

Approved: 5/2/15; Revisions approved 3/30/17

**Vision:** All children are valued, healthy and thriving

**Mission:** Building a community where all young children can reach their full potential

**Ultimate Goal: Children enter school healthy and ready to succeed**

**Community Benchmarks:**

- Children are born healthy and into well-prepared families
- Children's health and early learning is supported at home and in the community
- Children reach individually appropriate developmental milestones
- Children enter school ready to learn
- Children read with proficiency in third grade

**Priority Goal 1: Enhance system capacity: ECPAC is able to facilitate the Adams County early childhood system to be efficient, effective and elegant so that service providers are connected to one another and families' needs are met. (systems)**

**Objectives:**

**1A:** Increase/maintain ECPAC's internal capacity to expand and enhance systems-building within the community.

**1B:** Increase advocacy efforts to build community investment in early childhood efforts.

**1C:** Strengthen connections between agencies to promote care coordination and support during transitions.

**Priority Goal 2: Increase quality of services and supports: Expand and enhance Adams County's ability to provide high-quality early childhood and family services and supports with dedicated focus on best practices in serving at-risk children ages birth to eight. (workforce)**

**Objectives:**

**2A:** Increase the quality of the local early care and education (ECE) system, with special focus on affordability and accessibility of high-quality ECE for at-risk children.

**2B:** Increase quality of comprehensive, cross-domain early childhood services that lead to positive outcomes for young children and families.

**2C:** Improve the flow of information to, and supportive resources for, friends, family and neighbor caregivers of young children.

**Priority Goal 3: Increase access to affordable services and supports: Early childhood families have access to available community services and supports that effectively meet their needs and engages them to promote their child(ren's) healthy growth, development, and readiness for school, with dedicated focus on children and families experiencing disparities**

**Objectives:**

**3A:** Increase availability of affordable community-based services and formal and informal parent/family engagement, education and support opportunities (affordability)

**3B:** Increase access to community-based services and supports for young children and families. (access)

**Priority Goal 1: Enhance system capacity: ECPAC is able to facilitate the Adams County early childhood system to be efficient, effective and elegant so that service providers are connected to one another and families’ needs are met. (systems)**

<p><b>Activities/Steps</b> <i>(Actions designed to operationalize the goal and strategies.)</i> <b>Identified funding sources listed are the primary source for work</b></p>	<p><b>Timeline</b></p>	<p><b>Who</b> <i>(Responsible for accomplishing activities.)</i></p>	<p><b>Progress Indicator</b> <i>(process steps anticipated to move work towards success)</i> <b>Evaluation &amp; Annual Work Plans contain more details</b></p>
<p><b><u>Objective 1.1: Increase/maintain ECPAC’s internal capacity to expand and enhance systems-building within the community</u></b></p>			
<p><b>1.A.1 Core Business: Governance:</b> ECPAC has the governance structure that promotes continuous quality improvement. <b>(SBG)</b></p> <hr/> <p><b>1.A.2. Core Business: Evaluation:</b> Increase evaluation capacity: <b>(ALL Funding sources)</b></p> <ul style="list-style-type: none"> <li>• Develop/Implement diverse evaluation plan (systems-programs, performance-population)</li> <li>• Consider hiring evaluation consultant or staff</li> <li>• Adopt Database</li> <li>• Use of data driven decisions at all meetings</li> <li>• Increase partner data-sharing agreements</li> </ul> <hr/> <p><b>1.A.3. Core Business: Resource Development, Fund and Invest:</b> Implement plans to increase resources dedicated to early childhood efforts through increased funding and improved resource allocation. <b>(MHUW)</b></p> <hr/> <p><b>1.A.4. Core Business: Sustainability:</b> Ensure all strategic plans and work plans have sustainability strategies and build off of the 2014 Sustainability Plan. <b>(ALL Funding Sources)</b></p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>Director w/ Governing &amp; Advisory Boards and Action Teams</p> <p>Director and Board Action Team Chairs ECPAC Staff ECPAC Partners YCW Council</p> <p>Director and Board</p> <p>Director, Action Team Chairs, Board; ECPAC staff</p>	<p>Bi-annual Partnership Survey demonstrates Board and Action Team effectiveness; 80% Participation rate; Identified needs have strategies that lead to progress on follow up surveys.</p> <hr/> <p>Tracking shows: Evaluation Plan is implemented according to timelines; Progress Indicators are identified and monitored; Data tracked in database as much as possible; Evaluation results are communicated regularly (dashboard); Build off LAUNCH eval</p> <hr/> <p>Tracking shows: Resources are leveraged as able; Opportunities identified, assessed and applied for as indicated; Increased funding or better use of funding by 5-10% annually</p> <hr/> <p>Tracking shows: Sustainability Plan is followed. All work plans are developed with sustainability strategies. Projects are sustained as appropriate</p>
<p><b><u>Objective 1.2: Increase advocacy efforts to build community investment in early childhood efforts</u></b></p>			
<p><b>1.B.1. Core Business: Communication:</b> Increase communications capacity: <b>(SBG, LAUNCH, Rose, THB, MHUW)</b></p> <ul style="list-style-type: none"> <li>• Implement Communications Plan</li> <li>• Consider hiring a communications consultant or staff</li> <li>• Effectively implement communications plan: “Inform, Engage, and Empower Community Leaders to improve outcomes for young children and families”</li> </ul> <hr/> <p><b>1.B.2. Core Business: Build Public Will:</b> Raise public awareness of the importance of healthy families, school ready children, and early</p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>ECPAC Governing and Advisory Boards, and Action Teams, Staff; YCW Council</p>	<p>Strategies and communication materials developed; Material distribution is tracked; Target audiences identified; Implementation begun. Progress Indicators are identified and monitored; Increase use of website and newsletter;</p> <hr/> <p>Public Awareness Materials developed; Materials distribution is tracked; Partners have common</p>

