

Colorado Shines Brighter Strategic Plan Update

December 2021



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Introduction

In December 2018, Colorado was awarded an initial Preschool Development Grant Birth through Five (PDG) of \$5.8 million to help the state analyze the current landscape of the early care and learning mixed-delivery system and implement changes that maximize high-quality early care and education options for low-income families, enhance the quality of care, streamline administrative infrastructure, and improve state-level early childhood care and education funding efficiencies.

In December 2019, Colorado was awarded a PDG Renewal of \$11,171,969 annually for three years (2020–2022). Renewal grant funds are used to implement activities identified in the [Colorado Shines Brighter \(CSB\) Strategic Plan](#). As part of the renewal grant, Colorado committed to an annual review and update to the CSB Strategic Plan to incorporate new findings from ongoing needs assessment activities, recommendations from the program evaluation and continuous quality improvement, and ongoing stakeholder feedback with an emphasis on families and caregivers of children birth through five.

To facilitate development of the recommended updates to the (CSB) Strategic Plan, the Colorado Department of Human Services contracted Marzano Research to conduct four primary activities: 1) collect input on the current early childhood policy landscape related to the Strategic Plan, 2) engage a diverse group of stakeholders to inform the recommendations, especially families and caregivers of children birth through five, 3) facilitate a working group, and 4) prepare a set of recommended updates to the Strategic Plan for the Early Childhood Leadership Commission (ECLC) to consider for endorsement. These four activities are further described in the following report.

Activity 1. Collect Input on the Colorado Early Childhood Landscape

To inform updates to the CSB Strategic Plan in 2021, Marzano Research gathered and reviewed state-level policy and funding decisions with implications for the early care and education (ECE) system in Colorado. These documents included COVID-19 research briefs prepared by Early Milestones Colorado, stimulus funding documents, and state legislation related to universal preschool and the new Department of Early Childhood.

A key document reviewed to inform updates to the CSB Strategic Plan was the [Department of Early Childhood Transition Plan](#), finalized and approved by the ECLC in November 2021. The Transition Plan includes recommendations for transitioning early childhood services and programs from state agencies to the new DEC. The CSB Strategic Plan strategies were found to be well aligned with the recommendations in the Transition Plan (Figure 1).

The Department of Early Childhood should adopt the mission, vision, values, and guiding principles. These statements will help ground the new department in a vision set forth by stakeholders across the state.



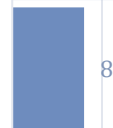
Beginning in July 2022, the Colorado Preschool Program/Early Childhood At-Risk Enhancement, the Early Childhood Workforce Development team, and all programs and services currently located in the CDHS Office of Early...



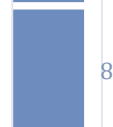
To address funding challenges identified by families and providers, the Department of Early Childhood should: Revise rules and regulations to ensure more flexibility with funds and reduce administrative burden while ensuring equitable...



The Department of Early Childhood should prioritize supporting the growth and development of its early childhood workforce by implementing the above recommendations.



To inform decisions for children in Colorado, the Department of Early Childhood should: Collect data that provides additional information on system capacity, including number of open or closed classrooms, number of current teachers...



To facilitate meaningful advice, consultation, and collaboration about rulemaking guidance, the Transition Working Group also recommends the creation of a diverse and well-supported Rules and Regulations Advisory...



As the agency that will continue to administer and oversee IDEA, Part B, CDE should make a plan to engage with and address the concerns raised by stakeholders before the new statewide, universal, preschool program begins in the 2023-...



The Department of Early Childhood should establish close collaboration with other departments to strengthen coordinating functions and to promote alignment among higher education, health care, mental health care, human...



Under an Executive Director, with significant experience in early childhood and systems management, the Department of Early Childhood should have a culturally diverse leadership team with a comprehensive set of skills, a strong equity...



