



Early Childhood Council
OF LARIMER COUNTY

Early Childhood Council of Larimer County

Strategic Plan
2009-2012

Vision:

We are a community that values people at every stage of their life, recognizing that the quality of each individual life is substantially impacted by prenatal and early childhood experiences. We embrace our interdependence as strength, our diversity as a resource and our families' relationships as central to our well being.

We evidence our commitment to children and families by providing high quality, comprehensive services in support of life long learning.

Our community offers access to an array of services for all and honors individual choices. Services are responsive to family needs and are designed to enhance family strengths.

Mission:

Creating a dynamic system that recognizes and supports quality early childhood opportunities for all children in Larimer County by:

- Creating sustainable financing for early childhood services
- Supporting quality early childhood services availability and accessibility based on community needs.
- Creating and sustaining a professional workforce by increasing the professional development level of early childhood professionals.
- Increasing community awareness of the value and the importance of early childhood services.
- Coordinating with other community agencies who contribute to the well being of children in our community.
- Partnering with families to ensure the well being of all children in our community.

Guiding Principles:

The ECC is an organization that:

- Builds leadership capacity to perpetually improve quality early childhood services for all families.
- Works to reduce duplication of efforts.
- Incubates innovative ideas that support the mission of the ECC.
- Provides technical assistance related to early childhood (prenatal to age 8).
- Designs and pilots programs.
- Provides management services for ECC initiated projects when appropriate.
- Takes risks and learns from failures.
- Coordinates efforts to attain sustainable funding and supports inter-agency and inter-disciplinary grant writing efforts.
- Provides oversight and quality accountability in programs for which the ECC acts as fiscal agent.
- Provides a forum for information sharing among agencies.
- Offers a central problem solving opportunity or forum.
- Respects parental (or family) choice, personal and cultural.

It is the intent of the ECCLC to complement not supplant funding or programming away from agencies

Strategic Planning process

In July 2008 ECCLC began to hold a series of community meetings to gather input into community needs and existing services. The Early Childhood Colorado Framework has been a tremendously valuable tool in guiding the discussion about what services exist and what gaps need to be addresses. These community meetings culminated in a strategic planning retreat in early November.

Approximately 37 people, representing a broad range of community agencies, stakeholders, ECCLC staff and board members, participated in the strategic planning process. There was a great deal of consensus about the priorities and goals for Larimer County. The priorities identified during the strategic planning retreat were in total agreement with the priorities identified in the previous community meetings. Once the goals were finalized, a professional facilitator, Maro Zagoras, worked with ECCLC staff to identify key contributing factors which helped determine which needs ECCLC can impact. At the December and January ECC (Community Coalition) meetings, using the flow charts of contributing factors, strategies were developed and activities began to be identified.

Activities for goals 4 and 5 were developed with the input from the Health Committee. Activities were further refined during ECCLC management team meetings and staff planning sessions, resulting in the strategic plan below.

ECCLC Goal 1: Increase availability of qualified early care and education staff

ECCLC Strategies for Goal 1: Details, including activities and outcomes, on pages 5 - 8

1A: To promote professional development opportunities at multiple levels in order to meet individual provider needs.

1B: To support early care and education providers and programs in increasing staff qualifications, including meeting child care staff regulatory standards.

1C: To partner with higher education to enhance professional development for early care and education professionals.

Rationale: Inadequate supply of qualified staff (especially infant toddler supervisors) to meet demand, and low level of qualification of some staff currently in positions.

Domain(s): Early Care and Education

Early Childhood Colorado Framework Outcome(s):

- Increased availability of formal education and professional development opportunities for early childhood professionals related to early learning standards
- Increased availability of community resources and support networks for early childhood practitioners, professionals, and programs

State Goal(s):

Goal 1: Program Quality and Standards: Services and supports provided by EC Council programs for children and their families will be high quality, standards-driven, and developmentally appropriate

Goal 4: Professional and Workforce Development: The early childhood system ensures integrated and formalized ongoing professional and workforce development

