



Vision: Helping families reach their full potential.

Mission: Create, coordinate and sustain a resource-rich, inclusive community so that children reach their full potential in safe and optimally nurturing environments.

Strategic Plan 2019–2022

The following pages represent the strategic aims of, and directives for, the Mesa County Partnership for Children and Families (PCF) for a three-year period beginning on July 1, 2019, and ending on June 30, 2022.

OVERVIEW AND CONTEXT

Deeply valuing the input of stakeholders, PCF hired a consultant, Joining Vision and Action (JVA), to help gather feedback from constituents through one-on-one interviews and focus groups, and to facilitate a strategic planning session. More information about the discovery and research phase can be found in the resulting report, available from PCF staff upon request.

Additionally, PCF reviewed the overarching goals from HB07-1062, which calls on early childhood councils (ECCs) to **respond to local needs and conditions to increase and sustain the quality, accessibility, capacity and affordability of early childhood services for children and their parents**. PCF also ensured plan compliance with requirements or guidelines from legislation, best practices and funding sources, including those from the Colorado Office of Early Childhood, the Colorado Shines Quality Rating and Improvement System, Early Learning and Development Guidelines (ELDG), the Expanding Quality in Infant Toddler Care (EQIT) Initiative, and the Early Childhood Colorado Framework (The Framework), as well as the priorities of other government and private funders.

Considering information from the above sources, PCF developed four core focuses for its work and partnerships over the next three years:

- **Support the expansion and quality of childcare options** for families and for business owners*
- **Strengthen the growth and development of the local workforce** of early childhood care and education professionals
- **Promote programs and advocate for policies** that best support children and families
- **Serve as the early childhood “hub”** for information about and connection to related resources and efforts in Mesa County

Recognizing that PCF cannot fully accomplish these goals on its own, the intention is to contribute as funding, staff and influence allow, and the following plan reflects these elements. Activities for PCF that could support the focuses listed above could include serving as a connection point between partners or community members; sharing expertise and data; providing coaching or trainings; advocating for initiatives or approaches; and/or partnering with other organizations, businesses or groups that are better positioned to oversee parts of this work.

**PCF’s definition of “quality” for this focus area, and overall, is based on the focus of its mission: a safe and optimally nurturing environment. Other groups may characterize quality or related terms (high-quality, qualified, etc.) differently, and therefore, other definitions will be provided in this plan as and where relevant.*

DETAILS AND STRUCTURE

Per legislative guidelines (HB07-1062) and recommendations from The Framework, the tables that follow reflect PCF’s long-term goals, short-term objectives, expected outcomes and methods for tracking progress, strategies for action, coordinating party/parties, and timelines for its 2019–2022 strategic plan. Tables are grouped according to focus area.

Some additional notes about, or a “key” for, the table include:

- Entries that are **requirements are denoted with an asterisk (*)** and their respective program initials—Office of Early Childhood = *OEC[✓], Expanding Quality in Infant and Toddler Care Initiative = *EQIT[✓], and Colorado Shines = *CS[✓].
- **Long-term goals** represent “big picture” ambitions PCF has for the entire Mesa County community, and **short-term objectives** reflect actions PCF will take or support to help attain these. Both of these columns *include priorities and strategies from PCF stakeholders and from the statement of work (SOW) that is annually required from each ECC*. PCF’s SOW for 2019–2020 was used to develop this plan.
- The column titled **Outcomes, Measurement and [Tracking Method(s)]** shares the intended result of the work and will inform whether PCF was successful at meeting its goal(s). These outcomes have been assigned a target number or percentage that was calculated either from baseline data from previous years or by best guess if the goal is new and no prior data are available. Sources for collecting information related to these targets is noted within the brackets.
- **Strategies for Action** entries *from The Framework are abbreviated* as follows: Connect and Empower Families (Connect), Build Community Capacity (Capacity), Implement Quality Standards (Quality), Make Data-Informed Decisions (Data), Develop and Retain the Workforce (Workforce), Support Consumer Affordability (Affordability), Advance Sustainable Business Practices (Business), Encourage Public-Private Approaches (Public-Private), Pursue Continued Quality Improvement (QI), Ensure Coordinated Services (Coordination), Promote and Share Knowledge (Knowledge).
- For the **“Coordinating Party(ies)”** column, the primary person or group listed is *who is responsible for ensuring the work moves forward and is completed; however, this may not be the sole “doer” of the work*. “Partners” are also listed in this column and indicate potential people or groups that will likely support or carry out related efforts; this list is not exhaustive.
 - **PCF Staff** is defined as the council coordinator and/or other staff paid with PCF funding through PCF’s fiscal agent, Hilltop Community Resources.
 - **PCF Board** is defined as members of the Early Childhood Steering Committee (ECSC), which may include the board chair, vice chair, executive committee members and/or other stakeholders as determined by the ECSC. Note: The ECSC is the group of early childhood professionals that oversees PCF and two (2) other programs: Colorado Preschool Program (CPP) and Local Interagency Coordinating Council (LICC).
- As mentioned above, the **timeline** for this strategic planning document is three (3) years, and it is separated by fiscal year (e.g., Year 1 = July 1, 2019 through June 30, 2020; noted as “2019-2020” in the column header). Each entry was given an estimated time frame for completion based on information available to date, understanding that changes may be required based on the available PCF resources or changes in community needs.