By July 2025, the Department of Early Childhood and the Early Childhood Leadership Commission, in coordination with relevant departments and stakeholders, should review legal requirements and if federal law allows, review the...



The Department of Early Childhood should acquire the legislative authority and regulatory power of the funding streams tied to the programs moving to the department. The structure of the Long Bill should be designed to ensure...



The Early Childhood Leadership Commission should serve in a key advisory role to the leadership of DEC, as well as continuing its advisory capacity to state policymakers, other departments, and the...



Figure 1. Department of Early Childhood Transition Plan Recommendations and CSB Strategy Alignment

Activity 2. Stakeholder Engagement

Marzano Research engaged a diverse group of stakeholders to provide input to inform the recommended Strategic Plan updates. First, the Marzano Research facilitators attended two ECLC Program Quality and Alignment (PQAC) Subcommittee meetings to engage members to provide input on any recommended updates to the Strategic Plan strategies.

To ensure that updates to the Strategic Plan reflected input from families and caregivers, Marzano Research facilitators attended a meeting of the Office of Early Childhood Family Voice Council to gather input related to access to child care, needed support services, and COVID-19 impacts on families and children. This input was also shared with the Strategic Plan Working Group to inform strategy updates.

Activity 3. Strategic Plan Working Group

The Colorado Shines Brighter Strategic Plan Working Group, which sits under the PQAC, was approved by the ECLC on April 23, 2020. The purpose of the Working Group is to identify and monitor activities that support strategies in the Strategic Plan that are not funded through the Preschool Development Grant Birth through Five and to recommend changes annually to update the Strategic Plan based on the current early childhood environment, new findings from ongoing needs assessment activities, recommendations from the program evaluation and continuous quality improvement, and ongoing stakeholder feedback with an emphasis on families and caregivers of children birth through five. Table 1 presents the membership of the Working Group.

Table 1. Colorado Shines Brighter Strategic Plan Working Group Members

Sector	Name	Organization
B-3/Infants and Toddlers	Christina Walker	Clayton Early Learning
Business Supports	Lindsey Vigoda	Small Business Majority
CDE P-3 Office	Megan Rogers	School Readiness Consultant
CDE P-3 Office	Rebecca Browning-Floyd	Regional Preschool Specialist
Preschool Development Grant Birth-Five	Lindsey Dorneman	Office of Early Childhood – Preschool Development Grant Birth-Five
Family Engagement	Amanda Culbertson	Office of Early Childhood – Family Engagement Manager

Early Childhood Councils	Clea Willow	Bright Futures
Early Intervention	Danielle Castle	Rocky Mountain Human Services
State Advisory Committee - ECLC	Kristina Heyl	Early Childhood Leadership Commission – Director
State Advisory Committee - ECLC	Kate Reinemund	Constellation Philanthropy, ECLC Data Subcommittee Co-Chair
English Language Learners/Refugee or Immigrant Populations	Khatira Amn	The Spring Institute
Family Providers	Stacey Carpenter	
Funders/Philanthropic Partners	Steffanie Clothier	Gary Community Ventures
Governor’s Office	Tova Cohen	Governor’s Office
Head Start	Tracey Lucero	Head Start and Migrant Head Start Program
Home Visitation	Lindsay Sherman	Invest in Kids
Homeless and Migrant Supports	Jenny Lerner	Colorado Department of Education
Licensed Child Care	Dawn Alexander	Early Childhood Education Association of Colorado
Mental Health	Dr. Jose Silva	Colorado Association for Infant Mental Health
Parents/Caregivers	Ealasha Vaughner	
Parents/Caregivers	Janelle Jenkins	
Physical Health and Wellness	Tracy Miller	Colorado Department of Public Health & Environment
Public Preschool	Shelley Smith	Eagle County School District
Special Education	Dawn Klco	Salida School District
Workforce Development	Vail Shoultz-McCole	Colorado Mesa Community College

