

**Community Partnership for Child Development
Strategic Plan
2015-2020**

The mission of CPCD is to prepare children for success in school and in life by providing excellent comprehensive early childhood services, in partnership with diverse families and the community.

EARLY CHILDHOOD SERVICES (*Supports PFCE Framework Goal 5*)

Strategic Goal 1: CPCD will expand and enhance its early childhood services to address needs, fill service gaps, and strengthen the quality and diversity of its early childhood services in order to achieve school readiness. Whenever possible, CPCD will accomplish this through mutually beneficial, mission-compatible partnerships.

Strategic Objective A: CPCD will increase the number of young children being served in high quality early childhood education (ECE) settings in El Paso County, either by CPCD or through existing and new partnerships, with particular emphasis on serving additional infants and toddlers.

Expected Outcome: CPCD will serve more children in high quality ECE settings, including 48 additional infants and toddlers by 2020.

Expected Impact:

- Low-income families will have access to high-quality infant-toddler programs, allowing families to attend school or work.
- Through CPCD/child care partnerships, the quality of services in partner sites will increase for all children, regardless of whether they are enrolled in HS or EHS.
- Children will have the skills and knowledge needed to succeed in school.

Where do we want to be by 2020? CPCD will serve a total of 251 infants and toddlers, a 25% increase over 2015.

Strategic Objective B: CPCD and its ECE partners will continue to improve program quality so that all children birth to age five make progress toward school readiness in the areas of language and literacy; cognition and general knowledge; approaches to learning; physical well-being and motor development; and social and emotional development. (**See School Readiness Goals and Action Plan**)

Expected Outcome: All CPCD and partner children who are kindergarten-bound will demonstrate skills consistent with their full developmental potential in all areas of development and learning.

Expected Impact:

- Children will succeed in kindergarten and beyond.
- CPCD and partner teachers will have a high skill level that contributes to improved child outcomes for all children.
- CPCD staff will have the skills and knowledge needed to support children with special needs and behavioral challenges, and those who are dual-language learners, in attaining school readiness.

Where do we want to be by 2020? Using assessment data from GOLD, the percentage of children meeting or exceeding widely held expectations when they transition to kindergarten will be: Language and Literacy: 90%; Cognition and General Knowledge: 85%; Approaches to Learning: 85%; Physical: 98%; Social Emotional Development: 95%. As measured in the spring of 2020, CPCD and partner teachers will exceed the national median of CLASS scores, and will attain an average of at least 5 in instructional support and at least a 6 in classroom organization as a result of effective training and coaching.

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Strategic Objective C: CPCD will offer a variety of program models and options that meet the needs of young children and their families, including special populations, as identified in parent surveys, focus groups, and the community assessment.

Expected Outcome: Families will report that the variety of program models offered meet their individual needs and support attainment of their goals.

Expected Impact:

- Families will be able to pursue their educational and/or employment opportunities and will have a lower rate of absenteeism at school or work.
- Children will have a higher attendance rate in school, contributing to increased child outcomes.

Where do we want to be by 2020? CPCD will offer a variety of program model options that meet the needs of families, including part-day (if the need is supported by data), extended school day, and full day models, as identified in the community assessment, parent surveys and focus groups. A minimum of 10% of the available Head Start and Early Head Start slots will serve homeless children and families.

COMPREHENSIVE AND INCLUSIVE SERVICES (Supports PFCE Framework Goals 1, 2, 3, and 4)

Strategic Goal 2: CPCD will ensure the implementation of comprehensive services for all Head Start, Early Head Start and Colorado Preschool Program (CPP) children and their families, whether served by CPCD or in early childhood education partner sites, and will advocate for the pervasive use of comprehensive services as essential elements of school readiness.

Strategic Objective A: CPCD will ensure that families have the knowledge and skills to effectively parent their children beginning in the pre-natal period through age five as an essential component of school readiness.

