of Utah.²⁵ With 30 children participating, this translates to:

- \$21,896 in monthly financial support provided to local families.
- \$262,752 in annual subsidies directly offset child care costs for participating families.

23. Utah Department of Workforce Services. [Public Assistance Data](#).

24. Holy Cross Ministries' Promotor(as) are bilingual, bicultural outreach workers who assist individuals in navigating the complexities of healthcare and other social services, including child care subsidies.

25. Upwards verifies the awarded dollar amount by collecting Notice of Decision letter issued by DWS.

Future Outlook

Recommendations for the upcoming year include:

- **Eligible Park City Resident Households to ensure the funds are allocated effectively based on intent:**

Eliminate the AMI limit for Park City residents (calculating scholarships based on 10% household income and \$1,700 tuition max).

- **Park City Resident Scholarship Amounts to ensure the funds are allocated effectively based on intent:**

Establish a sliding scale scholarship based on resident income levels similar to the MARC Sliding Scale Program. For example, households below 30% AMI contribute 3% of their household income, households with 31% to 50% AMI contribute 5% of their household income, and households with 51% to 70% AMI contribute 7% of their household income, and households with 71% to 100% AMI contribute 10% of their household income.

- Amend the required household contribution % amount for households with multiple children.

- **Park City Workforce Scholarship Amounts to ensure funds are allocated effectively based on intent:**

Adjust the \$200 scholarship amount for workforce families (identified a set amount or base scholarships on a minimum household % contribution, similar to residents).

- **Provider Incentives and Eligibility to support providers, encourage participation, and expansion:**

- Award incentives to child care providers for serving PCMC Scholarship enrolled children (all children or children age 0-3, preschool eligibility).
- Provide child care scholarships to full-time employees of enrolled child care providers located within Park City limits equivalent to resident scholarships.
- Reimburse capital expenses for providers within Park City limits which are a direct result of PCMC or state requirements (examples may include a fridge, plumbing, door locks, play area fence, etc.), with a maximum allotment amount per facility per year (except facility expenses eligible for federal or state funding).



Community Feedback:

The Needs-Based Child Care Scholarship Program has been successful and received positive feedback. Looking forward, in a survey conducted by Upwards in December 2024 and January 2025, respondents highlighted key areas for growth and improvement:

- **25.5%** recommend enlarging the provider network.
- **19.1%** suggest modifications to the scholarship amounts.
- **29.7%** suggest adjusting household eligibility.
- **37.5%** of non-participating families cited income limits as a barrier.
- **20.8%** indicated the scholarship amounts were not sufficient.

Testimonials

“ My monthly cost for two children is ~\$2,500, and even though we don't qualify for need-based help, it is still a large part of our income to pay the bill. The PCMC scholarship of \$200 per child per month helps, but there is still over \$2,000 per month left to pay. ”

Matthew L., PCMC Employee

“ Parents above 100% AMI are struggling as well. We need to support families up to 150% AMI. ”

Melissa M., PC Tots

“ The program is helping so many families. Hopefully, this will continue and help families outside the 84060 area code as well. ”

Victoria, C., Alpine Adventurers Academy

“ Make it larger, I currently pay the same amount in rent as I do in child care, it's a huge expense, more help would allow me to cover more expenses without having to take a second job. ”

Britt B., Park City Workforce

“ Base the amount on need, not just location. Consider 84098. ”

Sydney J., Park City Workforce

Closing:

A Model for Sustainable Investment

The Needs-Based Child Care Scholarship Program serves as a replicable model for other municipalities, highlighting the power of public-private collaboration in addressing child care challenges. The Program has directly benefited over 120 families and 28 child care providers, making child care more affordable for residents and supporting the local workforce. The measurable economic advantages—such as reduced workforce turnover and increased productivity—demonstrate the program's effectiveness in generating a strong return on investment for Park City and Summit County. Through cost savings and cost avoidance strategies, the initiative optimizes the deployment of taxpayer dollars while addressing a critical community need.

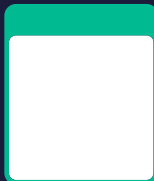
By leveraging both local and state resources, the program offers a proven framework for sustaining high-quality, affordable child care while strengthening local economies. Its success underscores the importance of strategic investment in early childhood education as a driver of long-term economic stability and growth.