The Working Group was convened for two meetings. The purpose of Meeting 1 was to engage the working members in the evaluation of the non-PDG strategies to identify possible updates. In small groups, the members engaged in a review of input from the Colorado early childhood landscape along with their collective experience to assess progress toward meeting the goals and objectives in the Strategic Plan. As a follow-up to the meeting, additional feedback was solicited from members via a survey. The survey asked members to provide input on updates to the non-PDG-funded strategies as well as any missing strategies under each of the six goals. Six members responded to this follow-up survey. Thirty percent of the responses indicated some amendment was needed to update the strategies, while 61 percent recommended no change across strategies (Figure 2). Only 4 percent of respondents suggested that strategies were missing across the goals, and 5 percent suggested a strategy be dropped.

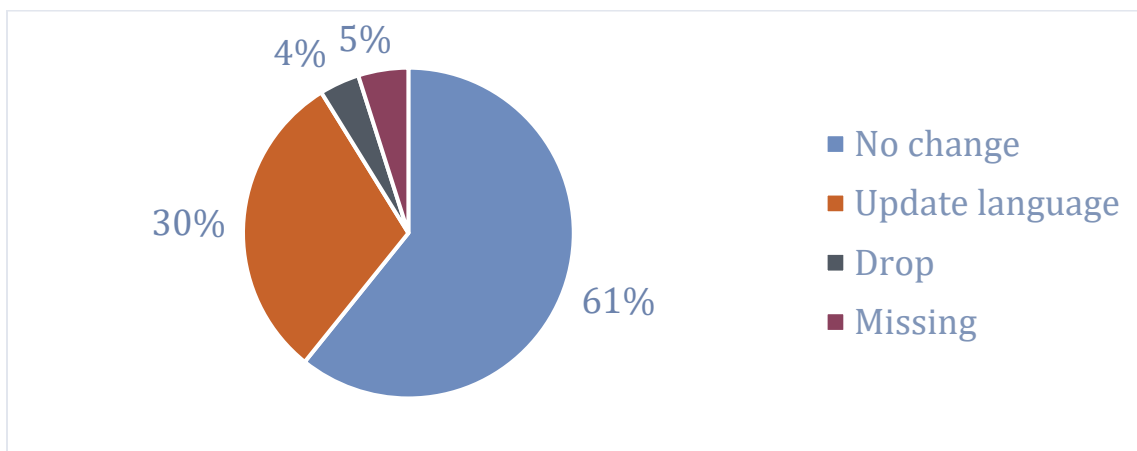




Figure 2. Working Group Recommendations Across Strategies (n = 6)

The Working Group met a second time to review the survey results and further process recommended updates to the non-PDG-funded strategies. The members reviewed proposed updates to the non-PDG-funded strategies based on the survey results, conversations from Meeting 1, and PQAC input. As a follow-up to the meeting, the members received a final set of draft recommended updates electronically for review. All members who responded to the final review email agreed that the recommended updates were responsive to the Working Group input. The final set of recommended updates is presented in the next section in Tables 2 and 3.





Activity 4. Recommended Updates to the Strategic Plan

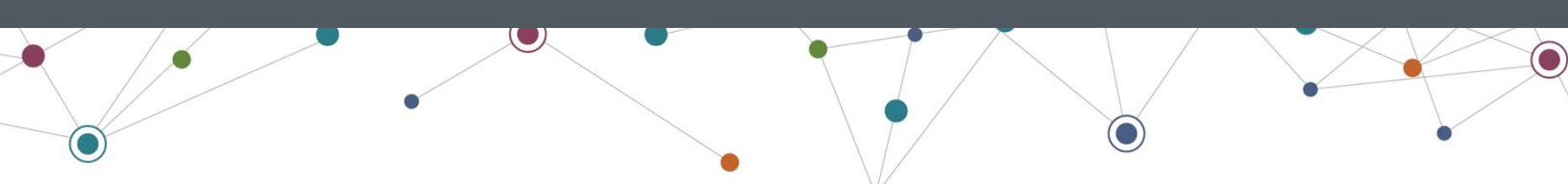
The CSB Strategic Plan currently includes 59 strategies. Thirty-six of the strategies are funded under the Preschool Development Grant Birth through Five renewal grant, as noted by the  symbol. The remaining 23 need to be implemented in partnership with the ECLC and other state and local organizations, noted by the  symbol. The 2020

[Colorado Shines Brighter Strategic Plan](#) can be referenced for the complete set of current strategies.