Expected Outcome: Participating families will demonstrate the skills and knowledge needed to fulfill their role as their child's first and best teacher and support their school readiness.

Expected Impact:

- Parents will read to their children regularly, promoting early literacy development and increasing child outcomes.
- Parents will have a positive relationship with their children, resulting in fewer incidents of suspected child abuse.
- CPCD will benefit from parent volunteerism as it will continue to be a significant part of CPCD's non-federal share.
- Parents will continue their involvement in their child's education into elementary school and beyond, contributing to long-term success.

Where do we want to be by 2020? During the 2019-20 school year, 18% of families will participate in an evidence-based parent training series; 93% will participate in the STAR reading program, 100 families will participate in at least one CAMP event, and 85% will participate in classroom volunteering and/or School Readiness Events. Overall, 100% of families will be involved in activities that will prepare them to support their children to be kindergarten ready.

Strategic Objective B: CPCD will implement comprehensive services for all children enrolled in CPCD programs.

Expected Outcome: Children and families will receive supports in identified areas of need to remove barriers to school readiness and family success, resulting in children who are happy, healthy and thriving.

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Expected Impact:

Health: Healthy children will reduce absenteeism from pre-school and parents' absenteeism from work, and will improve child outcomes.

Behavioral Health: Parents and teachers will partner to support children's social emotional development, resulting in lower stress levels and increased stability in families; this supports increased child outcomes and lower instances of suspected child abuse. Children will exhibit less behavioral challenges in elementary school, resulting in fewer expulsions.

Transportation: Children will attend school more often, contributing to increased child outcomes and school readiness.

Where do we want to be by 2020? During the 2019-2020 program year, 100% of children enrolled in CPCD classrooms and partner sites will have a fitness profile in their records demonstrating BMI assessment and participation in Food Friend and Mighty Moves, and 95% will show change to within widely held expectations in the spring collection in the Physical Domain in GOLD. Of those who are at risk for obesity and are invited to CPCD's Health/Wellness classes, 50% will participate. 100% of CPCD preschool classrooms will receive TPOT pre and posttest assessment and will receive a post test score of 0 Red Flags and a Key Practice score of 80% or higher and 100% of EHS classrooms will receive TPITOS pre and posttest assessment and intentional Pyramid Plus coaching. 10 ECLC / FCCH classrooms will receive TPOT pre and posttest assessment and will receive a post test score of 1 Red Flag or less and a Key Practice score of 60% or higher. As a result of implementing Pyramid Plus to fidelity (Post test TPOT score of 80% or higher), CPCD expects to increase teacher and EA retention by 10% over year 1; reduce the number of Positive Behavior Support Plans by 50% over year 1 as measured by Mental Health Track; and increase GOLD social emotional scores to reflect 95% of enrolled children being in WHE by the end of the school year. CPCD will provide transportation to eligible children in 90% of CPCD classrooms/sites, supporting an average daily attendance rate of at least 95%.

STAFF AND ORGANIZATIONAL CULTURE (*Supports PFCE Framework Goals 3, 6 and 7*)

Goal 3: CPCD will attract, develop and retain highly-qualified staff and volunteers who will continue to promote and enhance the organization's culture, efficiency and effectiveness.

Strategic Objective A: CPCD will recruit, hire, and promote a diverse group of highly-qualified staff to fill vacant and new positions. When qualified, priority will be given to current or past Head Start or CPP parents and in-house candidates.

Expected Outcome: CPCD has a highly-qualified staff at all levels of the organization that is representative of the diverse population of children and families served by CPCD and who is prepared to promote school readiness and family success.

Expected Impact:

- CPCD will be recognized as a great place to work for individuals of all cultures and ethnicities.
- Families will see themselves represented in the staff working with them, increasing the strength of their relationships with staff and improving school readiness and family success.
- CPCD will benefit from diverse perspectives in its planning and decision-making, strengthening the services provided for all children and families.
- Staff will see a career path within the organization, reducing turnover and its associated costs and increasing employee engagement.