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Appendix

Recognition:

Media coverage of the program's launch, expansion, and success over the past year has been extensive, including local, regional, and national stories such as:

- **"Park City offering financial help to cover childcare costs,"** Fox 13 Utah (January 2, 2024)
- **"Utah Bills Itself as 'Family-Friendly' Even as Lawmakers Have Long Neglected Child Care,"** ProPublica (January 5, 2024)
- **"Child care scholarships still available for Park City residents,"** KPCW (February 29, 2024)
- **"Scholarship program for Park City child-care service expands to Summit County residents,"** Park Record (June 3, 2024)
- **"Park City's Child-care program received national recognition,"** KPCW (December 4, 2024)

In December 2024, the program was featured at the **National Child Care Innovation Summit** by the **U.S. Chamber of Commerce Foundation** and selected as a case study on the **Employer Child Care Navigator** website, a collaboration between **Executives Partnering to Invest in Children (EPIC)** & the **U.S. Chamber of Commerce Foundation**.

Additionally, the Utah Legislature recognized the **Park City Scholarship Program** in its "Childcare Solutions and Workplace Productivity Plan" (published December 2024) as a vital supplement to Utah's **DWS Child Care Assistance Program**. The report acknowledged its role in improving affordability for families whose income exceeds

the state's 85% **State Median Income (SMI)** cap.²⁶

Impact on Employment:

- "We would likely not be able to work our current jobs without the scholarship. It is instrumental to our monthly financial situation." – Kimmy A., PCMC employee
- "Me permite pagar una guardería para poder trabajar y asegurar un techo y el bienestar de mi hija." Translation: "It allows me to pay for childcare so I can work and ensure a roof over my daughter's head and her well-being." – Yosleidy M., Park City Resident
- "We can only afford part-time daycare, and this allows us to add an extra day, which helps a lot for two working parents!" – Sydney J., Park City Workforce
- "I don't think I will be able to work if I have to pay the full amount. It will take my whole paycheck." – Anonymous, Summit County Resident

Impact on Affordability:

- "I'm so grateful for the support. Upwards helped me get my child into daycare that I could actually afford." – Stephanie M., Park City Resident
- "It helps take the pressure off the monthly bills - with 2 kids in daycare it helps a lot to close the gap." Matthew L., PCMC employee
- "Helped lower the rising cost of child-care for two full-time working parents." – Anonymous, PCMC employee
- "He podido cubrir otros gastos de mis hijos gracias a la beca." Translation: "I have been able to cover other expenses for my children thanks to the scholarship." – Celia S., Summit County Resident

26. Utah Legislature, Childcare Solutions and Workplace Productivity Plan (December 2024), pages 25-26.

Appendix cont.

- "A qué el costo sea menos y así solvente otros gastos necesarios." Translation: "Lowering the cost helps cover other necessary expenses." - Anonymous, Park City Workforce
- "En mi caso fue un gran alivio ya que pasaba por mucho estrés al no poder costear el cuidado infantil, es una gran alegría poder tener al alcance esta beca y ser parte de una comunidad a pesar de las diferencias económicas. Gracias." Translation: "In my case it was a great relief since I was going through a lot of stress from not being able to afford child care. It is a great joy to have this scholarship within reach and to be part of a community despite the economic differences. Thank you." - Anonymous, Park City Resident
- "Upwards has helped me tremendously, we are now able to afford groceries and activities for my kids." - Ana H., Park City Workforce
- "Able to put both children in care without putting a massive financial strain on the family." - Barbara S., Park City Resident
- "It has allowed us to be able to afford it! With money left over for essentials." - Anonymous, Park City Workforce
- to interact with more children." - Anonymous, Park City Workforce
- "A partir que fuimos elegibles para la beca he visto el avance de conocimiento de mis hijos, me eh visto menos presionada para poder cubrir, renta, despensa y poder comprarles ropa o zapatos para cuando lo necesitan. Muchísimas gracias." Translation: "Since we became eligible for the scholarship, I have seen my children's knowledge advance. I have felt less pressured to cover rent, groceries, and to be able to buy them clothes or shoes when they need them. Thank you very much." - Celia S., Summit County Resident
- "Estoy muy agradecida con el programa porque ha permitido que mi hija se vincule a su nuevo ambiente, el aprendizaje didáctico a Sido muy beneficioso para ella, antes lloraba porque no podía comprender pero ahora se le facilita aprender y entender de una forma muy divertida, con juegos, bailes y otras actividades que realizan, ha sido la mejor decisión que como padres hemos podido tomar con respecto al cuidado y bienestar de nuestra pequeña." Translation: "I am very grateful for the program because it has allowed my daughter to connect to her new environment, the didactic learning has been very beneficial for her. Before she cried because she could not understand but now it is easier for her to learn and understand in a very fun way, with games, dances and other activities that they do, it has been the best decision that we as parents

