EARLY CHILDHOOD COUNCIL LEADERSHIP ALLIANCE

STRATEGY MAP

VISION: Colorado's comprehensive early childhood system promotes thriving young children, families, and communities.

MISSION: ECCLA advocates for and strengthens the accessibility, quality, and equity of local services and supports through a responsive statewide system of Early Childhood Councils to benefit Colorado's young children, their families, and early childhood professionals.

STRATEGIC PRIORITIES

MEMBERSHIP RESOURCES
Strengthen Early Childhood Council Leaders through supports that equip them to meet their community's needs

ADVOCACY AND POLICY
Develop and advance a proactive advocacy agenda that promotes strong early childhood systems across Colorado

STRATEGIC DIRECT SERVICES
Connect local communities with the resources to deliver innovative programs to early childhood professionals who support young children and their families

HIGH QUALITY DATA
Create, maintain, and share high quality data systems that convey Early Childhood Council impact on early childhood outcomes

RESOURCE DEVELOPMENT
Develop resilient funding and resources for an equitable and inclusive early childhood system

OPERATIONAL EXCELLENCE
Maintain a cycle of assessment and refresh of ECCLA's operating model

VALUES

LEARNING	EQUITY	ADVOCACY	DATA-DRIVEN	EXCELLENCE	RELATIONSHIPS	SYSTEM-FOCUSED
We are innovative thinkers who value new ideas, take smart risks, and develop and implement best practices.	We meet people where they are and pursue community-informed solutions that meet the diverse needs of young children and families.	We unify and amplify the voices of communities to advance system-wide policy solutions.	We use data to guide our decisions and evaluate our work.	We are a high performing organization with a demonstrated impact to advance early childhood outcomes.	We authentically connect with thought partners and view this collective approach as the conduit for achieving a cohesive system.	We believe the early childhood system is comprised of a complex and interconnected ecosystem and work to support cross-sector growth and resilience.

Learning

Excellence

Relationships

Data-driven

Equity

Systems-focused

Advocacy

The Early Childhood Council Leadership Alliance was initially formed in 1998 by Early Childhood Councils as an informal collaborative to provide support, align efforts, share best practices, and increase communication between local and state level partners. From the onset, ECCLA has been about creating relationships, elevating local voices, and supporting early childhood leaders in their communities. Our values represent these commitments. They highlight our dedication to supporting a comprehensive early childhood system benefitting all of Colorado's young children, their families, and the professionals who serve them. It reflects our desires to continue to learn and grow, ensure equity, and share the stories of what we do from a data-driven lens. Our values are the roots of our work and connected to everything we do!

STRATEGIC PRIORITY: Membership Resources

Overarching Priority: Strengthen Early Childhood Council leaders through supports that equip them to meet their community's needs

Priority Outcomes	Priority Criteria	Membership Resource Projects
Elevate community impact and best practices among members and stakeholders.	Projects should elevate the impact of all Councils across a set of shared measurements. Projects should highlight and propel activities that have a strong evidence for leading to equitable outcomes for young children. Projects should also focus on operational best practices to support ECCs as a "whole organization."	**Current:** Communications (including newsletter, social media, website) with stakeholders on the impact of Councils (crosses with advocacy at times), **Building:** Shared measurement project (crosses with Data Priority), New Leader Support Program
Coordinate high-value leadership training and learning experiences unique to Early Childhood Council Leaders and their teams.	Projects should look to connect to national (and international) early childhood priorities and practices. Projects should provide a clear connection to increased leadership skills and have definable outcomes. Projects should support the ECCLA membership's collective understanding and skills in early childhood leadership.	**Current:** Membership meetings and Hot Topic Calls **Building:** Develop a training calendar with identified topics and speakers working in two-year increments. **Potential:** Increase Communities of Practice
Increase the resources and supports available to Early Childhood Councils that result in fulfilling the legislated mandate and strengthen the early childhood system within local communities.	Projects support increased resources and/or tools for both the "whole organization" and the ECC mandates. Projects may be specific to specific groups of Councils based on needs assessments and gap analyses or projects may serve to strengthen the collective membership.	**Current:** Responsive technical assistance, Hot Topics calls, listserv, membership portal, membership handbook **Building:** Communication and outreach about current Membership services, communication about ECC activities, and quarterly update calls