Support the expansion and quality of childcare options,
for families and for business owners

FOCUS AREA

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
Increase the number of childcare providers	Provide professional development opportunities, through Professional Development Information System (PDIS) and ELDG	12 opportunities are offered each plan year <i>[Training calendar, emails, Facebook]</i>	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: Early Learning Ventures (ELV), Mesa County Public Health (MCPH), Mesa District Group (MDG)</i>	X	X	X
	Partner with other childcare providers and other local entities to expand professional development programming and opportunities	6 trainings will be provided on-site at local childcare provider locations <i>[Training calendar, emails, Facebook]</i>	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: ELV, MCPH, MDG</i>	X	X	X
	Identify a liaison to represent PCF within the Child Care 8,000 (CC8K) Initiative	PCF will have, in writing, a clearly defined role and responsibilities to support CC8K, to fall within the scope of this plan and PCF's vision and mission <i>[PCF board meeting notes and presentation]</i>	Capacity, Workforce, Knowledge, Affordability, QI, Coordination	PCF Staff and Board <i>Partners: N/A</i>	X		
	Create “new provider resource packet” that contains resources, information and other tools	Each new childcare provider receives the information packet <i>[PCF Annual Evaluation Report]</i>	Capacity, Workforce, Knowledge	PCF Staff <i>Partners: MCPH</i>	X		

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
Increase Colorado Shines (CS) program engagement *OEC✓	Promote Colorado Shines program and Early Learning Development (ELD) guidelines*OEC✓	12 times per year, PCF will share CS program and ELD guidelines information and success stories through its in-person meetings and online platforms *OEC✓ [Email list records, board meeting minutes, Facebook]	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: N/A</i>	X	X	X
	Maintain and increase number of providers participating in Level 2*CS✓	50 providers will be at a Level 2 by the end of Plan Year 1, with a 6% increase each year thereafter [Colorado Shines database/ Salesforce]	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: MCPH, OEC</i>	X	X	X
	Increase number of providers participating in Levels 3–5*CS✓	20 providers will be at Level 3–5 by the end of Plan Year 1, with a 10% increase each year thereafter [Colorado Shines database/ Salesforce]	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: OEC</i>	X	X	X
	Maintain and increase the number/percentage of childcare providers that accept children eligible for Colorado Child Care Assistance Program (CCCAP)	7 providers that are currently Levels 3–5 will accept CCCAP-eligible children, with aims to increase this number by 8% each year 5–8% of Level 2 providers who are leveling up will accept CCCAP-eligible children [Colorado Shines database/ Salesforce]	Capacity, Workforce, Knowledge, QI, Affordability, Connect	PCF Staff <i>Partners: MCPH, OEC</i>	X	X	X