STRATEGIES FOR GOAL 1

ECCLC Goal 1: Increase availability of qualified early care and education staff

Strategy 1A: To promote professional development opportunities at multiple levels in order to meet individual provider needs.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Provide financial assistance to providers pursuing higher education in early childhood care and education	Provide minimum of 50 scholarships	Increasing number of early care and education staff in Larimer County accessing higher education.	Annually	Professional Development Coordinator
2. Provide stipends to early care and education professionals who attain a Colorado Early Childhood Professional Credential	Provide up to 3 stipends		Annually	Professional Development Coordinator
3. Survey early care and education professionals to determine education and training needs	Distribute survey to at least 200 providers		Annually (completed by June 30 th)	Professional Development Coordinator
4. In addition to the workshops referenced in Goal 3, offer and support trainings in other topics based on identified needs	Offer minimum of 15 hours of community training each year, including, but not limited to: <ul style="list-style-type: none"> • 2 EQIT classes/year • 1 Ounce Class/year • 2 Touchpoints Classes/year • 2 DECA classes/year • 1 School Age Conference/year <p>\$200 is provided to each of 3 family child care associations and Larimer District of CAEYS to support trainings they offer.</p>		Annually between October and May	Professional Development Coordinator, Professional Development Steering Committee, Management Team Infant/Toddler Specialist Administrative Assistant
5. Create and distribute training catalog listing ECCLC and other community workshops and classes and higher education contact information	Catalog created and distributed to all licensed providers		Annually in October	Professional Development Coordinator, Administrative Assistant
6. Create electronic calendar of local trainings	Interactive calendar is created and maintained		Fall 2009	Resource and Referral Specialist
7. Create a website based training registration	Registration system set up		Fall 2010	Administrative

system				Assistant/Web Designer
8. Regularly update information in local and Qualistar training calendar	Training information is updated		Ongoing, as trainings are scheduled	Resource and Referral Specialist
9. Providers are encouraged to participate in trainings	Providers informed of opportunities during biannual provider updates.		Twice Annually	All ECCLC staff including Referral, Provider Services (TTA team), Professional Development and Administration
	Providers are informed of upcoming trainings at least twice monthly (e.g. at community meetings, face to face contacts, through emails).		Ongoing	
10. Implement School readiness strategies, if funded (See application component C)	Support is provided to 3 early care and education programs that feed into Truscott elementary school	School readiness project outcomes are achieved	Annually	School Readiness Coordinator (may be combined with current position or hired specifically for this project)

Strategy 1B: To support early care and education providers and programs in increasing staff qualifications, including meeting child care staff regulatory standards.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Offer individual coaching in support of the application of the knowledge gained in ECCLC workshops or classes (e.g., Ounce, Touchpoints, EQIT, E-CARE, DECA)	Provide minimum 300 hours total of coaching to at least 15 individuals annually	Increase ability of early care and education staff to apply knowledge gained through participation in professional development activities	Annual	TTA Team Leader; Infant/Toddler Specialist
2. Assess need for flexibility for new hires in early care and education in meeting regulatory standards after 2010	Advocacy or submission of waiver request as needed	Support appropriate staffing of child care programs	January 2010	Professional Development Coordinator; TTA Team Leader
3. Assist scholarship recipients in the creation of a professional development plan	Every scholarship recipient has a professional development plan	Increasing number of early care and education staff in Larimer County accessing higher education.	Annual	Professional Development Coordinator

Strategy 1C: To partner with higher education to enhance professional development for early care and education professionals.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Develop partnerships among ECCLC, school districts and higher education for continuing professional development of paraprofessionals	One class/year offered at one school district site	Increasing number of early care and education staff in Larimer County accessing higher education.	Annual (spring of year)	Professional Development Coordinator
2. Develop a process to facilitate the awarding of Continuing Education Units (CEUs) for ECCLC trainings and workshops.	CEUs are available for a minimum of 1 workshop		Fall 2010	Professional Development Coordinator
3. Offer individual coaching in support of the application of the knowledge gained in higher	A minimum of 80 hours of coaching	Increase ability of early care and	Annually	TTA Team Leader, Infant/Toddler

education classes		education staff to apply knowledge gained through participation in professional development activities		Specialist
4. Collaborate with higher education to develop classes to meet identified provider needs	At least one class developed	Increasing number of early care and education staff in Larimer County accessing higher education.	July 2011	Professional Development Coordinator, Professional Development Steering Committee
5. Help market higher education opportunities	Distribute information about higher education classes at least 3 times each year (e.g., email, training catalog)		Annually	Professional Development Coordinator, Administrative Assistant, Referral Program Coordinator, Administration

ECCLC Goal 2:

Increase access to and availability of quality early care and education, especially for low income families.