Recommended updates to the strategies were informed by 1) input from the Colorado early childhood landscape, 2) ongoing needs assessment activities, 3) current early childhood environment, and 4) a response to continuous quality improvement. Of the 59 strategies, 22 PDG-funded and 10 non-PDG-funded strategies are recommended for update. Twenty-seven strategies remain unchanged in the Strategic Plan. The proposed updates to existing strategies are presented in Table 2, followed by recommendations for two new strategies in Table 3. A summary of why the update is recommended is also provided for each strategy.


Table 2. 2020 Strategy and Recommended Updates to the 2021 Strategic Plan Strategies


2020 Strategy	Recommended 2021 Update
 1.1.2 Data-Driven Decision Making. Build a public-facing dashboard to support community-level information on the state of the local early childhood system and data-driven decisions.	 1.1.2 Data-Driven Decision Making. Develop a strategic plan to inform implementation of an early childhood integrated data system to support state- and community-level information on the early childhood system and data-driven decisions.
<p>Summary of the update—This strategy was updated to reflect the need to first develop a plan to implement an ECIDS and more accurately describe what is occurring under the PDG.</p>	
 1.2.1 Coordinated Application & Local Navigation. Research existing national and local models of coordinated enrollment/application and service navigation and identify recommendations for local implementation.	 1.2.1 Coordinated Application & Local Navigation. Research existing national and local models of coordinated application, eligibility, and enrollment and service navigation and identify recommendations for a Colorado model. Review early childhood program applications to improve accessibility and usability.




2020 Strategy	Recommended 2021 Update
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Summary of the update—This strategy was updated to better reflect the work of the Coordinated Application, Eligibility, and Enrollment workgroup facilitated by OEC and the PDG B-5 TA Center and the CCCAP Application Rewrite workgroup.

 1.2.2 Medicaid Billing Manual. Develop and make updates to Medicaid billing process manuals for Child First, Healthy Steps, Early Intervention Colorado, Early Childhood Mental Health Consultation, Nurse-Family Partnership, SafeCare Colorado, and other state-funded home visiting programs. Provide training and technical assistance to support utilization.

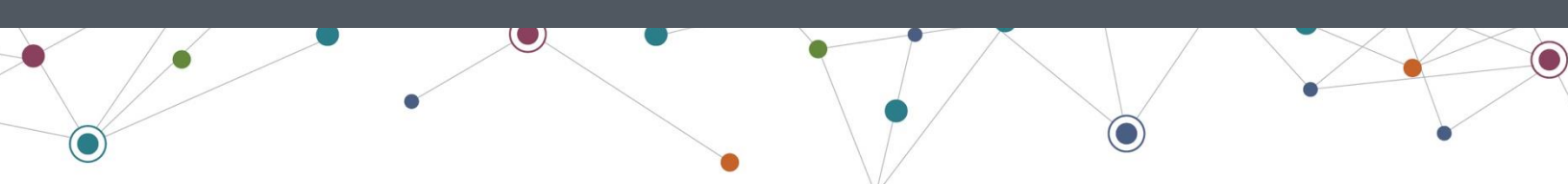
 1.2.2 Medicaid Billing Guides. Develop and make updates to Medicaid billing process guides for Child First, Healthy Steps, Early Intervention Colorado, Early Childhood Mental Health Consultation, Nurse-Family Partnership, SafeCare Colorado, and other state-funded home visiting programs. Provide training and technical assistance to support utilization.







