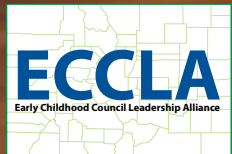


Colorado's Early Childhood Councils 2014 State of the Councils Report



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Children. Their future. Our responsibility.

“One of the many benefits of the Councils is their ability to create strong partnerships, which ensures services are delivered to children and families in the most efficient and effective way. Without the Councils, services would be less likely to have a cross domain approach or awareness and would instead focus on only one component of child development, wellness, or readiness.”

- THE EARLY CHILDHOOD
PARTNERSHIP OF
ADAMS COUNTY



EXECUTIVE SUMMARY

WHO IS ECCLA?

The Early Childhood Council Leadership Alliance (ECCLA), established as a 501(c)3 in 2013, works to improve access to quality services and supports for young children by developing a strong statewide network of early childhood council leaders and key stakeholders. They have developed and implemented systems that successfully promote and improve early childhood services so more children benefit from early learning resources either at home or in formal settings, improving outcomes for the state's children and families.

WHAT IS THE CHARGE OF EARLY CHILDHOOD COUNCILS?

The charge of Early Childhood Councils is to positively impact services for young children and families by building an effective, quality, and responsive local early childhood system through coordination of partnerships across diverse agencies.

THE IMPORTANCE OF EARLY CHILDHOOD

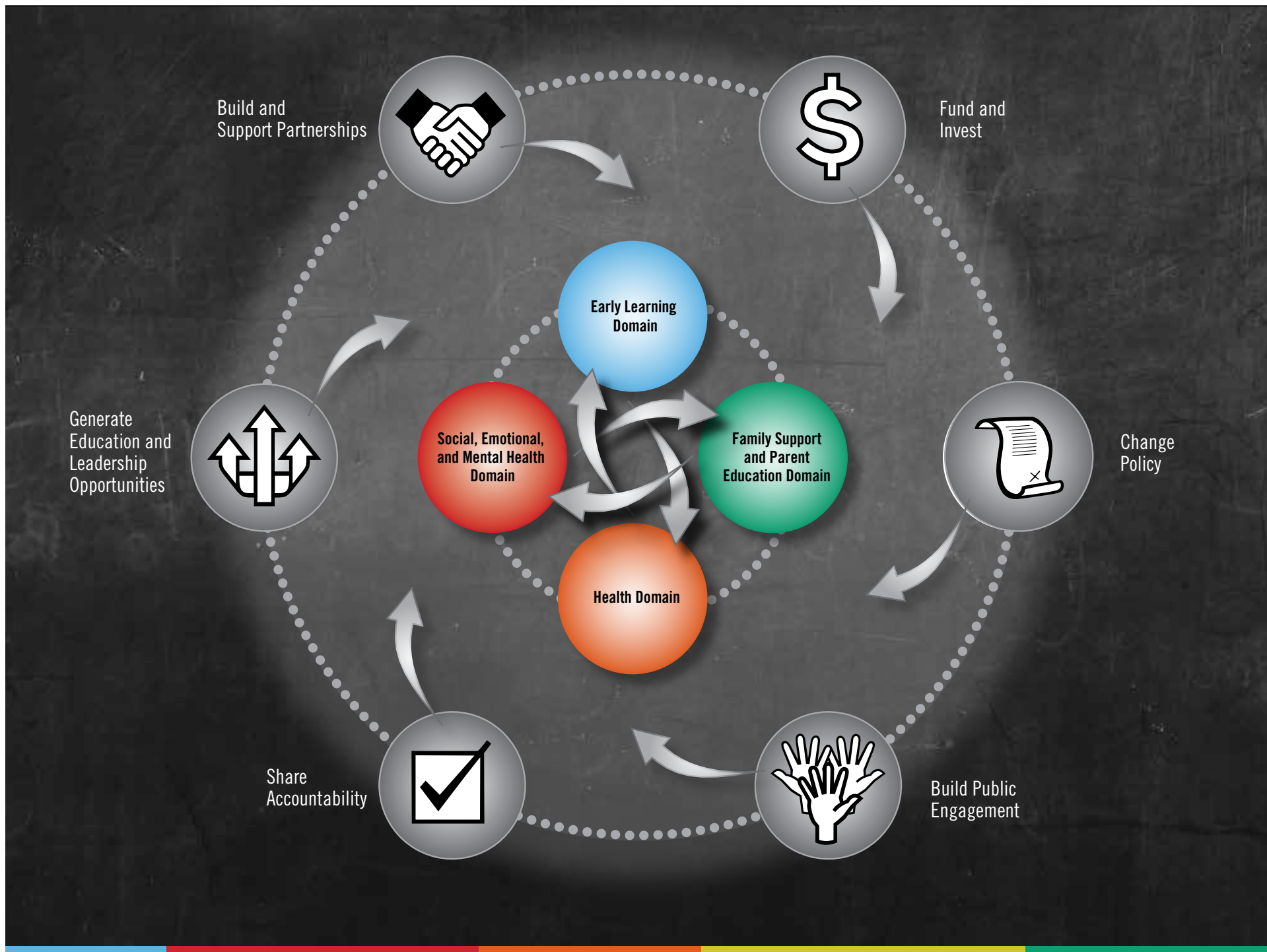
Early childhood, ages 0-8, is a period in which the brain develops most rapidly and is the most critical phase of human growth, establishing the foundation for intellectual, social, and emotional development.¹ Supports, such as quality integrated early learning; family support resources; and social, physical, and mental health services, offset risk factors such as low birth weight, poverty, and parental education, creating a quality foundation for success in school and into adulthood.²

Investment in early childhood improves the outcomes of disadvantaged children and ultimately fosters economic efficiency by supporting a more skilled and productive workforce.³ Specifically, early childhood investments result in improved emotional wellbeing, good physical and mental health, and better preparation for kindergarten, increasing motivation and success in consecutive years of school, allowing children to reach their full potential.⁴ Early Childhood Councils play a critical role in helping young children and their families receive the support needed to achieve these positive outcomes. They can help increase the quality of learning environments; expand families' resources and skills; and ensure access to social, physical, and mental health services.