Overarching Priority: Develop and advance a proactive policy agenda that promotes strong early childhood systems across Colorado

Priority Outcomes	Cross-Domain Outcome	Priority Criteria	Advocacy & Policy Projects
Elevate the early childhood workforce through advocacy for policy that positively and equitably impacts recruitment, retention, quality, and competency of early childhood professionals.	Advocate for policies and investment in the local and statewide infrastructure that is needed to build and maintain a strong early childhood system that addresses access, equity, affordability, and quality.	Promote policies that will positively impact the early childhood workforce, especially if those policies would lead to increased investment in recruitment, diversity, retention, quality, and competency.	**Current: Government Affairs:** Contract for Lobbyist with focus on JBC, Budget Analysts, Governor's Office, and key legislators with goal of representing Membership interests and protecting investments in early childhood and local systems infrastructure.
Promote healthy child outcomes through advocacy for policy that supports increased access to screenings, referral, and follow-up, and/or consultation.		Advocate for policies that will have a demonstrable impact on increasing access to preventive and developmental screenings, referral and follow up, and/or consultation statewide.	**(Re)Building: Policy Committee:** Policy Committee advises on the development of annual policy priorities that support the identified policy outcomes, is knowledgeable on proposed legislation, and is prepared to testify or meet with policymakers as needed. Policy Committee chair also provides policy updates to the Board and Membership throughout the year.
Increase the ability of local families to connect to services through advocacy for policies that work to address identified needs and gaps in services across the state.		Advocate for policies that strengthen families with young children by addressing the needs and gaps that ECCLA contributed to identifying.	**Potential: Advocacy Training Support:** Inventory Advocacy Trainings within the state and maintain an up-to-date calendar and resource list with advocacy training opportunities and other advocacy opportunities that is accessible to membership and their staff (crosses with Membership Resources)

STRATEGIC PRIORITY: Strategic Direct Services

Overarching Priority: Connect local communities to resources to deliver innovative programs to early childhood professionals who support young children and their families

Priority Outcomes	Priority Criteria	Strategic Direct Service Projects
Elevate the early childhood workforce through projects that positively and equitably impact the recruitment, retention, quality, and competency of early childhood professionals.	Projects should produce measurable outcomes in recruitment, retention, quality, competency, and shared goals with ECCs. Projects that augment ECC efforts should connect local community efforts to statewide outcomes and have evidence for supporting statewide goals. Projects that build or support the capacity of ECCs should align with local ECC goals and workforce needs and be equitably applied across the state.	**Current:** T.E.A.C.H., FCCHI **Building:** Coaching Connections **Potential:** National Director Credential, CDA, and concurrent enrollment communities of practice in FFN support and Reflective Supervision
Promote healthy child outcomes through projects that support increased access to screenings, services, and consultation.	Projects should produce measurable outcomes that indicate increased access to screenings (preventive and/or developmental), services, and/or consultation. Projects should build on the unique strength of the ECC network to reach all corners of the state and promote statewide goals for health and development. Projects could include increasing ECC capacity to deliver aligned services, scaling innovative practices from ECCs to statewide implementation, or supporting pilots that address gaps in services.	**Current:** at a Council level **Potential:** Communities of Practice, Linkage/convenor between health funders and local ECCs, direct resources to ECCs to engage in projects that support oral health, Help Me Grow
Support local families to connect to services through projects that work in collaboration to assess and address needs and gaps in services across the state.	Projects should produce needs assessments and/or gap analyses that focus on the unique needs of families with young children. Projects should be done in coordination with FRCA or similar entities and support shared outcomes. Project should apply "no wrong door" principles.	**Current:** Local Organizational Capacity group **Potential:** Statewide Needs Assessment, joint trainings with FRCA to promote no wrong door approach

STRATEGIC PRIORITY: High Quality Data & Evaluation

Overarching Priority: Create, maintain, and share high quality data systems that convey Early Childhood Council impact on early childhood outcomes