Summary of the update—This strategy was updated to reflect current work by a vendor that will end in 2021. Additionally, “Manual” was changed to “Guides” for accuracy.

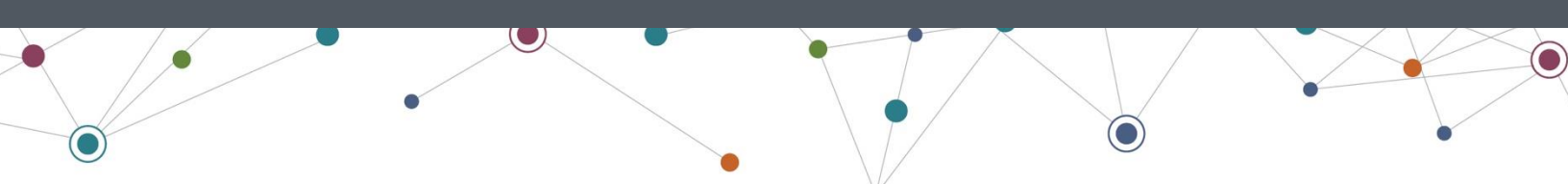
 1.2.4 ECC and FRC Organizational Capacity. Review the 2019 Early Childhood Council (ECC) and Family Resource Center (FRC) organizational capacity study. Through stakeholder workgroups identify, prioritize, and implement recommendations to increase the capacity of ECCs and FRCs to enable the provision of early care and education and wraparound services to more underserved children and families. Expand the ECC triennial evaluation to include a cost analysis of the resources needed to fully fund the local system.


 1.2.4 ECC and FRC Organizational Capacity. Partner with Early Childhood Councils (ECCs), Family Resource Centers (FRCs), and leadership organizations to identify, prioritize, and implement recommendations to strengthen local collaboration and increase the capacity of ECCs and FRCs to provide services to children and families. Develop and pilot shared data measures for ECCs. Formulate recommendations to improve the 2022 ECC triennial evaluation and include a cost analysis in the 2025 evaluation.

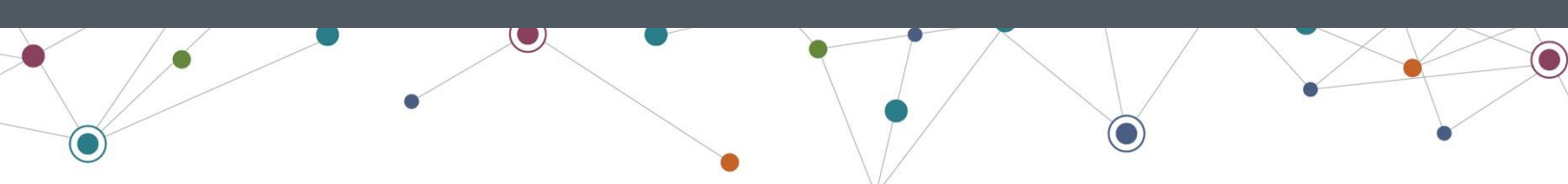
Summary of the update—The strategy was updated to reflect the ECC Triennial that is legislatively mandated and due October 1, 2022. A work team is currently identifying the strategies for measuring effectiveness for the 2025 Triennial reporting.