HOW DO EARLY CHILDHOOD COUNCILS HELP?

Early Childhood Councils provide a coordinated system of initiatives, programs, services, and policies around the four domains of early childhood: early learning; family support and education; social emotional and mental health; and health. This is accomplished by establishing council governance, building a communication mechanism, developing evaluation and assessment tools, engaging in strategic planning and developing sustainable resources. This work reduces duplication in early childhood systems, facilitates access to available services, and maximizes the use of a broad array of community resources, resulting in increased access, quality, and equity of services for all children and families.





EARLY CHILDHOOD COUNCILS IN COLORADO

HISTORY

Colorado is one of many states across the country working to link early learning, health, mental health, family support, and parent education so families and young children have access to an equitable, high-quality continuum of services and supports leading to success in school and life. In 2007, the Colorado General Assembly established the Early Childhood Councils (HB07-1062) in order to deliver more comprehensive quality childcare, early learning, family support, and physical and mental health programs for children and families in Colorado. The charge of Early Childhood Councils is to positively impact services for young children and families by building an effective, quality, and responsive local early childhood system through coordination of partnerships across diverse agencies. This coordination facilitates access for children and their families to a spectrum of resources to foster intellectual, emotional, and social development. Effectively, Early Childhood Councils “connect the dots” between a broad array of initiatives, programs, services, and policies, creating a seamless multisystem early childhood infrastructure. There are 31 Early Childhood Councils that serve 58 of Colorado’s 64 counties.

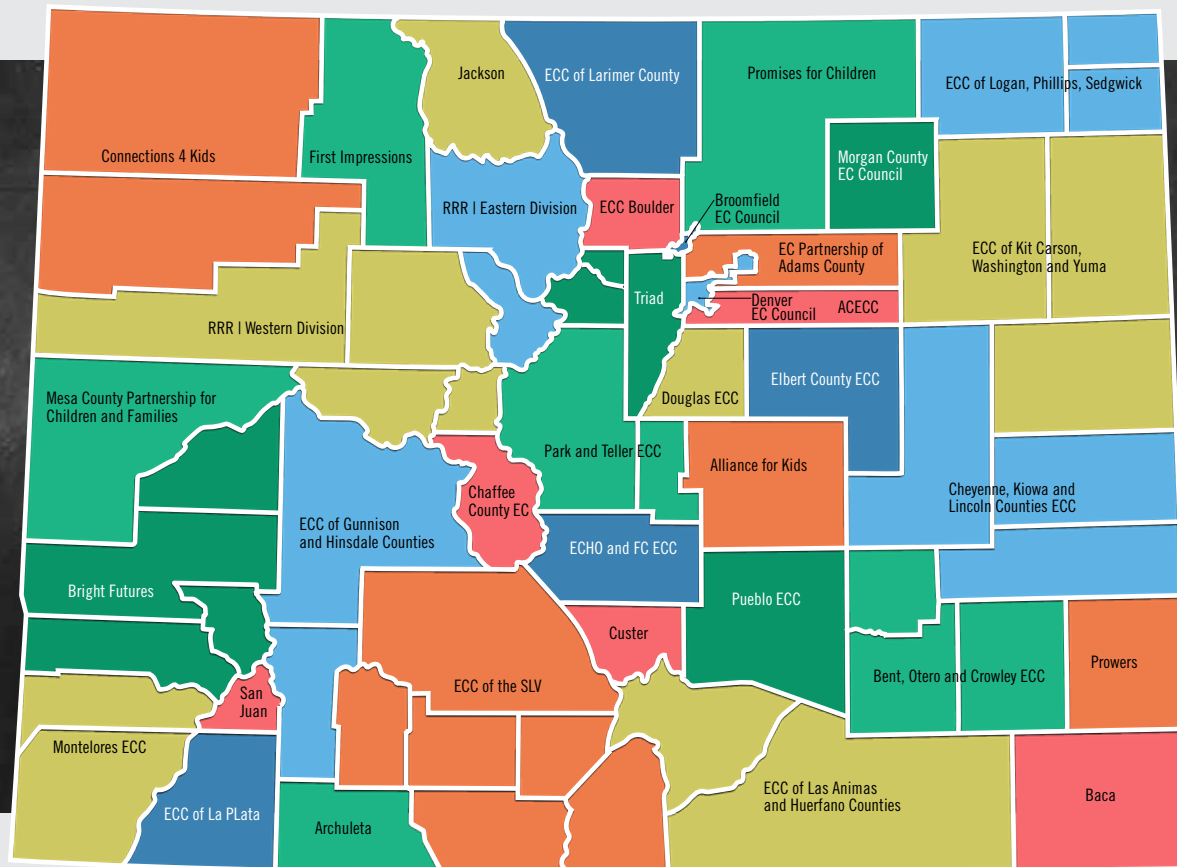
ECCLA was originally formed as an informal collaborative bringing the Councils together to support each other, align efforts, communicate grant management information, share best practices, and provide local input to state policy decisions. ECCLA was established as an independent non-profit in 2013 and launched formally as a membership association in January 2014.