<p>literacy, and prompt collaborative community action (<b>SBG, MHW, LAUNCH, Rose, THB</b>)</p> <p><b>1.B.3. Core Business: Change Policy:</b> Advocate for policy changes that support young children and families (<b>SBG, LAUNCH</b>)</p> <ul style="list-style-type: none"> <li>Actively participate in legislative issues</li> <li>Draft family-friendly/child policy</li> <li>Earned Income Tax</li> </ul> <p><b>1.B.4. Core Business: Generate Educational and Leadership Opportunities:</b> (<b>MHUW, LAUNCH, THB, SRQIP/QI, EQIT, Rose</b>)</p> <ul style="list-style-type: none"> <li>Support Parent/Family Engagement / Leadership</li> <li>Support a strong workforce (see Goal 2)</li> </ul>		<p>ECPAC Staff, Partners, Board</p> <p>Board with support from Director; LAUNCH –local and state</p> <p>ECPAC staff;</p>	<p>messaging and support efforts – success stories captured; Progress is communicated and tracked; LAUNCH eval</p> <p>Documented efforts; Documented successes and impact as able;</p> <p>Offerings are increased annually; Standardized Training and Class Evaluations – demonstrate increase in knowledge; Follow up completed when able to demonstrate change in practice; <i>(noted several times below)</i></p>
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**Objective 1.3: Strengthen connections between agencies to promote care coordination and support during transitions**

<p><i>Core Business: Build and Support Partnerships and Shared Accountability (All Funding Sources)</i></p> <p><b>1.C.1.</b> Through Action Teams, Collaboratives, Workgroups, Advisory Council, and the Board, identify opportunities for deeper level of partnerships, including authentic family partnerships, and collaboration to offer a seamless system of services and supports, using strategic and work plans to identify and monitor opportunities for shared accountability towards agreed upon outcomes</p> <p><b>1.C.2.</b> Support partners, through community-based best practices to promote child success during the transitions (infant-toddler/preschool/kindergarten/elementary schools)</p> <p><b>1.C.3.</b> Investigate opportunities to apply for waivers that will better enable community organizations to serve families in seamless ways.</p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>Partners, Board, Director, Staff;</p> <p>Partners, School Districts; KR Action Team;</p> <p>Director and Board</p>	<p>Bi-annual Partnership Survey demonstrated increased individual board/partner engagement; 80% Participation rate; Impact of collaboration is demonstrated; Work plans are monitored for shared accountability to efforts;</p> <p>Signed Letters of Agreements with School Districts; Kindergarten Action Team work plans moving forward according to timelines; Transition plans are developed and implementation is monitored; Impact is demonstrated- Child outcomes when possible; Materials distributed are tracked;</p> <p>Waivers tracked – completion and impact</p>
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**Priority Goal 2: Increase quality of services and supports: Expand and enhance Adams County’s ability to provide high-quality early childhood and family services and supports with dedicated focus on best practices in serving at-risk children ages birth to eight. *(workforce)***