ECCLC Strategies for Goal 2: (see details on pages 10 - 12)

2A: To provide information to parents to help them identify and access quality early care and education

2B: To support early care and education programs in their efforts to provide quality care

2C: To work collaboratively to improve access to and availability of quality early care and education for low and moderate income families

Rationale:

- Availability of child care for low and moderate income is declining. Facilities accepting CCCAP dropped from 282 (67.5% of all facilities) in August 2007 to 275 (64.4% of all facilities) in August 2008.
- Many child care centers have waiting lists for infants and toddlers.
- Need for increased uniform quality in early care and education programs
- Need for families to better understand the child care system, including identifying available care and understanding the definition and importance of quality care.

Domain(s): Early Care and Education; Family Support and Parent Education

Early Childhood Colorado Framework Outcomes:

- Increased access to high quality early learning, birth through third grade
- Increased number of programs that are accredited and/or quality rated
- Increased number of schools that have leadership and educational environments that support young children's success
- Increased availability of community resources and support networks for early childhood practitioners, professionals, and programs
- Decreased gaps in school readiness and academic achievement between populations of children
- Increased availability and family use of high quality parenting/child development information, services, and supports
- Increased family ability to identify and select high quality early childhood services and supports.

State Goal(s):

Goal 1: Program Quality and Standards: Services and supports provided by EC Council programs for children and their families will be high quality, standards-driven, and developmentally appropriate.

Goal 2: Program Availability: The early childhood system has the capacity to provide accessible services and supports for all children and their families.

STRATEGIES FOR GOAL 2

ECCLC Goal 2: Increase access to and availability of quality early care and education, especially for low *and moderate* income families

Strategy 2A. To provide information to parents to help them identify and access quality early care and education				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Provide free child care and early education referrals	A minimum of 1,200 phone and internet referrals	Parents have knowledge to select child care that meet family needs	Annually	Referral Program Coordinator
2. Provide referral clients with information about characteristics of quality early care and education	100% of referral clients receive or have access to information		Ongoing	Referral Program Coordinator
3. Provide enhanced referrals for families whose children have special needs or whose primary language is not English	100% of clients needing enhanced referrals receive this service		Ongoing	Referral Program Coordinator
4. Develop bookmark and tip sheet to facilitate improved communication between providers and parents	Bookmark and tip sheet are distributed with every referral packet		Ongoing	Referral Program Coordinator
5. Offer referrals in parent's native language, using Spanish speaking staff or Language Line Service	100% of clients needing native language referrals receive this service		Ongoing	Referral Program Coordinator

Strategy 2B: To support early care and education programs in their efforts to provide quality care				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Identify funding sources for quality improvement work, including Qualistar ratings	One funding source identified	Participating programs demonstrate improvement in quality	Annually	Executive Director, Operations Coordinator, ECCLC Staff
2. Conducting Environment Rating Scale (ERS) Assessments	10 school age programs will have pre and post environment rating scale assessments		Annually 2010 and 2011	TTA Team Leader

	The ERS tool will be used with a minimum of 10 infant/toddler/preschool classrooms and/or homes to identify quality improvement needs.		2011 and 2012	
3. Provide coaching, consultation and support around quality improvement, including preparation and follow-up for ratings	A minimum of 25 classrooms and/or homes will develop a Quality Improvement Plan		Annually	TTA Team Leader
	Provide 500 hours of quality improvement coaching to those classrooms and/or homes		Annually	
	Provide a minimum total of \$5,000 in resource grants to be distributed among at least 10 different sites to implement quality improvement plan goals		Annually	
	A minimum of 5 classrooms will receive coaching to prepare for Qualistar ratings		Annually	
	3 child care programs receive support around use of DECA toll		June 2010 and 2011	
	10 school age programs will receive SACERS support		June 2010 and 2011	
4. Offer trainings in preparation and follow up to ratings	<ul style="list-style-type: none"> • 1 orientation session to SACERS project • 3 two hour sessions on SACERS • At least one session on each of the ERS tools • At least one "Getting Ready for the Ratings" workshop 		Annually	TTA Team Leader
5. Facilitate community early care and education programs in evaluating participation in Results Matter assessment processes	Information is accessible to all programs that express interest		Ongoing	TTA Team Leader
Activities under Goal One (Strategies 1A, 1B, and 1C) also support this strategy by increasing qualifications of individual staff				