“Until last year, Yuma did not have a single childcare center. Our Council not only helped create the first one, we made sure it would be high quality care by providing stipends to childcare providers taking early childhood classes. The Center’s director now has the qualifications to provide our children with top quality care, something she could not have afforded on her own.”

– EARLY CHILDHOOD COUNCIL OF YUMA, WASHINGTON, AND KIT CARSON COUNTIES



Colorado's Early Childhood Councils 2013-14



“It’s inspiring to hear ‘the Councils’ referenced by so many state and local partners as the means to collectively work toward a common goal of improving outcomes for Colorado’s children and families.”

– ALLIANCE FOR KIDS,
EL PASO COUNTY

“Because of the Council, parents have the resources necessary to locate quality care and providers, and now have many more options available to them to increase their knowledge and improve their settings, resulting in better outcomes for young children.”

– EARLY CHILDHOOD COUNCIL OF LOGAN, PHILLIPS, SEDGWICK

ACTIVITIES

The Councils focus on building effective early childhood systems, including improving the quality of early learning programs for children, aiding in preparation for kindergarten, increasing quality of health and other services, and providing maternal and infant early childhood home visitation and other direct services to families. Specifically, Councils target four domains related to early childhood:

- **Early Learning Domain:** Includes all forms of learning that take place for children ages 0-8, including formal education, professional development opportunities for early childhood professionals related to early learning standards, reaching developmental milestones to promote school readiness, supportive school environments, and support for children with special needs and other diverse populations.
- **Family Support and Parent Education Domain:** Emphasizes the importance of a supportive home environment for child development, including the availability of quality parenting and child development information, services and supports, parent engagement and leadership at all levels, safe, stable and supportive home environments, resources and supports that promote family self-sufficiency, and increased coordination of services and supports for families and children who are at-risk or have special needs.
- **Social, Emotional, and Mental Health Domain:** Focuses on overall child wellbeing beyond physical health, including availability of high quality social, emotional, and mental health training and support, nurturing environments, early identification and mental health consultation, knowledge and practices of nurturing behaviors among families and early childhood professionals, and mental health services for children with challenging behaviors.
- **Health Domain:** Involves the overall health of the child, including access to preventative oral and medical healthcare, consistent health insurance, immunizations, knowledge of health and wellness, acceptance of Medicaid and Child Health Plan Plus among primary care physicians and dentists, and appropriate prenatal care for pregnant women.

The vast majority of councils undertake activities to address all domains, with 100% of Councils participating in Early Learning and Social, Emotional, and Mental Health. Each of the four domains is unique and requires council members and partners that represent multiple resources, services, agencies, and systems.

“The Councils have helped reduce confusion and duplication of services among providers, and improved communication across all partners, thereby increasing the quality of early education and helping parents feel more supported.”

– GUNNISON HINSDALE
EARLY CHILDHOOD
COUNCIL



ORGANIZATION AND FUNDING

While Councils are independently organized, the Colorado Department of Human Services provides oversight of Early Childhood Councils' efforts. Early Childhood Councils are predominantly non-profits, either operating under a nonprofit fiscal agent (41%) or as independent nonprofits (24%). Councils also operate under other fiscal agent types, including government agencies (14%), school districts (14%) or community colleges (7%).

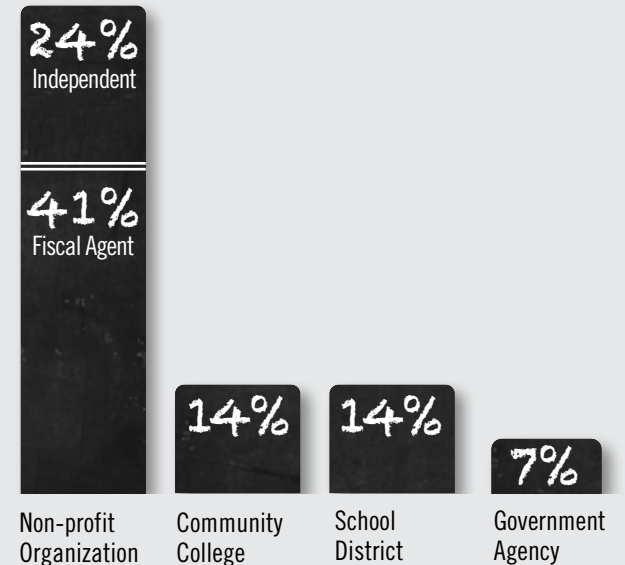
The Councils receive funding from the Federal Child Care and Development Block Grant administered by the State of Colorado's Department of Human Services as a direct investment in the Councils' early childhood systems-building work. In addition, they receive grant funding through grant programs including: the Infant and Toddler Quality and Availability Program, the School Readiness Quality Improvement Program, and the Maternal, Infant, and Early Childhood Home Visitation Program. Councils also receive funds through the Race to the Top Early Learning Challenge Grant and the Expanding Quality in Infant Toddler Care Initiative which is administered through the Colorado Department of Education. The Councils have leveraged this investment to attract other public and private funding, including funds from the Colorado Department of Public Health and Environment, foundations, and individual donors. They receive additional support through in-kind donations and other sources such as fees for service.