<p><b>Activities/Steps</b> <i>(Actions designed to operationalize the goal and strategies.)</i> Identified funding sources listed are the primary source for work</p>	<p><b>Timeline</b></p>	<p><b>Who</b> <i>(Responsible for accomplishing activities.)</i></p>	<p><b>Progress Indicator</b> <i>(process steps anticipated to move work towards success)</i> Evaluation &amp; Annual Work Plans contain more detail</p>
<p><b><u>Objective 2.1: Increase the quality of the local early care and education (ECE) system, with special focus on affordability and accessibility of high-quality ECE for at-risk children</u></b></p>			

<p><b>2.A.1.</b> Continue to provide support for ECE Quality Improvement efforts including: Quality Improvement Plan, QI Coaching, ECMH Consultation, and QI Incentives through an individualized approach for comprehensive quality improvement. <b>(SRQIP/all QI)</b></p> <ul style="list-style-type: none"> <li>• Ensure delivery of 10 strategies identified in 2015-18 SRQIP</li> <li>• Engage ECE programs in Levels 2 or higher of the Colorado Shines system – through promotion - with targeted focus on programs with high CCCAP enrollment</li> <li>• Ensure all areas of the county have access to slots for Colorado Child Care Assistance Program subsidies in high quality programs (Level 3-5)</li> <li>• Promote the Co Shines Quality Rating and Improvement System (and ELDGs as noted in 2.A.3)</li> </ul> <p><b>2.A.2.</b> Build and offer a comprehensive continuum of professional opportunities to provide high quality services that promote comprehensive school readiness in ECE settings <b>(THB, SRQIP, all QI, EQIT, Rose, LAUNCH, MHUW)</b></p> <hr/> <p><b>2.A.3:</b> Align with and promote state efforts (QRIS, PDIS, ELDG, ECE/K assessment, Universal application, SF, FFN, etc) <b>(all QI, LAUNCH)</b></p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>ELI Manager, QI Sites, Coaches, ECMHC, Director, HIC</p> <p>ELI Manager, PD Coordinator, KR Action Team</p> <p>ELI Manager, Director; YCW Coordinator</p> <p>ELI Manager, Director; YCW Coordinator</p>	<p>Involved programs demonstrate progress in SRQIP strategies; Services evaluations demonstrate increased capacity for provision of quality and inclusive services; ECMHC evals demonstrate impact and inclusiveness (LAUNCH eval); Training Evals (as noted above):</p> <ul style="list-style-type: none"> <li>• Progress towards 60% of program engagement in Colorado Shines (Level 2 or higher).</li> <li>• Progress towards #/% of children receiving CCAP in high quality programming - in Level 2 and high quality (Levels 3-5) – all programs</li> <li>• All areas of county have access to slots for CCAP in high quality programs (Community Dispersion)</li> <li>• Promotion of CO Shines efforts are tracked monthly</li> <li>• The number of participating all early care and education programs</li> <li>• The baseline quality rating of each participating program and progress</li> <li>• Analysis and explanation of the quality improvement strategies undertaken at each early care and education facility</li> <li>• A summary of the number of jobs created through the quality improvement program and incentive funding</li> <li>• Length of enrollment for children receiving CCCAP</li> <li>• Barriers to quality improvement that were encountered</li> </ul> <hr/> <p>Professional development and support opportunities increase (tracked); Training Evals indicators (noted above); Best Practices/strategies identified and monitored;</p> <hr/> <p>Efforts are aligned with State efforts;</p>
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<b><u>Objective 2.2: Increase quality of comprehensive, cross-domain early childhood services that lead to positive outcomes for young children and families.</u></b>			
<p><b>2.B.1.</b> Support best practices in Home Visitation Programs:</p> <ul style="list-style-type: none"> <li>• Create community linkages to the Home Visitation Programs in Adams County through communication strategies, intentional integration and alignment, and common evaluation and outcomes. <b>(MIECHV)</b></li> <li>• Provide mental health consultation to Home Visitation programs and families. <b>(LAUNCH)</b></li> </ul> <p><b>2.B.2.</b> Increase use of best practices to support literacy skills, social-emotional development, and family engagement in at-risk children. <b>(Rose)</b></p> <p><b>2.B.3.</b> Provide/Support educational opportunities to increase capacity to address social-emotional/mental health needs of young children and families. <b>(LAUNCH)</b></p> <p><b>2.B.4.</b> Provide/support additional cross-domain educational opportunities in early childhood best practices.</p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>Home Visitation Collaborative, YCW Coordinator &amp; Council, FIC, Director</p> <p>KR Action Team</p> <p>YCW Coordinator and Council</p> <p>Director, Staff</p>	<p>Training Evals (noted above); Increased referrals are demonstrated; Gaps and strategies are documented with progress tracked through Semi-annual partner survey</p> <p>ECMHC Fidelity and Progress Indicators</p> <p>Best practices identified; Additional resources secured; Best practices have begun and are evaluated; Gaps and strategies are documented with progress tracked through Semi-annual partner survey</p> <p>LAUNCH Eval; Training opportunities tracked; Training evals (noted above);</p> <p>Training opportunities tracked; Training evals (noted above)</p>
<b><u>Objective 2.3: Improve the flow of information to, and supportive resources for, friends, family and neighbor caregivers of young children.</u></b>			
<p><b>2.C.1.</b> Modify and adapt ECPAC’s Early Learning Efforts to reach out to FFN and provide identified support and information in alignment with statewide efforts <b>(TBD)</b></p>	<p>July 2015 – June 2020</p>	<p>ECPAC Family Initiatives Coordinator (FIC); Other ECPAC Partners</p>	<p>FFN networks identified/engaged.; Outreach materials &amp; strategies are developed and implemented. Training/support opportunities tracked; Training evals (noted above)</p>