Where do we want to be by 2020? By July 2020, CPCD employees at all levels of the organization will represent the age, racial and ethnic

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diversity of the community at large as identified in the community assessment. Twenty percent (20%) of CPCD employees will be current or past parents.

Strategic Objective B: CPCD will develop an agency-wide comprehensive training and development plan that supports staff in meeting annual training requirements and invests in upgrading the skills of the agency's workforce.

Expected Outcome: Staff is successful in meeting their professional development goals and upgrading their skills, allowing for internal promotion.

Expected Impact:

- CPCD will have highly-skilled staff who contributes to the efficiency and effectiveness of the organization, and who have the skills and knowledge needed to implement best practices that increase child outcomes and family success.
- CPCD employees will be able to meet educational and training requirements while maintaining work/life balance, increasing employee engagement and reducing staff turnover and its associated costs.
- CPCD will fill positions at a supervisor level and above with internal candidates.

Where do we want to be by 2020? By July 2020, 75% of CPCD teachers will have a bachelor's degree in ECE or a related field; 100% of staff with a tenure of at least one year will participate in a minimum of 16 hours of approved, job-related professional development training as a part of their Individual Professional Development Plan.

Strategic Objective C: CPCD will retain qualified employees by increasing staff engagement in our mission and offering a competitive compensation package.

Expected Outcome: CPCD has a competitive compensation package that assists in attracting and retaining highly-qualified employees in all functions of the organization.

Expected Impact:

1. CPCD will have a compensation package that is recognized as competitive among employees and the Colorado Springs community, attracting the best and brightest talent in all functions of the organization.
2. CPCD will lead the way in demonstrating to the community the importance of investing in the early childhood workforce, which will impact all children in the community.
3. CPCD will reduce employee turnover and associated costs, resulting in increased child outcomes and greater effectiveness in all functions.
4. CPCD staff will be less reliant on public assistance, have lower stress levels and greater economic stability as a result of increased wages.

Where do we want to be by 2020? All staff compensated at a minimum of 95% of the average of the 50th percentile and the weighted average for comparable jobs.

Strategic Objective D: CPCD will engage staff to integrate the use of diverse volunteers throughout the organization and cultivate agency-wide support of volunteerism to promote efficiency, effectiveness and school readiness.

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Expected Outcome: CPCD will integrate the use of diverse volunteers throughout the organization.

Expected Impact:

- The El Paso County community will know about CPCD and will choose to donate their time and money to CPCD's programs and greatest needs.
- CPCD will have a pool of highly-trained volunteers in the areas of child development, health and family services who will contribute to increased child outcomes and support family functioning.
- CPCD will have a pool of highly-skilled volunteers that will assist staff in improving its efficiency and effectiveness, and will alleviate the need to contract for those skills.

Where do we want to be by 2020? 100% of departments and classrooms will actively request and use volunteers. CPCD will have a total of 1,000 individual volunteers, at least 40% of whom will be of a minority race and/or ethnicity, and 25% will be male.

SOCIAL IMPACT/TWO GENERATION PROGRAMS *(Supports PFCE Framework Goals 1, 4 and 7)*

Strategic Goal 4: CPCD will partner with appropriate community organizations to offer Two Generation programs that contribute to breaking the cycle of poverty by improving the economic security, education, health, and community connectedness of families, while at the same time ensuring school readiness for CPCD-enrolled children.

Strategic Objective A: CPCD will design and implement training and education opportunities for families that develop job skills and lead to a path of economic security.

Expected Outcome: CPCD parents are supported in improving their education and economic stability through mission-compatible community partnerships.

Expected Impact:

- Because parents are employed, they will be less reliant on public assistance; they will also experience increased self-esteem, lower stress levels and increased economic stability, which supports increased child outcomes.
- The CDA program will provide a pool of potential ECE professionals for CPCD and the community.