In FY 2014, the Councils:

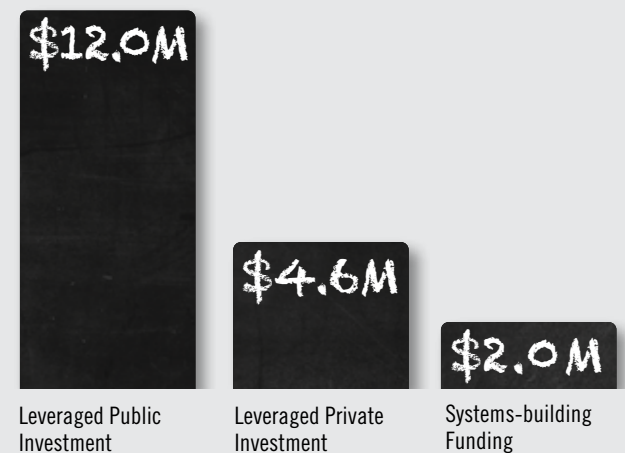
- Attracted \$4.6 million in private support.
- Leveraged \$12.0 million in public funds.
- Generated a return of \$9 for every \$1 invested in systems-building funding.



Council Structures



Leveraged Funds FY 2014



CREATING SEAMLESS SYSTEMS OF SUPPORT FOR YOUNG CHILDREN

Progress on the four domains requires building comprehensive systems of supports, where multiple service delivery providers (private, governmental, and non-profit) work together seamlessly and efficiently, providing high-quality services to meet the needs of each family and child.

Building early childhood systems is essential to meeting the Councils' goals of ensuring:

- All children have high quality early learning supports and environments and comprehensive health care;
- Families have meaningful community and parenting supports;
- Early childhood professionals have the knowledge, skills and supports to work effectively with and on behalf of families and children; and
- All children are valued, healthy, and thriving.

To reach these goals, the Councils and ECCLA are employing six foundational strategies: building and supporting partnerships, funding and investing, changing policy, building public engagement, sharing accountability, and generating education and leadership opportunities. Together, these strategies form the base upon which early learning systems are built by encouraging collaboration, streamlining service delivery, facilitating the use of best practices, and bolstering public support for these vital services for Colorado's children and their families.

“The strong relationships formed through the Douglas County Early Childhood Council have led to increased collaboration between partners, better communication and promotion of local programs and projects, shared data to improve program outcomes, and a better understanding of how each partner contributes to the overall system of early childhood in Douglas County.”

- DOUGLAS COUNTY EARLY CHILDHOOD COUNCIL

SYSTEMS BUILDING

First Impressions of Routt County

Before First Impressions of Routt County existed, early childhood resources were fragmented and the early learning and care programs were competing against each other for funding support. First Impressions has played an integral role in creating a cohesive early learning community where providers work together to increase everyone's financial resources, leading to more preventive and comprehensive services for families with young children. In fact, through the collaboration of local government, businesses, early childhood, higher education, and health and human service agencies, Routt County has expanded its investments in early childhood overall. For example, the county supported the Colorado Child Care Assistance Program so the income eligibility ceiling could be raised from 130% of the Federal Poverty Guidelines to 185%.

Denver Early Childhood Council

The Denver Early Childhood Council is working hard to increase availability, quality, and accessibility of services for children and families and building the capacity of early learning providers. The Council uses three critical tools to make a difference: building public will, fostering strategic learning and collaboration, and system-wide data analysis. The Council staff coordinate collaborative decision-making about federal, state, local, and philanthropic early childhood financial resources in Denver and facilitate service delivery to public and private early learning providers. They are also working to better understand the integration of health and mental health services in the Denver early childhood education community by conducting environmental scans related to home visitation and the developmental screening and referral system, allowing them to bring new partners together to identify duplication and service gaps.



Early Childhood Council of Larimer County

The Early Childhood Council of Larimer County knows that early childhood organizations can meet the needs of children better if they share resources and information and work as a community. The Council strongly believes each organization is a part of a “puzzle,” that they all need to cooperate to fit the pieces together. With that in mind, the Council’s efforts have led to a tremendous change in the early childhood landscape including helping move local child care centers from being competitive to being collaborative; supporting providers in relatively isolated Estes Park to improve the quality of care; and offering scholarships for college classes to child care providers, increasing the amount of training and level of professionalism.

The Council’s guiding principle is to never compete with their partners for funding, but rather work to bring more funding into the community for early childhood. As a result, they rarely obtain funding that only supports the work their staff is doing and apply for grants that include dollars that flow through to other programs and services in the community.

"Partnerships built through the council have reduced the isolation of early childhood providers in our community better enabling them to provide education and training for their staff, find funds for quality materials, provide information and supports to families, and increase the number of licensed childcare spaces."

- EARLY CHILDHOOD COUNCIL OF THE SAN LUIS VALLEY

"The partnerships we have with agencies that provide coaching and consultation in all four counties help us all leverage funding to provide the most services possible to providers."

- RURAL RESORT REGION, WESTERN DIVISION

"The councils have been integral to building leadership capacity, training over 24 community trainers who received certification in "train the trainers" programs. The community training teams provide over 19 different professional development opportunities to early childhood professionals."

- EARLY CHILDHOOD COUNCIL OF LA PLATA COUNTY

"The shared accountability structure of the councils directly led to successful implementation of a program to improve the social emotional health of children. Everyone, including the ECC, stepped up, assumed responsibility, and is making this important project succeed."

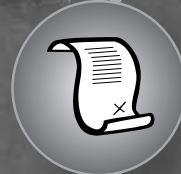
- GUNNISON HINSDALE EARLY CHILDHOOD COUNCIL

"Without the Council, there would be no cornerstone for people to understand early childhood. The community is more aware of early childhood issues and how important the first years are and parents and providers feel recognized and supported in their role."

- BROOMFIELD EARLY CHILDHOOD COUNCIL

"Council members drafted Senate Bill 12-022, which helps mitigate the "cliff effect" faced by many low-income families, creating more flexible eligibility guidelines and allowing more families to access Colorado's Childcare Assistance Program (CCAP)."