Strategy 2C: To work collaboratively to improve access to and availability of quality early care and education for low and moderate income families					
Activities		Outputs/ Outcomes		Target Date	Person Responsible
1.	Continue to participate and provide leadership for the Pathways Child Care Access Initiative (PCCAI) to identify strategies to increase availability of early care and education for low and moderate income families (e.g., shared services, addressing the child care assistance cliff effect, tax incentives to property owners)	Strategies identified	Low and moderate income families are better able to access quality care	Summer 2009	Executive Director
2.	In collaboration with the Pathways Child Care Access Initiative (PCCAI), engage community and business leaders in implementation of identified strategies	7 business and community leaders invited to participate in process		June 2010	Executive Director
3.	Work with CCCAP program to see whether ECCLC can help providers navigate the CCCAP system and facilitate communication between CCCAP, providers and families	At least two meetings with CCCAP held to develop strategies for improving communication		December 2009	Operations Coordinator
4.	More accurately determine distribution of early care and education programs across the county	County map reflecting early care and education programs		December 2009	Operations Coordinator, Referral Program Coordinator
5.	Research methods for accurately determining the demand for care in Larimer County	Evaluate a minimum of 3 models across the country for determining demand for care		December 2010	Operations Coordinator

**ECCLC Goal 3:
Increase support to early care and education providers and families in addressing mental health and behavioral issues**

ECCLC Strategies for Goal 3: (see details on pages 14 & 15)

- 3A: To provide information to early care and education providers and families about developmentally appropriate behavior and when to make referrals for behavioral, social, emotional or mental health issues.
- 3B: To provide support to early care and education settings around behavioral, social, emotional, and mental health issues, including both prevention and intervention
- 3C: To strengthen the ability of families to support children's healthy development

Rationale:

- Reported increase in number of children with behavioral or mental health concerns
- Child care staff report difficulty in talking with parents about behavioral concerns or possible developmental delays

Domain(s): Family Support and Education; Social, Emotional, and Mental Health

Early Childhood Colorado Framework Outcome(s):

- Improved family and community knowledge and skills to support children's health and development.
- Increased availability and use of high quality social, emotional, and mental health training and support
- Increased number of supportive and nurturing environments that promote children's healthy social and emotional development.
- Increased number of environments, including early learning settings, providing early identification and mental health consultation.
- Improved knowledge and practice of nurturing behaviors among families and early childhood professionals
- Increased number of mental health services for children with persistent, serious challenging behaviors

State Goal(s):

- Goal 1:** Program Quality and Standards: Services and supports provided by EC Council programs for children and their families will be high quality, standards-driven, and developmentally appropriate.
- Goal 2:** Program Availability: The early childhood system has the capacity to provide accessible services and supports for all children and their families.
- Goal 3:** Parent and Family Engagement: All parents and families are partners in the early childhood system

STRATEGIES FOR GOAL 3

ECCLC Goal 3: Increase support to early care and education providers and families in addressing mental health and behavioral issues

Strategy 3A: To provide information to early care and education providers and families about developmentally appropriate behavior and when to make referrals for behavioral, social, emotional or mental health issues.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Offer trainings and workshops that address behavioral, social, emotional or mental health issues	At a minimum, offer: 1 Pyramid training/year 2 DECA trainings/year 1 ECE CARES trainings/year 2 E-CARE Trainings/year 2 Touchpoints trainings/year 1 Ounce class/year	Children's behavioral, social, and emotional development and mental health is supported.	Annually	TTA Team Leader Infant/Toddler Specialist
	Minimum of 130 participants trained		Annually	
2. Create triage chart for 2-5 year olds (including who, what, when to ask for help). Include information related to disabilities and developmental delays.	Triage chart		January 2010	Health/Mental Health Committee
3. Create triage chart for infant and toddlers (including who, what, when to ask for help). Include information related to disabilities and developmental delays.	Triage chart		January 2011	Health/Mental Health Committee
4. Create triage chart for 5-8 year olds (including who, what, when to ask for help). Include information related to disabilities and developmental delays.	Triage chart		January 2012	Health/Mental Health Committee
5. Develop and offer training to help providers effectively utilize the triage charts.	Minimum of one training per year	Yearly, in conjunction with triage charts	Health/Mental Health Committee	