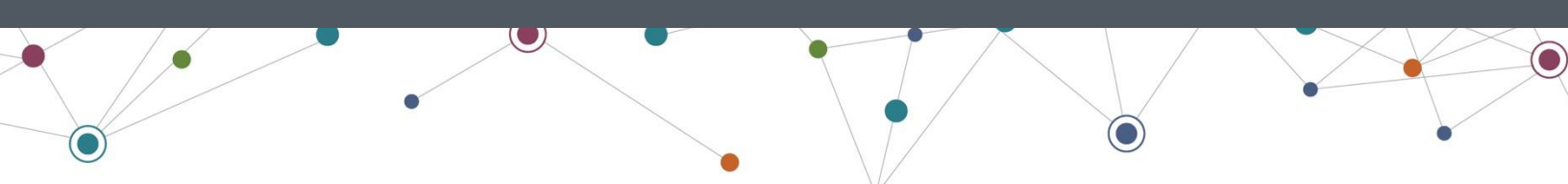
2020 Strategy	Recommended 2021 Update
 1.2.5 Core Local Services. Determine the core early childhood and family and community support services to be made available in each county and create a plan to address local service gaps.	 1.2.5 Core Local Services. Document the core early childhood, family, and community support services in each county and implement a plan to address local service gaps.
Summary of the update —The strategy was updated for accuracy. Specifically, “Determine” was changed to “Document.” Additionally, “implement” a plan replaces “create” a plan to move the strategy further toward action.	
 1.2.6 State Organizational Alignment. Expand ongoing coordination and collaboration across state agencies including CDHS, CDPHE, Colorado Department of Education (CDE), Colorado Department of Higher Education (CDHE), and Colorado Department of Health Care Policy and Financing (HCPF) to improve child and family outcomes. Identify opportunities to address systems and administrative barriers.	 1.2.6 State Organizational Alignment. Expand ongoing coordination and collaboration across state agencies including CDHS, CDPHE, Colorado Department of Education (CDE), Colorado Department of Higher Education (CDHE), Colorado Department of Health Care Policy and Financing (HCPF), and Department of Early Childhood (DEC) to improve child and family outcomes. Identify and address systems and administrative barriers within and across the agencies.
Summary of the update —The strategy was updated to include the new Department of Early Childhood as a collaborator on this strategy and removed “opportunity” to move this strategy forward to action.	
 1.2.7 Local ECE Alignment. Support school district implementation of systemic coordination with community based ECE programs to improve children’s transitions to kindergarten (and early elementary school grades).	 1.2.7 Local ECE Alignment. Support early care and education service providers in the implementation of systemic coordination to improve families’ and children’s transitions to kindergarten.
Summary of the update —This strategy was broadened to include community partners both public and private, using the terminology of “early care and education service providers.” Additionally, content in parentheses was removed and “families” added.	









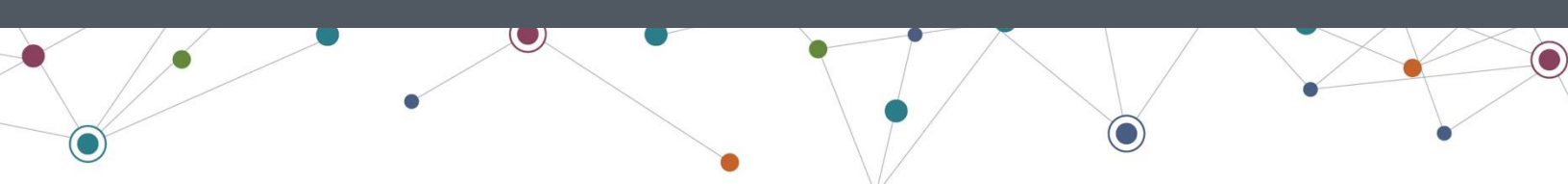
2020 Strategy	Recommended 2021 Update
 <p>1.3.1 Transitions Toolkit & Marketplace. Create a transition plan toolkit and online marketplace for early childhood professionals to communicate with families. Engage parents and caregivers to determine appropriate communication strategies for families.</p>	 <p>1.3.1 Transitions Toolkit. Create a transition plan toolkit for early childhood professionals to communicate with families. Engage parents and caregivers to determine appropriate communication strategies.</p>
Summary of the update —This strategy was updated for accuracy.	
 <p>1.3.2 Transitions Roadmap. The Office of Early Childhood and the Preschool through Third Grade Office will develop a birth through five transitions roadmap and identify the needed local training and tools for implementation. The roadmap will encompass support for children, including those with special health or developmental needs, their families, and early care and education and K-3 professionals, as well as home visitors, early intervention, child health, and early childhood mental health professionals.</p>	 <p>1.3.2 Transitions Roadmap. Develop and disseminate a kindergarten transitions roadmap and training and tools for implementation. The roadmap should encompass support for children, including those with special health or developmental needs, their families, and early care and education and K-3 professionals, as well as home visitors, early intervention, child health, and early childhood mental health professionals.</p>
Summary of the update —The strategy was updated to reflect a new phase of implementation to develop and disseminate the transitions roadmap.	
 <p>2.1.2 Home Visiting for ECE Home Providers. Continue the Home Visiting for Child Care Homes Pilot Program through 2020. Evaluate outcomes to inform practice and future expansion.</p>	 <p>2.1.2 Home Visiting for ECE Home Providers. Disseminate the Home Visiting for Child Care Homes Pilot Program case study to share outcomes, inform practice, and identify opportunities for expansion.</p>
Summary of the update —The strategy was updated to reflect a new phase of implementation. The project has transitioned to case study completion, followed by community dissemination.	