**Priority Goal 3: Increase access to affordable services and supports: Early childhood families have access to available community services and supports that effectively meet their needs and engages them to promote their child(ren’s) healthy growth, development, and readiness for school, with dedicated focus on disparate populations**

<b>Activities/Steps</b> <i>(Actions designed to operationalize the goal and strategies.)</i> <b>Identified funding sources listed are the primary source for work</b>	<b>Timeline</b>	<b>Who</b> <i>(Responsible for accomplishing activities.)</i>	<b>Progress Indicator</b> <i>(process steps anticipated to move work towards success)</i> <b>Evaluation &amp; Annual Work Plans contain more detail</b>
<b><u>Objective 3.1: Increase access to affordable community-based services and formal and informal parent/family engagement, education and support opportunities</u></b>			

<p><b>3.A.1</b> With partners, provide affordable educational opportunities to parents and families on early literacy, school readiness, social-emotional development, and family engagement and leadership through written materials, the website, social media and classes/workshops, and address barriers to participation (<b>MHUW, THB, LAUNCH, ROSE</b>)</p> <p><b>3.A.3</b> Develop a more comprehensive continuum of affordable supports and services for women experiencing pregnancy-related / postpartum depression (<b>Community First, Caring for Colorado, LAUNCH</b>)</p> <ul style="list-style-type: none"> <li>• Work with partners to co-locate supportive services</li> <li>• Provide training and support to community providers to identify, refer, and support women to services</li> <li>• Deliver public awareness with non-stigmatizing messages</li> </ul> <p><b>3.A.3</b> Develop a more comprehensive continuum of affordable supports for young children, with focus on at risk but not eligible for services using the Strengthening Families framework - protective factors and two-generation approach: (<b>LAUNCH, TBD</b>)</p> <ul style="list-style-type: none"> <li>• Continue to identify and make aware current supports</li> <li>• Work with partners to offer more supportive services</li> <li>• Increase funding and investment in new programs (Fatherhood, Grandparents, Socialization groups, Teen parents...)</li> <li>• Family Resource Centers</li> </ul> <p><b>3.A.4</b> Support efforts to increase access to affordable, quality IT/ECE/Kindergarten: (<b>all QI, SBG, TBD</b>)</p> <ul style="list-style-type: none"> <li>• Universal Preschool, CPP, CCCAP</li> <li>• Full day Kindergarten</li> <li>• Increase infant and toddler slots</li> <li>• Using the two-generation approach, support families in increasing earning potential and children have access to high quality, affordable care (<b>SWIFI</b>)</li> </ul>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>FIC, YCW Coordinator &amp; Council</p> <p>PRD Action Team; HIC; YCW Coordinator</p> <p>FIC, YCW Coordinator and Council; Board</p> <p>Board, Director, ECE programs, School Districts, DHS</p>	<p>Environmental Scan results utilized and monitored; LAUNCH Eval; Training opportunities tracked; Training evals (noted above); Parent Class evals: Child Outcomes and Family Outcomes measured as able.