Where do we want to be by 2020? CPCD, in partnership with relevant community organizations, will offer a variety of programming that supports families in meeting their job training, employment and education goals. By May 2020, 75% of the families who have set goals in these areas will participate in these programs.

Strategic Objective B: CPCD will enhance and expand programs to address the health and well-being of the whole family, including physical and mental health, and nutrition.

Expected Outcome: CPCD family members will be healthy and have the skills and knowledge to value wellness as a part of school readiness and family success.

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Expected Impact:

- Families will spend less of their income on health care costs and will make fewer emergency room visits.
- Healthier children will increase attendance in preschool and decrease parent absenteeism at work and in school.
- Screenings associated with the wellness program will identify health risks early and will allow parents to make choices for themselves and their children that could avoid health problems in the future, and the costs associated with those problems.

Where do we want to be by 2020? 50% of CPCD families will participate in CPCD's family wellness programs and 90% of those who participated will report a change in skills, knowledge and practices related to family wellness.

FINANCIAL GROWTH, RESILIENCY AND SUSTAINABILITY (*Supports PFCE Framework Goal 6*)

Goal 5: CPCD will continue its commitment to the REACH fund, and identify revenue-generating options that enhance fundraising strategies, diversify CPCD's funding base, and support and sustain CPCD and its services.

Strategic Objective A: CPCD will create and implement a broad range of awareness tools to engage the community to invest its time, talent and resources in CPCD and its mission and embrace the importance of early childhood education programs.

Expected Outcome: The community will have an increased awareness of CPCD with memorable stories and messaging that inspires people to give, be involved and advocate for expansion of high quality early childhood education programs.

Expected Impact:

- The community will increase its investment of time and money to allow CPCD to implement its five-year plan.
- The community will invest in increasing the number and quality of early childhood programs offered in the community.

Where do we want to be by 2020? CPCD will have compelling case statements and messaging that explains our needs, and will have at least 50 ambassadors and advocates trained across all stakeholder categories to share our story throughout the community, and will have at least 30 corporate/business partners engaged in the CPCD mission.

Strategic Objective B: CPCD will continue to implement the Benevon fund development model and submit high-quality non-federal grant requests to raise additional funds necessary to support CPCD's mission, vision, sustainability and greatest needs.

Expected Outcome: Individuals, corporations and foundations will invest in CPCD's mission and vision and will increase their investment each year.

Expected Impact: CPCD will have the funds needed to implement its five-year plan and diversify its funding base, and will have a fund that can be drawn upon to innovate or expand services as needed.

Where do we want to be by 2020? CPCD will raise a total of \$1.25 million through non-federal grants, events, individual and corporate donations.

Strategic Objective C: CPCD will implement a plan to build the REACH Fund to a level where the investment income can contribute meaningfully to CPCD's operating budget, and become a tool for organizational resiliency. This must coordinate with, and not jeopardize, the Board goal to provide quality comprehensive services to all children and families.

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Expected Outcome: CPCD will continue to build a substantial reserve that will support the Board of Director's resiliency and sustainability plan for the organization, including the diversification of CPCD's funding base.

Expected Impact:

- The REACH fund will provide for long-term viability and continuity of programs for the community, and will allow for program innovation.

Where do we want to be by 2020? The REACH fund balance will be a minimum of \$3M.

Strategic Objective D: CPCD will create a revenue-generating business that utilizes CPCD's expertise and provides funding for CPCD's services while providing a positive social impact on the community.

Expected Outcome:

- CPCD will establish a funding source that can be used for CPCD's greatest needs and strategic objectives, while positively impacting the community.

Expected Impact:

- This new business will provide the community with a necessary service or product that will also support CPCD's mission and the local economy by potentially training and employing CPCD families.
- CPCD will have additional revenue to implement its five-year plan, diversify its funding base and contribute to the sustainability of the organization and its services.

Where do we want to be by 2020? By January 2020, CPCD will have at least one revenue-generating business in place that is providing revenue to support CPCD's mission.