- ARAPAHOE COUNTY EARLY CHILDHOOD COUNCIL

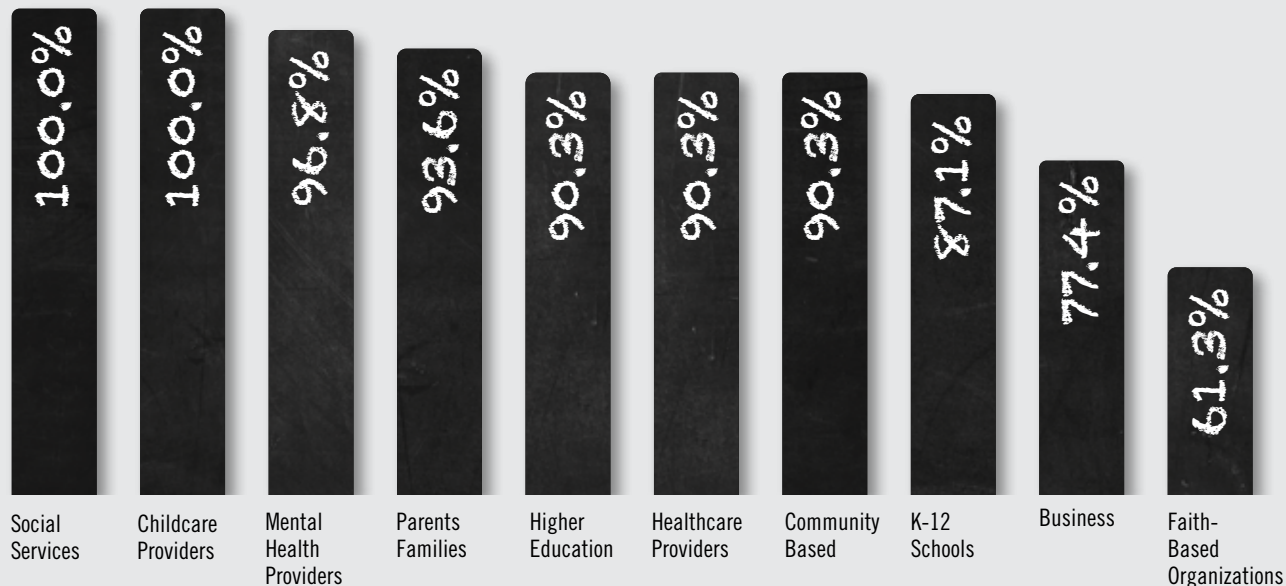


EARLY CHILDHOOD COUNCIL PARTNERSHIPS

Many strategies of action require a diverse array of partners to deliver more comprehensive quality services to children and their families. Further, the success of Colorado's Early Childhood Councils is due to the collective efforts and support of a diverse array of partners, allowing them to deliver more comprehensive quality services to children and their families.

Examples of partners and organizations Councils work with include: Head Start; Executives Partnering to Invest in Children; Women, Infants, and Children; Boards of Cooperative Education Services; State, County, and Municipal Government agencies; Baby Bear Hugs; local libraries; Native American tribal entities; and local law enforcement.

Percent of Councils in Partnership by Organization Type



Success of Early Childhood Council Partnerships

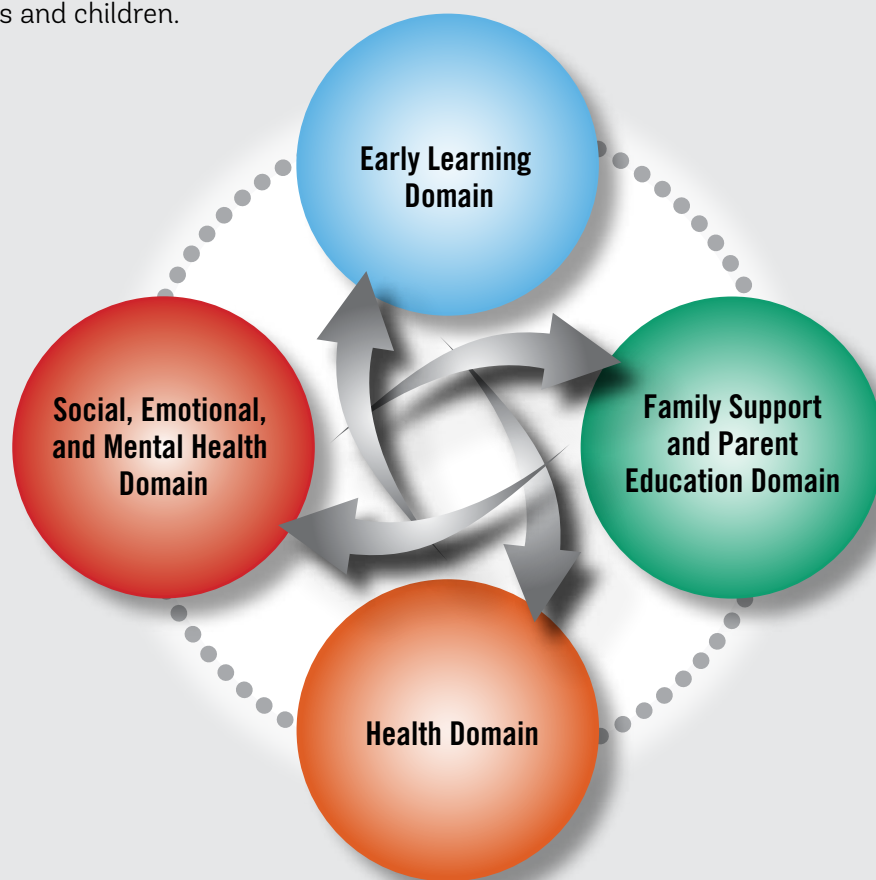
Building partnerships has been integral to the success of many Early Childhood Councils including the Rural Resort Region Northeast. The Council helped the health providers to see the critical role of early care and learning centers in increasing health access and equity. They helped leaders from the early care and learning centers understand how to engage with health care opportunities in other settings. Together, these providers are helping the Council to increase health equity, access and quality. The Council does more than engage providers! They built buy-in from the County Commissions in Grand And Summit Counties to prioritize increasing access to affordable childcare, viewing it as a critical part of the community's infrastructure.