Impact on Early Childhood Education:

- "Nos ayuda mucho ya que podemos llevar a nuestro hijo al programa y el pueda interactuar con más niños." Translation: "It helps us a lot because we can enroll our child in the program, allowing them

have been able to make with respect to the care and well-being of our little one.” – Karina C., Housekeeping Industry, Park City Workforce

- “Mi hijo esta feliz aprendiendo y educandose rodeado de mas ninos y aprendiendo con mucho.” Translation: “My son is happy learning and educating himself surrounded by other children and learning with a lot.” – Adriana O., Summit County Resident
- “Me gusta mucho tener mucho la ayuda de la beca porque mi hijo ah aprendido mucho en la guarderia y le gusta el ir.” Translation: “I really like having the help of the scholarship because my son has learned a lot in daycare and he likes going.” – Anonymous, Park City Resident
- “Me ayudado muchísimo tanto como en el pago y también aque mi hija se desenvuelve muy bien. Mi hija es más sociable y la más feliz por estar en la escuela.” Translation: It has helped me a lot both in terms of payment and also because my daughter is doing very well. My daughter is more sociable and the happiest to be at school.” – Arely C., Park City Resident
- “We feel like our son has already learned so many new things. Gave my child opportunities he otherwise wouldn’t have with other kids.” – Kristin S.,

Impact on Mental Health

- “I can now afford to use the childcare facility that reduces my commute time and allows me to offer additional time slots for my therapy clients. This increases the availability of mental health services in the county AND increases my earning potential.”

– Megan F., Summit County

- “I am a single mother who struggles to make ends meet due to having a 1-year-old. I was able to find a 9-5 job that works with my schedule and in turn, I have been able to be part of society. I have mental health issues and having a break and not having to worry about my kiddo has been super helpful as well.” – Javen B., Summit County Resident

Customer Service Testimonials:

- “You are all doing fantastic! I am grateful for your scholarship program. I am happy to be a participant.” – Leanne S., Mountain Sprouts Children’s Center
- “Kept me in mind when the program was expanded, very helpful and efficient!” M.H., Summit County Resident
- “Answered any questions I had. Was very kind and helpful and patient. Thank you.” – J.R., Summit County Resident
- “Stephanie was incredibly helpful and readily available with information and resources. I really am grateful for her being our point of contact” A.C., Summit County Resident
- “It’s great to talk to a real person and not a bot! Stephanie responds quickly and has been a huge help for my family.” – M.S., Summit County Resident
- “It has been a great experience working with Stephanie. She has been really nice, explains things really well so I can understand how it all works.”

Appendix cont.

- "She was exceptional in every aspect, she's extremely professional kind with her words and very easy to work with I'd recommend her for future help with anybody within your company please recognize her for her dedicated work." - B.B, Park City Resident
- "Stephanie has stayed in contact with me and encouraged me to finish my application. She worked directly with our school and even called me to clear things up and review . Greatly appreciate the support in our community !! Thank you."- K.B., Park City Workforce
- "This service is very good because people like us need a helping hand for the support and education of our children I thank you for the attention received." - Fernando P., Park City Workforce
- "My provider was hesitant to enroll, and Stephanie and Evelyn persevered. Stephanie is proactive and very responsive to messages. I could tell that Stephanie was on my team and truly wanted to get us enrolled. Thanks Stephanie!" - A.A., PCMC Employee
- "I had a really great experience, and I am so grateful for you, Stephanie. You don't know how badly I needed this childcare and you kept up with me reminding me and also giving me alternatives so that the whole process was not so overwhelming. I am so thankful for that. Charley loves his school and is learning so much and I am able to go to work and know he is safe and not worried about him. I really appreciate you and this Upwards program for providing me assistance that I could not find anywhere else and so terribly needed!" - S.M., Park City Resident
- "The people at Upwards, mainly Stephanie, have helped by giving me further resources and made sure I was aware of all deadlines and reached out multiple times. Very easy to work with." - Javen B., Summit County Resident