Strategy 3B: To provide support to early care and education settings around behavioral, social, emotional, and mental health issues, including both prevention and intervention

Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Form community task force(s) to identify strategies to maximize the use of existing mental health resources.	Task force(s) convened, and meets a minimum of 3 times.	Children's behavioral, social, and emotional development and mental health is supported.	Summer 2009	Executive Director, Mental Health Committee
	At least 3 strategies identified.		December 2009	
	At least one strategy implemented.		July 2010	
<i>Activity 1B-2 (Offer individual coaching in support of the application of the knowledge gained in ECCLC workshops or classes (e.g., Ounce, Touchpoints, EQIT, E-CARE, and DECA)) also supports this goal.</i>				
<i>Activity 2B-4 (Provide coaching, consultation and support around quality improvement) also supports this goal by supporting the implementation of developmentally appropriate practices.</i>				

Strategy 3C: To strengthen the ability of families to support children's healthy development

Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Assist those who work with families to strengthen their communication skills, especially around mental health and behavioral issues.	2 Touchpoints trainings year	Families have information and resources they need to support their child(ren)'s healthy development	Annually	Infant Toddler Specialist
2. Distribute information about healthy development to parents as part of the Child Care Referral information	Information provided to parents as their needs indicate		Ongoing	Child Care Referral Program Coordinator
3. Intentionally invite and recruit parents to participate in existing trainings.	Information on trainings is sent to parents at least 5 times		Annually	Child Care Referral Program Coordinator, Parent Engagement Committee
4. Continue to work with and strengthen relationships with existing parent groups	Attend parent group meetings at least quarterly.		Annually	Resource and Referral Specialist, Parent Engage. Committee
<i>Activity 2A-4 (Develop bookmark and tip sheet to facilitate improved communication between providers and parents) also supports this goal.</i>				

ECCLC Goal 4:

Increase the number of children who have a medical home (coordination of physical and mental health services, including preventative and sick care)

ECCLC Strategies for Goal 4: (see details on pages 17 & 18)

4A. To educate the ECE community about health care in a medical home, utilizing information from local, state and national initiatives

4B. To provide information to families about available medical home services and how to access and best utilize those services

Rationale: According to the 2004 Health District of Northern Larimer County Community Survey

- 23% of parents without a regular health care provider for themselves also had no regular provider for their children
- In 2004, more low-income respondents said their health insurance limited access to certain doctors than in 2001
- Number of people putting off going to the doctor due to cost increased from 26% in 2001 to 33% in 2004
- Families struggle to navigate the health care system due to lack of coordination of care (medical home)

Domain: Health

Early Childhood Colorado Framework Outcome:

- Increased number of children who receive a Medical Home approach.
- Increased access to preventive oral and medical health care

State Goal(s):

Goal 1: Program Quality and Standards: Services and supports provided by EC Council programs for children and their families will be high quality, standards-driven, and developmentally appropriate.

Goal 2: Program Availability: The early childhood system has the capacity to provide accessible services and supports for all children and their families.

STRATEGIES FOR GOAL 4

ECCLC Goal 4: Increase the number of children who have a medical home (coordination of physical and mental health services, including preventative and sick care)

Strategy 4A: To educate the ECE community about health care in a medical home, utilizing information from local, state and national initiatives				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Connect with existing outreach initiatives such as CCHAP and the ABCD team to ensure coordination of efforts	A minimum of one meeting to coordinate effort	Increasing number of children enrolled in a medical home	annually	Health Committee, Operations Coordinator
2. Educate ECE providers about the benefits of a medical home for young children	Brochures about medical homes are distributed to all licensed child care providers One presentation to each of the family care associations.		June 2010	Health Committee; TTA Team Leader
3. Use ECE enrollment process to identify children who do not have a medical home	A minimum of ___% of providers will ask if child has medical home as follows: <ul style="list-style-type: none"> • 25% • 50% • 75% 		June 2010 June 2011 June 2012	Nurse Health Consultants; Health Committee
4. Establish and implement a process to reach out to those children to connect them with a medical home	50% of children without a medical home at the time of enrollment in licensed child care centers will have obtained a medical home within 6 months.		June 2011	Nurse Health Consultants
5. Invite a representative from CO Department of Public Health and Environment to give presentation on Medical Homes to the Early Childhood Community	One presentation given at Council		Annually	Health Committee Chair, Operations Coordinator?
6. Explore possibility of Health District of Larimer County including Medical Home data in future health district surveys	Survey includes information about children having access to medical homes		2010	Executive Director

Strategy 4B: To provide information to families about available medical home services and how to access and best utilize those services.

Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Investigate adapting the Medical Home brochure that was developed statewide to be specific to Larimer County.	Secure funds to have the brochures revised and printed Distribute the brochures to child care providers and to health care professionals to give to families Include brochures in Bright Beginning Warm Welcome Packets Distribute with child care referrals based on parent's needs	Increasing number of children enrolled in a medical home	June 2010 Annually Ongoing	Health Committee Chair, Operations Coordinator
2. Contact corporate child care providers to encourage including articles about medical homes in their corporate newsletters	At least 3 corporate child care providers contacted		Annually	Health Committee; Nurse Health Consultants
3. Provide information about medical homes to ECE providers for them to share with families.	Provide pre-written articles and/or brochures		Two times a year	Health Committee, Operations Coordinator?

ECCLC Goal 5:
Increase knowledge of health and wellness (including typical development, nutrition, physical activity, medical, oral and mental health)

ECCLC Strategies for Goal 5: (see details on pages 20 & 21)

5A. To identify, prioritize and implement collaborative strategies for disseminating information

5B. To promote opportunities for early childhood providers and families to engage in wellness activities for children and adults

Rationale: Families struggle to navigate the health care system due to lack of information about handling illness

Domain: Health

Early Childhood Colorado Framework Outcome:

- Increased knowledge of the importance of health and wellness (including nutrition, physical activity, medical, oral, and mental health)

State Goal(s):

Goal 2: Program Availability: The early childhood system has the capacity to provide accessible services and supports for all children and their families. Parent and Family Engagement: All parents and families are partners in the early childhood system

Goal 3: Parent & Family Engagement and Public Engagement. : All parents and families are partners in the early childhood system and the public understands the importance of, places a high priority on, and promotes the early childhood system

STRATEGIES FOR GOAL 5

ECCLC Goal 5: Increase knowledge of health and wellness (including typical development, nutrition, physical activity, medical, oral and mental health)

5A: To identify, prioritize and implement collaborative strategies for disseminating information				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. In collaboration with Tobacco Free Larimer County, implement the "ONE Step" secondhand smoke toolkit and training	A minimum of six trainings offered to a minimum of 60 early childhood professionals	Reduction of exposure to second hand smoke	June 30, 2010	Executive Director, Tobacco Free Larimer County Health Educator
	A minimum of four trainings offered to 40 early childhood professionals		Annually starting July 2011	
2. Continue including Second Hand Smoke education in all parent referrals to child care	A minimum of 500 referral clients receive information		Annually	Child Care Resource and Referral Staff
3. Educate and encourage local child care programs to use state-level child care transportation agreement that includes no smoking in cars	Information is provided as part of 2B-4 coaching activities to 25 early care and education classrooms		Ongoing	TTA Team Leader, Infant/Toddler Specialist
4. Provide information to support the health of staff and children in early care and education settings, including distribution of Care for the Caregiver brochure	Information in Care for the Caregiver brochure reviewed and updated annually	Families and Early Care and Education staff have access to information on health and health care services	Annually	Health Committee
	Updated brochures distributed electronically and/or through ECCLC newsletter		Annually	All ECCLC Staff
	Child Health Consultant Nurses and other health professionals meet quarterly and identify emerging health concerns and strategies for addressing them		Ongoing	Health Committee, Operations Coordinator

5. Research existing information and models for health education. If necessary, create a pamphlet, in collaboration with community partners, for navigating the health care system	Printed resources are identified specific to the areas of typical development, nutrition, physical activity, medical, oral and mental health.		December 2009	ECCLC Staff
	A printed resource is identified or developed for navigating the health care system.		December 2010	Health Committee
6. Identify existing community health and wellness activities and systems that could be used to distribute information (e.g., employer based Well City initiative through PVH)	Identify at least 5 options for information distribution.		December 2009	Health Committee