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
<p>Increase the number of children served in high-quality** programs*^{OEC✓}</p> <p><i>**“High quality” is defined by OEC as Colorado Shines Level 3–5.</i></p>	<p>Introduce and promote Colorado Shines to non-participating childcare centers, homes and family, friend and neighbor (FFN) providers^{*OEC✓}</p>	<p>All nonparticipating providers will receive PCF contact (email, call, direct mail) promoting Colorado Shines program</p> <p><i>[Training calendar, emails, Facebook]</i></p>	<p>Capacity, Workforce, Knowledge, QI, Affordability, Connect</p>	<p>PCF Staff</p> <p><i>Partners: MCPH, OEC</i></p>	X	X	X
<p>Increase community dispersion of high-quality** CCCAP*^{OEC✓}</p> <p><i>**“High quality” is defined by OEC as Colorado Shines Level 3–5.</i></p>	<p>Increase the number of childcare providers at a quality Level 3–5 that accept CCCAP-eligible children.</p>	<p>All Level 3–5 providers will receive information about the financial benefits of accepting CCCAP-eligible children</p> <p><i>[Colorado Shines database/ Salesforce]</i></p>	<p>Connect, Affordability</p>	<p>PCF Staff and Board</p> <p><i>Partners: CCCAP</i></p>	X	X	X
<p>Increase connection to FFN providers</p>	<p>Continue outreach efforts as described through current Buell Foundation (BF) funding</p>	<p>6 or more focus groups/ informational sessions are completed via established contract with JVA</p> <p><i>[BF evaluation process and reporting document]</i></p>	<p>Connect, Capacity, QI</p>	<p>PCF Staff</p> <p><i>Partners: N/A</i></p>	X		
	<p>Continue outreach efforts to FFN providers</p>	<p>Ongoing plan will be established for outreach and education per discoveries through BF efforts</p> <p><i>[Written FFN outreach plan]</i></p>	<p>Connect, Capacity, QI</p>	<p>PCF Staff</p> <p><i>Partners: N/A</i></p>		X	X

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
Increase access to information and supports for current or future childcare business owners	Establish an early childhood workforce development action plan, including involvement from and alignment with the Mesa County Public Health (MCPH) Child Care 8,000 (CC8K) Initiative and Mesa County Early Childhood Sector Partnership efforts (available through the Colorado Workforce Development Council)	Workforce development plan is developed (in coordination with appropriate partners) and shared with constituents <i>[Written workforce development plan]</i>	Capacity, Workforce, Knowledge, QI, Connect, Public-Private, Business	PCF Staff and Board <i>Partners: MCPH, local childcare providers</i>	X	X	X
Identify a pathway to creating a resource hub for providers, via a physical location and/or online portal	Establish an early childhood professionals resource hub action plan, including possible funding streams, partners and offerings	Resource hub plan is developed (in coordination with appropriate partners) and shared with constituents <i>[Written resource hub plan]</i>	Capacity, Workforce, Knowledge, QI, Connect, Public-Private, Business	PCF Staff and Board <i>Partners: ELV, MCPH, MDG</i>		X	



Strengthen the growth and development of the local workforce
of early childhood care and education professionals

FOCUS AREA

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
<p>Increase development options and support resources for new and current childcare professionals</p>	<p>Provide EQIT 48-hour course of training, which fully meets initiative requirements (contingent on capacity and community need) *EQIT✓</p>	<p>Course plan with advertising plan is provided to OEC by July 30 annually</p> <p>Primary contact and registration contact list for EQIT is provided to EQ Initiative quarterly or whenever there is a change</p> <p>Materials are requested at least 2 weeks before start date of EQIT course.</p> <p>Reporting spreadsheet is updated within two weeks of the completion of each EQIT course *EQIT✓</p> <p><i>[EQIT reporting spreadsheet with OEC]</i></p>	<p>Capacity, Workforce, Knowledge, QI</p>	<p>PCF Staff</p> <p><i>Partners: Colorado Mesa University (CMU), OEC</i></p>	<p>X</p>	<p>X</p>	<p>X</p>

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
	Provide 8 or more hours of Expanding Quality [EQ] RELATE coaching, implemented to fidelity (contingent on capacity and community need) *EQIT✓	Reporting spreadsheet is updated quarterly (October 31, January 31, April 30 and June 30), and each time coaching is reimbursed/invoiced with description of efforts, to ensure coachees receive 8 or more hours of coaching *EQIT✓ [EQIT reporting spreadsheet with OEC]	Capacity, Workforce, Knowledge, QI	PCF Staff <i>Partners: OEC</i>	X	X	X
	Establish feedback system for childcare providers to share more about their strengths, weaknesses and opportunities	Annual survey created and conducted [SurveyMonkey]	Capacity, Workforce, Knowledge, QI	PCF Staff and Board <i>Partners: ELV, MCPH, MDG</i>	X	X	X
Increase interest in becoming an early childhood professional	Reach out to prospective professionals, including workforce pipelines of secondary and post-secondary education, job seekers and current job holders	Marketing and outreach plan developed, including at least one piece of promotional collateral to distribute highlighting incentives, benefits and the value of early childhood careers [PCF Annual Evaluation Report]	Knowledge, Coordination, Workforce, Capacity	PCF Staff <i>Partners: ELV, MCPH, MDG</i>	X		