Priority Outcomes	Priority Criteria	Data & Evaluation Projects
Evolve a system of statewide shared measurements that assesses and conveys ECC impact across the state.	System should be informed and guided by ECCs, measurements should leave room for flexible strategies that address equity, meet local community needs, and are developed in cooperation with other stakeholders.	**Current:** Data and Evaluation Committee contributing to creation of shared measurement criteria **Building:** Shared measurement system with data sharing agreements OEC partners **Potential:** Fee for Service Expertise to Support Evaluations of ECCs
ECCLA has an internal data system for collecting outputs and measuring strategic outcomes for Priorities 1, 2, and 3.	N/A	**Current:** T.E.A.C.H. and FCCHI data and impact reports, Annual Report **Building:** Annual Report aligned to strategic plan

STRATEGIC PRIORITY: Resource Development

Overarching Priority: Develop resilient funding and resources for an equitable and inclusive early childhood system

Priority Outcomes	Priority Criteria	Resource Development Projects
Increase revenue by 20% annually for the next five years to increase services to ECCs, advocacy, trainings, and national partnerships.	Any revenue sought after should align with the mission and vision of ECCLA and have the potential to increase impact on priority areas. Increased revenue should be the result of diversified funding streams.	**Current:** Grants **Potential:** Government contracts, fee for services, explore the potential of an endowment/planned giving campaign, especially for T.E.A.C.H., Vendor Sponsorship
Diversify ECCLA funding streams so that no one funding source is over 1/3 of the total budget over the next five years.	Any revenue sought after should align with the mission and vision of ECCLA and have the potential to increase impact on priority areas. To the extent possible, revenue should represent a healthy mix of membership fees, fee for service, state contracts, and foundation grant contracts with no one source being over 1/3 of total funding	**Current:** Diversify philanthropic funders **Building:** Complete a membership fee study (i.e., have a long-term plan for keeping fees in line with increased costs to deliver member services). **Potential:** Seek national philanthropic funders, seek federal grants, develop fee for services that support Council work (example – provide coaches to Councils that do not have them), pursue state government contracts
Over the next five years build the operating reserve to support 9-12 months of operating expenses and/or eliminate cash flow challenges that can result in needing a line of credit.	A healthy operating reserve is a sign of a strong non-profit and reduces the need to be concerned about cash flow. Contributions to operating reserves must be a part of the annual budget and contributions should be included in indirect allocations, and non-restricted cost savings.	**Current:** Contribution to operating reserves is included as a below the line budget item **Building:** Assess indirect usage and how to maintain an annual contribution until goal is reached **Potential:** Once operating reserves exceed $100,000, consider broader investments that would increase revenue, and generate an investment policy

STRATEGIC PRIORITY: Operational Excellence

Overarching Priority: Maintain a cycle of assessment and refresh of ECCLA's operating model

Priority Outcomes	Priority Criteria	Operational Excellence Projects
Have 80% of the categories in the Nonprofit Principles and Practices Assessment be at "yes/completed" by end of fiscal year 2023.	Principles and Practices in the Colorado specific industry standard for demonstrating excellence.	**Current:** Local Organizational Capacity project/lifecycle assessment **Building:** Complete the Principles and Practices Assessment and draft a plan to achieve goal based on initial assessment **Ongoing:** Complete biennial internal assessment
ECCLA Board of Directors recruitment is targeted to better reflect the diversity of Colorado and the early childhood field, to meet organizational needs, and to represent multiple sectors that interact with the early childhood system.	BOD recruitment must be in line with by-laws, 9-13 members with a majority being Council membership. Community members should represent individuals with a passion for ECCLA and the ECC system, who provide a skill or resource in line with organizational need, offer diverse perspectives, and have time to contribute to the functioning of ECCLA. BOD recruitment should be ongoing.	**Current:** Recruiting up to six member positions and 3 community positions to begin terms August 1, 2021 **Building/Ongoing:** Ongoing recruitment plan to maintain consistency on the BOD, recruiting up to three additional slots in 2022 (two Members and one community) and remain in a similar pattern of recruitment ongoing
Refresh and reorganize member committees to represent system/organizational needs, member commitment, statewide perspectives, and to support effective and efficient operations	Finance Committee is in bylaws and must always operate. Proposed committees align with strategic priorities (Policy and Advocacy, Direct Service Advisory, Data and Evaluation, Membership Services, in addition to finance). Proposed committees promote the work of ECCLA and the ECCs and serve as a conduit between the two.	**Current:** Finance Committee continues, agree upon proposed committees **Building:** Refresh or create committee charters, structure, and responsibilities for finalized committees, committee application and recruitment