Strategy 5B: To promote opportunities for early childhood providers and families to engage in wellness activities for children and adults

Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Identify activities that encourage wellness for children and adults	Identify at least 4 community wellness activities	Families and Early Care and Education staff have access to information on health and health care services	Annually	ECCLC Staff; Health Committee
2. Promote identified activities to the general community	Information on 4 wellness activities distributed to providers, families, and other community partners through email and other media.		Ongoing	Health Committee, Operations Coordinator

ECCLC Goal 6:

Strengthen and support the Early Childhood system (including early care and education; families; social, emotional and mental health; and health care)

ECCLC Strategies for Goal 6: (see details on pages 23 - 25)

6A. To increase the general population's understanding of the value and impact of early care and education

6B. To increase resources and support for early care and education

6C. To bring together and strengthen partnerships among key stakeholders.

6D. To be a conduit for information about early childhood trends and issues to the community

Rationale: Public support and understanding are essential to successful implementation of system building strategies.

Domain: All four domains

Early Childhood Colorado Framework Outcome:

- All Early Childhood Colorado Framework outcomes addressed in goals 1 - 6

State Goal(s):

Goal 6: The early childhood system has adequate, sustainable and flexible funding and resources from a broad array of public and private partners

STRATEGIES FOR GOAL 6

ECCLC Goal 6: Strengthen and support the Early Childhood system (including early care and education; families; social, emotional and mental health; and health care)

Strategy 6A: To increase the general population's understanding of the value and impact of early care and education				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Define target audience(s), and create common local marketing message(s) that promote the importance of quality early childhood experiences	Local agency elevator speech/talking points created	The target audiences have increased knowledge and awareness of early care and education	Fall 2009	Executive Director/ECCLC staff
	A minimum of 3 target audiences identified		Fall 2009	
2. Identify and implement strategies for distributing local message	At least 5 different distribution methods identified		Fall 2009	Board of Directors Public Relations Committee
	Minimum of 3 identified strategies implemented		Fall 2009 and ongoing	Executive Director
	Best strategies for reaching parents with information about quality early childhood experiences are identified		Fall 2009	Parent Engagement committee
3. Revise and maintain website to enable its use as a primary source of information about the Council, its work and early childhood	Website revision complete		Summer 2009	Operations Coordinator
	Information updated monthly		ongoing	
4. Collaborate with and provide leadership for the steering committee for the Pathways Child Care Access Initiative	Child Care Access Committee meets monthly		July 2009 ongoing	Executive Director
	Community plan for improving access to child care is created		January 2010	Pathways Child Care Access Committee
5. Participate in and collaborate with state and local entities in creating marketing materials, including but not limited to <ul style="list-style-type: none"> o ECCLA o Qualistar 	Common marketing materials developed		Fall 2010	Executive Director

o Pathways Past Poverty				
6. Advocate for early childhood issues in the community, including wage and workforce issues	Varies depending on need, but might include quarterly letters to the editor, and/or convening annual community forum		Ongoing	Executive Director in collaboration with Council (Community Coalition) Board of Directors, and staff

Strategy 6B: To increase resources and support for early care and education				
Activities	Outputs/Outcomes		Target Date	Person Responsible
1. Informing employers of the positive impact of a variety of family friendly business practices	At least 2 presentations annually to business community	The business community has increased understanding of impact of family friendly practices and an array of options they can choose to offer employees	Beginning January 2010 and ongoing	Board of Directors Public Relations Committee
	Articles in Chamber of Commerce newsletter			
2. Create and distribute "here's how family friendly policies support your business" brochures	Brochure created and Distributed electronically to Chamber of Commerce members		July 2010	Operations Coordinator
	Brochure posted on website		July 2010	Administrative Asst
	Brochure printed as funding allows	When funding allows	Operations Coordinator	
3. Seek out collaborative funding opportunities	Seek a at least one new collaborative funding opportunity	Increase in funding to support Early Childhood systems work and early care and education programs	Annually	Executive Director, Operations Coordinator
4. Promote the use of the child care tax credit if it is extended	100 letters sent to CPAs reminding them of the availability of the tax credit		Fall 2009 and beyond, if applicable	Executive Director
	Distribute information on tax credit at two Chamber of Commerce events	Fall 2009 and beyond, if applicable	Board of Directors Public Relations Committee	