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
<p>Increase availability of culturally sensitive and responsive childcare options and early childhood resources</p>	<p>Establish an action plan to maintain and increase bilingual resources and culturally responsive supports, including possible funding streams, partners and offerings**</p> <p><i>**Intended audience of benefit for this action plan is primarily families, though the plan may also include action items for increasing support for early childhood professionals</i></p>	<p>Plan developed to strengthen and increase availability of bilingual and culturally responsive resources</p> <p><i>[Written culturally sensitive and responsive action plan]</i></p>	<p>Knowledge, Coordination, Workforce, Capacity, Connect, QI</p>	<p>PCF Staff and Board</p> <p><i>Partners: ELV, MCPH, MDG</i></p>		X	X



Promote programs and advocate for policies
that best support children and families

FOCUS AREA

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
Be known as a valuable, reliable source of information and connection for local, state and national government representatives	Develop relationships with local city, county, district and statewide representatives	1 or more points of contact (email, meetings, etc.) made with all identified representatives <i>[PCF Annual Evaluation Report]</i>	Knowledge, Coordination, Workforce, Capacity, Connect, QI, Public/Private	PCF Staff and Board <i>Partners: N/A</i>	X	X	X
Encourage alignment of all local early childhood efforts and funding streams	Connect with all local initiative leaders or agencies	Inventory of initiatives and efforts completed, including funding sources, required program focus, key players and other information as identified by PCF and its partners, to be updated annually <i>[Written initiatives inventory]</i>	Knowledge, Coordination, Workforce, Capacity, Connect, QI, Public-Private	PCF Staff and Board <i>Partners: ELV, MCPH, MDG</i>	X	X	X
Take a stand on issues that support the mission and vision of PCF	Identify policies or programs that align with PCF and/or its partners	Advocacy plan created, including policies and procedures about how advocacy opportunities are chosen and handled <i>[Written advocacy plan]</i>	Knowledge, Coordination, Workforce, Capacity, Connect, QI, Public-Private	PCF Board <i>Partners: N/A</i>	X	X	X


Serve as the early childhood “hub”

for information about and connection to related resources and efforts in Mesa County

FOCUS AREA

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
Be seen as <i>the</i> go-to resource for early childhood information and resources in Mesa County for community members and early childhood professionals	Establish a communitywide marketing and outreach plan to increase visibility of PCF within Mesa County, including potential rebranding	Marketing and outreach plan is established, including specific efforts across all audiences (early childhood professionals, caregivers and families, business owners and general community members not attached to children and family issues or services) <i>[Written marketing and outreach plan]</i>	Knowledge, Coordination	PCF Staff <i>Partners: ELV, MCPH, MDG</i>	X	X	X
	Create and coordinate an annual report for stakeholders, funders and the general public* ^{OEC} ✓	Annual report is published and distributed each year <i>[PCF Annual Report]</i>	Knowledge, Coordination	PCF Staff <i>Partners: N/A</i>	X	X	X
	Continue the production of a regularly distributed newsletter that would include content for <i>early childhood professionals, community members and business owners</i> , that provides information about resources, upcoming trainings and events, industry trends, etc.	Email or paper newsletter is distributed 6 or more times per year either by PCF or partner agency with PCF contribution <i>[PCF Annual Evaluation Report]</i>	Knowledge, Coordination	PCF Staff <i>Partners: N/A</i>	X	X	X

Long-term Goals	Short-term Objectives	Outcomes, Measurement and [Tracking Method(s)]	Strategies for Action	Coordinating Party(ies)	Timeline		
					2019-2020	2020-2021	2021-2022
	Maintain and update website with state and local priorities* ^{OEC✓}	New content and design for website is launched and updated as appropriate for each following year <i>[PCF Annual Evaluation Report]</i>	Knowledge, Coordination	PCF Staff <i>Partners: web host</i>	X	X	X

ADDITIONAL EFFORTS

In addition to the above, to help strengthen and support its efforts, PCF will also focus on the following:

- Complete an **inventory checklist** to review and update all core and key documents, including items such as membership lists, bylaws, etc.
- Establish **clear, written documentation of important definitions of terms**, structure and processes.
- Update the **current scope of work for the “backpack” literacy program** supported through Community Services Block Grant (CSBG) and Temple Buell funding to increase access to more children and providers in Mesa County.

Because this document provides an overview of strategic aims and not a full listing of individual tasks, it is likely that PCF will engage in activities not listed here. However, these will still fall under the strategic vision of PCF and either fit into one of the focus areas and long-term goals, be a requirement of legislation and the current scope of work, or be vetted and approved by the ECSC.