



DENVER'S EARLY
CHILDHOOD COUNCIL

Denver's Early Childhood Council Strategic Framework January 2019

Vision:

Denver is a community where the diverse needs of all young children and their families are supported.

Mission Statement:

Denver's Early Childhood Council elevates the early childhood field through innovative and inclusive leadership, services, and solutions.

Statement of Strategic Direction:

Between today and the end of 2025, we will focus our highest level of attention and resources on these five priorities:

- Master messaging to amplify the voices of the early childhood community for deeper impact.
- Leverage Denver Early Childhood Council's expertise, data, and partnerships to inform local and state policy with the goal of accelerating impact and outcomes sector wide.
- Support clear, accessible and innovative career pathways into and within the early childhood profession.
- Sustain and expand our impact on quality by providing support, tools, resources and services to caregivers, teaching professionals and programs that serve children and their families from prenatal to 8 years old.
- Pursue innovative and diverse funding strategies to achieve the Council's goals and to sustain organizational capacity.

Strategic Goals, Objectives and Strategies (2019-2025)

Goal One: Influence Decision Makers and Attract More Financial Resources to the Early Childhood Sector

Objective 1.A: Advocate on behalf of the early childhood field with legislative and rule-making bodies

Strategies:

- Pursue a focused and responsive policy agenda that promotes improved access, quality, and equity of services for children and families
- Engage in and inform state and local/city-level policy

Objective 1.B: Establish a unified messaging platform for Board, Oversight Council and Staff

Strategies:

- Staff, Board and Oversight Council are trained on and utilize 'Core Messaging Guide' and printed collateral for external communication and messaging
- Communications plan is accessible and reviewed with Staff, Board and Oversight Council
- Technology solutions for communication platforms are developed, utilized, maintained, and evaluated to support community connections and external messaging of the Council

Objective 1.C: Engage with broader stakeholders to increase awareness and effect change in the early childhood sector

Strategies:

- Act as a local early childhood subject matter expert, consultant and data resource to a range of community, business and media partners
- Serve as a key supporter and participant within industry-focused advisory groups, committees and partnerships

Goal Two: Develop and deliver innovative and inclusive services to support a flourishing early childhood field

Objective 2.A: Support clear and accessible career pathways into and within the profession

Strategies:

- Grow a qualified and diverse early childhood teacher workforce through innovative solutions and partnerships

- Offer varied professional learning and development opportunities to deepen knowledge, strengthen best practice, and support career growth

Objective 2.B: Identify partners, create opportunities and expand programs to support Family, Friend, and Neighbor care

Strategies:

- Pursue and maintain partnerships to deploy financial resources towards supporting healthy, safe, and quality care environments
- Broaden reach and make more programs inclusive and accessible for family, friends and neighbor care providers.

Objective 2.C: Provide inclusive and responsive services to at least 70% of licensed child care programs/providers to support the quality and equitable access of care for children and families

Strategies:

- Quality initiatives resources are awarded, and fund utilization is tracked with quality metrics
- Provide technical assistance and quality navigation to support programs' utilization of quality resources in alignment with best practice and quality standards
- Licensed child care providers are introduced to the role of the Council, resources and relevant engagement opportunities

Objective 2.D: Operate and enhance the ecConnect/SugarCRM data platforms to support the delivery of innovative services, program monitoring and compliance

Strategies:

- Develop, grow, and maintain technology systems to support accessible resources, opportunities, and career path navigation
- Create new data partnerships and integration opportunities to achieve alignment in user experience and information across the early childhood sector
- Operate and enhance the ecConnect/SugarCRM data platforms to support the delivery of innovative services, program monitoring, and compliance

Objective 2.E: Collaborate with Family Resource Centers, Home Visitation Programs and other community resource partners and events

- Participate in events and coordinate with community resource partners to increase awareness around early child development and services for children and their families

- Convene systemic partners to coordinate services, align data, engage in peer learning, and disseminate best practices/updates

Goal Three: Leverage and Develop Board, Oversight Council and Staff Skills

Objective 3.A: Ensure effective governance and adaptive leadership capacity within the organization

Strategies:

- Maximize effectiveness of Board and Oversight Council communication tools
- Recruit, develop, and engage the talent necessary to fulfill the Council's mission

Objective 3.B: Invest in staff development to support a high-performance culture of learning and inclusiveness

Strategies:

- Develop staff skills and a culture that values staff learning and growth
- Cultivate diversity, inclusion and culturally sustaining practices at every level of the organization
- Recruit, develop, and engage the talent necessary to fulfill the Council's mission

Objective 3.C: Develop and maintain effective people and talent management tools to appropriately support staff

Strategies:

- Develop and implement appropriate processes, procedures and mentoring support for internal staff
- Identify and implement a robust and suitable human resource information system (HRIS)

Goal Four: Develop internal technology systems and practices to ensure organizational strength and efficiency

Objective 4.A: Upgrade data systems and infrastructure critical to ongoing internal operations and programs

Strategies:

- Implement a robust and suitable financial accounting system
- Implement cloud-based storage, back-up and operational systems to support internal processes and compliance
- Develop and implement a comprehensive data and ecConnect/Sugar system plan

Objective 4.B: Establish effective data collection, evaluation, and quality assurance systems and practices

Strategies:

- Pursue capacity development opportunities and improve data systems, policies, and procedures to ensure efficient, effective, and accurate outputs
- Operationalize data reporting, collection and ongoing evaluation

Objective 4.C: Assess and develop long-term internal financial leadership and management

Strategies:

- Target recruitment strategies for Board and committees to ensure strong representation of financial management expertise and experience
- Seek external assistance and supports to develop a long-term financial management plan

Goal Five: Continue diversification of funding sources to ensure financial sustainability

Objective 5.A: Identify financial resources to support under-resourced operations or new programmatic initiatives

Strategies:

- Investigate and target program funding to fill service gaps identified
- Identify and pursue unrestricted funding to support general operating needs for the organization

Objective 5.B: Investigate and establish new revenue streams and sources of earned revenue

Strategies:

- Investigate and target flexible revenue streams that support nimble, data-driven management and resource development
- Develop and deploy ecConnect marketplaces with related pricing structure and long-term sustainability plans
- Develop internal capacity to provide technical assistance and consulting

Objective 5.C: Grow individual donor base and cultivate new relationships with corporations and foundation partners

Strategies:

- Engage potential new funders to support strategic direction
- Cultivate new and existing individual and corporate donors