Strategy 6C: To bring together and strengthen partnerships among key stakeholders.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Organize and convene Council meetings of key stakeholders	Hold Council meetings at least 10 times/year	Increased involvement of key stakeholders in supporting the early childhood system	Ongoing	Executive Director
2. Increase formal collaborative partnerships	Add at least one new partner to our DECA program		2009	Executive Director
3. Increase diversity of participation in the Council meetings	At least 1 family child care provider and parent participate in Council meetings		December 2009	Operations Coordinator

Strategy 6D: To be a conduit for information about early childhood trends and issues to the community.				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. To provide information about early childhood trends and issues to the community	Email distributed at least weekly	Increased involvement of key stakeholders in supporting the early childhood system	Ongoing	Executive Director

**ECCLC Goal 7:
Strengthen the Early Childhood Council of Larimer County as an organization.**

ECCLC Strategies for Goal 7: (see details on pages 27 & 28)

7A. To obtain funding to help realize goals

7B. To review and revise internal policies and procedures

7C. To define and create action plans to establish ECC as a “Center of Excellence.”

Rationale: ECCLC’s ability to achieve identified goals and positively impact the well being of young children is dependent on its strength as an organization

Domain: All four domains

Early Childhood Colorado Framework Outcome:

- All Early Childhood Colorado Framework outcomes addressed in goals 1 - 6

State Goal(s):

Goal 5: Systems Oversight and Accountability: The early childhood system has formally established governance and administrative structures at the state and local levels and the early childhood system is accountable for children’s readiness for school and life.

STRATEGIES FOR GOAL 7

ECCLC Goal 7: Strengthen the Early Childhood Council of Larimer County as an organization.

Strategy 7A: To obtain funding to help realize goals				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Update the Resource Development Plan	Resource Development Plan updated	Fund Development is implemented strategically to best utilize time and resources	December 2009 and annually thereafter	Board of Directors Resource Development Committee
2. Build individual donor base	Develop agency policy for individual donor solicitations		December 2009	Board of Directors Resource Development Committee
	Implement policy		2010 - 2012	
3. Continue to seek grant/foundation funding	At least 2 new funding opportunities identified and pursued		Annually	Operations Coordinator
4. Explore possibility of fees for service	Develop comprehensive and consistent policy for charging fees for service	December 2009	ECCLC staff	

Strategy 7B: To review and revise internal policies and procedures				
Activities	Outputs/ Outcomes		Target Date	Person Responsible
1. Update Personnel Manual	Manual completed	ECCLC's internal policies, procedures and practices support quality service delivery	December 2009	Board of Directors Human Resources Committee
2. Create updated Policy manual	Manual completed		Initial draft 12/09; ongoing updates	Executive Director
3. Create procedural manuals for each program area	Manuals completed		December 2009	Program leadership

Strategy 7C: To define and create action plans to establish ECC as a “Center of Excellence”					
Activities		Outputs/ Outcomes		Target Date	Person Responsible
1.	Review NACCRA Quality Assurance guidelines to see if the standards can be used to strengthen the quality of ECCLC’s work.	All 9 best practice criteria have been reviewed	ECCLC’s internal policies, procedures and practices support quality service delivery	July 2010	TTA Team Lead, CCR&R Program Coordinator
2.	Review, diversify and strengthen Board membership	New Board members receive orientation to agency and to role of Nonprofit Board members		Ongoing	Executive Director
		Increase Board membership to at least twelve		December 2009	Board of Directors
3.	Maintain library of resources available for staff and community	Current resources on 10 areas of early childhood have been collected		December 2009	ECCLC staff
		Collection is cataloged		December 2010	Library Science intern
		Resource list is included on ECCLC website		July 2011	Web designer
4.	Support professional development of staff	Annual performance reviews and goal setting		Annually in August	Executive Director
		Provide at least one training opportunity per staff person per year		Ongoing	Executive Director
		Provide at least one in-service training per year		Annually	Executive Director
5.	Track current research and trends in early childhood field and maintain in shared file	Information will be shared through email, newsletters etc.		Ongoing	Executive Director
		Current information will be incorporated into coaching, trainings and workshops		Ongoing	ECCLC staff