“One of the great benefits of building partnerships is that it enables us to have a diverse audience at the council table, engaged and ready to make a difference: advocating towards a common goal with great partners can move mountains and create a strong foundation for our children and families.”

– HUERFANO and LAS ANIMAS COUNTIES EARLY CHILDHOOD ADVISORY COUNCIL

EARLY CHILDHOOD COUNCILS PROGRAMS AND SERVICES

Systems-building activities across the six foundational areas help the Early Childhood Councils provide activities and services across the four domains (early learning; family support and parent education; social, emotional, and mental health; and healthcare) in three outcome areas (access, quality, and equity). Specific outcomes include: improved quality of early learning supports and environments; access to comprehensive health care; ensuring all families have meaningful community and parenting supports; and providing knowledge, skills and supports to early childhood professionals increasing their ability to work effectively with, and on behalf of, families and children.



“If the Council did not exist, resources would be fragmented and early learning and childcare programs would have to compete against each other for funding, taking time away from program implementation. The strategic coordination efforts of the Council help create a cohesive early learning community, allowing for early childhood initiatives to work across silos and to access additional support.”

– FIRST IMPRESSIONS
OF ROUTT COUNTY

EARLY LEARNING PROGRAMS AND SERVICES

In collaboration with a diverse group of partners, Councils offer a wide variety of programs and services in Early Learning, most of which are supports for early childhood service providers. These supports take the form of referrals to external learning or training opportunities (e.g. connections to college coursework) as well as direct learning opportunities (e.g. in-house training). The Councils also reported providing fiscal support such as purchasing learning materials and scholarships.

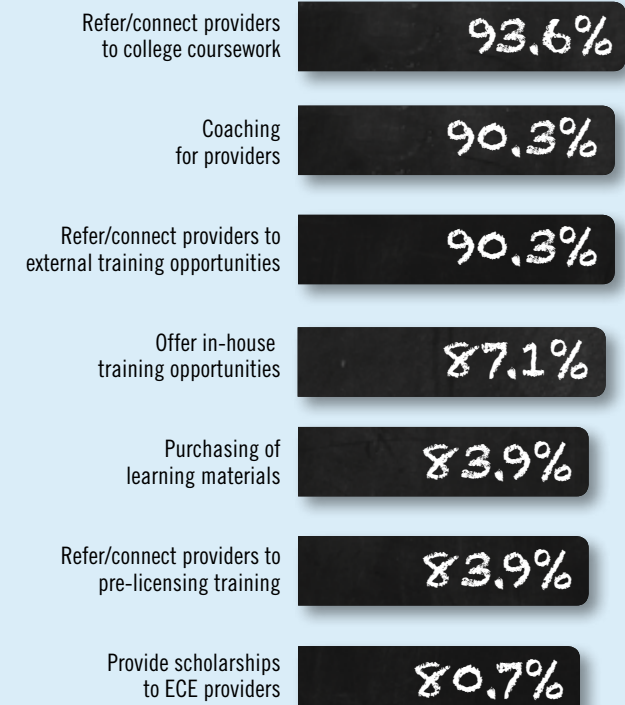
Improving Early Learning Access

Access to quality early childhood care has been demonstrated to have both short- and long-term positive effects on children's social and cognitive development, yet access to quality care remains out of the reach of many. The Early Childhood Council of the San Luis Valley provides Early Head Start funded services for a minimum of 72 infants, toddlers, and their families at any given time by contracting with Child Care Partners in their six-county area. To date, they have provided high-quality childcare, on average, for 120 youth per year for a total of 600 infants and toddlers over the five years since the initiative began.

Improving Early Learning Quality

The Denver Early Childhood Council decided that Denver could do a lot more for its children! They developed a number of initiatives to provide early care and education providers with targeted coaching, training, qualified classroom learning materials and even technology resources. They targeted these services as providers who can help with school readiness, preschool, social-emotional learning and toddler care. In FY 14 alone, the Council provided over 3,000 hours of coaching, approximately \$163,000 in financial assistance for college coursework and professional development, and over \$330,000 in qualified learning materials and technology support to approximately 650 classrooms in 240 childcare provider sites in Denver. The result? The majority of programs they reached recognized consistent and statistically significant gains in quality year-over-year.

Early Learning Programs and Services



FAMILY SUPPORT AND PARENT EDUCATION PROGRAMS AND SERVICES

Many of the Councils also provide services directly to families including parent education and other family supports with the goal of increasing the capacity of parents to support their child's health and development by building their knowledge, skills, and engagement and to increase the number of children living in stable, safe, and supportive families. The majority of the Councils reported that they refer families to family support services (i.e., parenting classes and home visitation) compared to direct service provision. More than half of the Councils reported providing parenting classes themselves.