</p> <p>Child Outcomes and Family Outcomes measured as able; Co-location and impact tracked; Training opportunities tracked; Training evals (noted above); Materials distributed tracked; Gaps and strategies are documented with progress tracked through Semi-annual partner survey Build off LAUNCH eval;</p> <p>Gaps and strategies are documented with progress tracked through Semi-annual partner survey; Opportunities increase; Resources for families increase; SF Protective Factors Survey utilized; Build off LAUNCH eval;</p> <p>Efforts and impact are documents and reported – as determined by community and by funders</p>
<p><b>Objective 3.2: Increase access to community-based services and supports for young children and families</b></p>			
<p><b>3.B.1.</b> Co-locate services and/or integrate comprehensive services into existing community service settings whenever possible (<b>ALL Funding sources</b>)</p>		<p>Partners; Board; Action Teams; YCW Council</p>	<p>Co-location and impact tracked;</p>

<p><b>3.B.2.</b> Support implementation of the best practices outlines in the Coordinated Identification and Referral System (medical, oral, developmental, post-partum, home visitation, mental health, and other community resources) through the Coordinated Identification and Referral System; (<b>CfC; LAUNCH</b>)</p> <p><b>3.B.3.</b> Support partners to implement culturally relevant mechanisms for sharing information with and providing education and support to parents/families, using common messaging. (<b>All + LAUNCH</b>)</p> <ul style="list-style-type: none"><li>• Involve parents/families in planning, implementation, and evaluation of efforts</li><li>• Increase/improve available services to ensure access, quality, and cultural competence</li><li>• Identify and recruit from disparate populations (consideration of promotoras / cultural broker model)</li><li>• Follow LAUNCH Behavioral Health Disparities Statement and Plan</li></ul> <p><b>3.B.4</b> Increase Integrated Behavioral Health Providers capacity to serve young children, families, and women with pregnancy / postpartum depression (<b>LAUNCH</b>)</p> <p><b>3.B.5.</b> Increase the number of children who have a Medical Home and attend well child-checks (<b>LAUNCH, TBD</b>)</p>	<p>July 2015 – June 2020</p> <p>* Separate Annual Work Plans include more specificity</p>	<p>HIC, YCW Coordinator; HI Action Team; YCW Council</p>  <p>Director, Staff, YCW Council, Action Teams, Board</p>  <p>YCW Coordinator and Council</p>  <p>TBD – Care Navigation</p>	<p>Cross-agency coordination established and tracked; Parent education tracked; Data sharing agreements in place to demonstrate increased referrals and follow through; Training evals (noted above); Gaps and strategies are documented with progress tracked through Semi-annual partner survey</p> <p>Environmental Scan results utilized and monitored; Dissemination of messages and materials occurs and is tracked. Common measurements identified; Communication systems evaluated for effectiveness / revised as needed.</p> <p>Outreach conducted and increased referrals, utilization, and outcomes; Gaps and strategies are documented with progress tracked through Semi-annual partner survey; LAUNCH eval</p> <p>Training evals (noted above) LAUNCH eval</p> <p>Assessment of gaps completed; Strategies developed and implemented; Progress monitored</p>
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