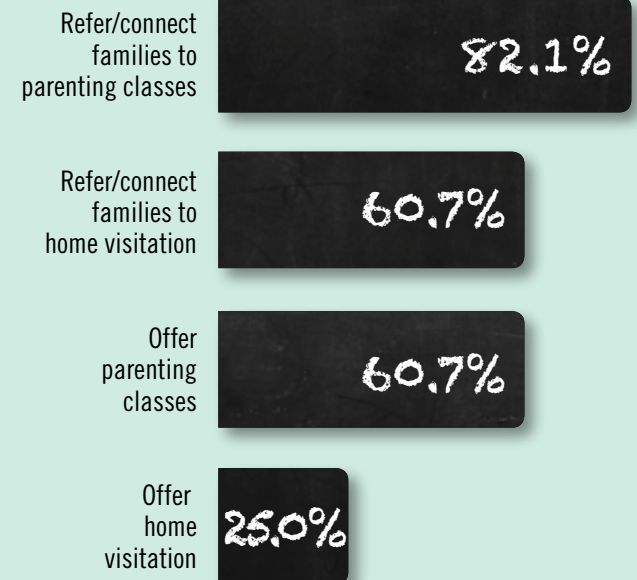
Improving Family Support and Parent Education Quality

The ECHO and Family Center for Early Childhood Council knows that, sometimes, it takes a system. To address the social-emotional needs children in their area, they have supported a high-quality Early Childhood Mental Health System from promotion to clinical services. The system provides comprehensive early childhood mental health services to all children in Colorado's Childcare Assistance Program and preschool special education served in community-based preschools and childcare centers. In addition, the Council offers comprehensive screening for early identification of developmental issues and all parents who self-identify are offered services and supports. The Council's ability to link different systems supports the sustainability and quality of these programs, while ensuring that children don't fall through the cracks. And their results are impressive! Out of a group of 70 children, 30 of which receive special education, 80% showed improvement in parent-child relations, 27% had a decrease in disruptive behavior, and 45% of parents reported an increase in parenting skills and confidence.

Improving Family Support and Parent Education Equity

Weld County is among the fastest-growing counties in Colorado, with many English- and Spanish-speaking parents. Promises for Children, Weld County's Council, partnered with United Way to provide classes in Spanish and English for parents and expectant parents. The Council also supports Providers Advancing School Outcomes, a training program for Spanish-speaking providers designed to close the achievement gap between Latino children and their white peers. In addition, the Council ensures all marketing material for their programs are in English and Spanish.

Family Support and Parent Education Programs and Services



SOCIAL, EMOTIONAL, AND MENTAL HEALTH PROGRAMS AND SERVICES

Another focus of the Councils is improving the social, emotional and mental health of young children and families through training, referral, and support of community-based services. Most Councils offer direct services to families as well as connecting them to other providers. Similarly, most Councils provide mental health, social, and emotional training to providers. Specifically, many Councils offer access to Pyramid Plus trainings, a system that coaches and trains early childhood providers and families in assisting children with their social and emotional development during early childhood.

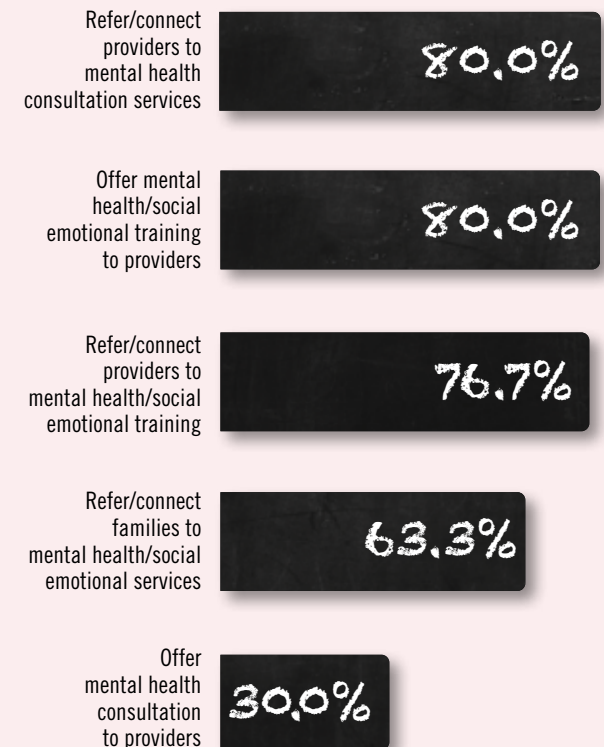
Improving Social, Emotional, and Mental Health Access

Roughly one in five mothers will experience some form of post-partum depression – moderate to severe depression after birth – that can negatively impact their ability to care for their child. The Early Childhood Partnership of Adams County knew these mothers needed help and worked to help with identification of post-partum depression and ensuring referrals to support programs. As a result of these efforts, the Council increased referrals for pregnancy/post-partum depression roughly five-fold in a year! They, along with partners, also supported enrollments into a new moms support group. In only one year, 52 women from their county attended the group. While some of the women received referrals for other services, others noted they did not need additional services because of the support group.

Improving Social, Emotional, and Mental Health Quality

More children are being expelled from early childhood programs than ever before due to behavioral issues. The Early Childhood Council of Larimer County child care referral specialists often get frantic calls from families who do not know what to do or where to go for care after being asked to leave a program. For one family, the collaborative structure of the Early Childhood Council Learning Center was essential to providing their child the opportunities necessary to grow, learn and succeed. The child care referral team knew a local mental health center that could provide family therapy and support to child care programs working with their child who had challenging behaviors. For several months Early Childhood Council of Larimer County and the local mental health center worked together to provide services for this family. Ultimately they were able to get the needed care and support at home and through child care. Without the collaborative relationship between the Early Childhood Council of Larimer County and the mental health center, the outcome for this family could have been very different.

Social Emotional and Mental Health Programs and Services



HEALTH PROGRAMS AND SERVICES

Early Childhood Councils work to improve access to, the quality of, and equity in health care services and systems for children and their families through increasing health insurance enrollments. The services in this area include a mix of referring and connecting families and working with other providers to build their capacity. Many Councils provide insurance enrollment assistance and offer hearing, vision, and other health related screenings.

Improving Healthcare Quality

Tooth decay is one of the most common chronic childhood conditions in the United States, one that can have significant health impacts into adulthood. The Rural Resort Region – Northeast Council has worked with community child care centers, family child care homes, and school districts since 2010 to implement annual Cavity Free at Three screenings. These screens have reached approximately 5,100 children, with more than 3,000 children receiving fluoride. In Grand County, this program has led to a significant decrease in decay from an average 59% decay rate in 2005 to a 16% average decay rate currently!

Improving Healthcare Access

Access to quality healthcare is essential in the first years of life, yet many people, particularly those with lower incomes, do not have access to quality healthcare due to a lack of insurance. Since January 2010, the Early Childhood Council of Larimer County has worked to help families enroll in Medicaid or CHP+ by providing training on Medicaid/CHP+ Application Assistance to eight community agencies, five of which became Certified Application Assistance Sites. In addition, the Council provides funds for birth certificates or CHP+ enrollment fees. One woman who received assistance said, “When I went to apply for CHP, I was told they needed documentation such as birth certificates ... a total of \$70 for the registration fee and birth certificates. I did not know how I was going to obtain this money because I could not even afford groceries that month. I expressed my concern to the administrators at, my youngest daughter’s child care center who helped me get a food basket from a local church and directed me to the Medicaid/CHP+ Technician on site. She was able to assist me with my CHP+ application and get me financial assistance to help cover the total cost of the registration fee and birth certificates. This program was the only way that I could keep health coverage for my two daughters.”

Health Programs and Services

Refer/connect
providers to
health/wellness
training

78.6%

Refer/connect
providers to
health consultation
services

67.9%

Refer/connect
families to
health/wellness
services

60.7%

Offer
health/wellness
training to
providers

57.1%

Offer
health
consultation to
providers

3.6%



“As a result of our work, the community is more aware of early childhood issues and how important the first years of life are to lifelong development. Not only does the community recognize that different agencies collaborate to promote the health and wellbeing of their children, but parents and providers feel recognized and supported in their role in early childhood development.”

- BROOMFIELD EARLY CHILDHOOD COUNCIL

CONCLUSION

Building early childhood systems in Colorado is essential to ensuring quality, access, and equity of the many different systems serving young children and their families across the four domains of early childhood: 1) Early Learning; 2) Social, Emotional, and Mental Health; 3) Family Support and Parent Education; and 4) Health. Early Childhood Councils are employing strategies 1) to build and support partnerships, 2) fund and invest, 3) change policy, 4) build public engagement, 5) share accountability, and 6) generate education and leadership opportunities – the six foundations of the Early Childhood Council Framework.

Through these unique and effective strategies, Councils provide programs and services improving the quality of early learning supports and environments, providing access to comprehensive health care; promoting equity by ensuring all families have meaningful community and parenting supports; and delivering resources to early childhood professionals on knowledge, skills, and supports to work effectively with and on behalf of families and children. All of these efforts are accomplished through strong partnerships with a diverse array of individuals, organizations, agencies and systems. The Colorado's Early Childhood Councils are the mechanism for “connecting the dots” between a broad array of initiatives, programs, services, and policies creating a seamless multi-system early childhood infrastructure.

“Support from the Councils has enabled sites to make a real impact on people’s lives. A young parent, a survivor of abuse, wanted to break the cycle and be the best parent possible. After taking a parenting class at the recommendation of a staff member, she said that the class taught her things she had never learned before and she will be a better parent because of the Council.”


– MESA COUNTY
PARTNERSHIP FOR
CHILDREN AND FAMILIES

¹ UNICEF. (2013, July 26). Why Early Childhood Development? Retrieved December 23, 2014, from http://www.unicef.org/earlychildhood/index_40748.html

² Walker, Susan P., Wachs, Theodore D., Gratham-McGregor, Sally, Black, Maureen, M., Nelson, Charles A., Huffman, Sandra L., Baker-Hemmingham, Helen, Chang, Susan M., Hamadani, Jena D., Lozoff, Betsy, Meeks-Gardner, Julie M., Powell, Christine A., Rahman, Atif, Richter, Linda. (September, 2011). Inequality in early childhood: risk and protective factors for early child development. *The Lancet*, 378, 1321-1338.

³ Heckman, James J. (Spring, 2011). The Economics of Inequality: The Value of Early Childhood Education. *American Educator*, 31-47.

⁴ Center on the Developing Child at Harvard University. (2007, August). A Science-Based Framework for Early Childhood Policy: Using Evidence to Improve Outcomes in Learning, Behavior, and Health for Vulnerable Children. Retrieved December 23, 2014, from <http://developingchild.harvard.edu/>



“Without the Council, coaching opportunities for program quality improvement, support for children with challenging behavior, teen parent programs, family engagement coordinators, and support for family childcare programs would be drastically decreased and, in some cases, cease to exist. There would also be little to no opportunities for agencies working with children and families in different regions to communicate and collaborate.”

– RURAL RESORT REGION, WESTERN DIVISION



Prepared by Spark Policy Institute