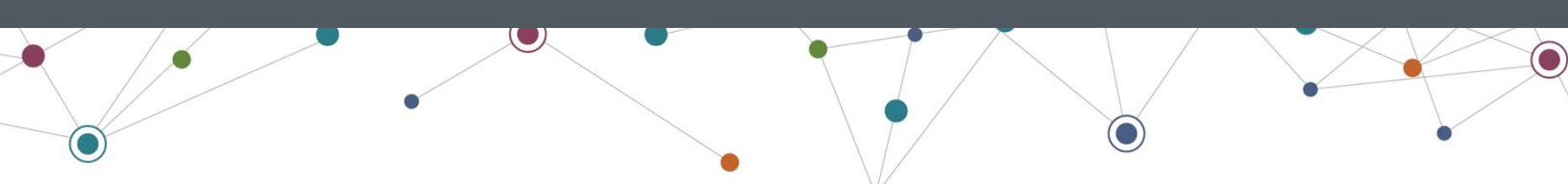
2020 Strategy	Recommended 2021 Update
 <p>2.1.3 ECMHC Practices. Complete an Early Childhood Mental Health Consultation service delivery model evaluation to inform workforce standards, model development, and quality improvement.</p>	 <p>2.1.3 ECMHC Practices. Develop a Colorado model of Early Childhood Mental Health (ECMH) Consultation that responsively meets the needs of children, families, and providers, while also being adopted by practitioners, implemented to fidelity, and subject to evaluation. Align and coordinate the larger ECMH field to facilitate statewide implementation.</p>
<p>Summary of the update—The strategy was updated for accuracy. This strategy will be awarded in the updated QRIS framework. There is also new work to align and coordinate the larger ECMH field to facilitate a statewide model implemented to fidelity.</p>	
 <p>2.2.1 Quality Nutrition in ECE Settings. Coordinate with the Colorado Department of Human Services, Colorado Department of Public Health and Environment, and Colorado Department of Education to increase early care and education provider participation in the Child and Adult Care Food Program, National School Lunch Program, and the School Breakfast Program.</p>	 <p>2.2.1 Quality Nutrition in ECE Settings. The Colorado Department of Human Services, Colorado Department of Public Health and Environment, and Colorado Department of Education will coordinate to reduce barriers and increase early care and education provider participation in the Child and Adult Care Food Program, National School Lunch Program, and the School Breakfast Program.</p>
<p>Summary of the update—This strategy was updated for accuracy, adding that these practices within ECE programs will be awarded in the updated QRIS framework.</p>	
 <p>2.2.2 ECMHC Warmline & Telehealth. Create an Early Childhood Mental Health Consultation warm-line and explore telehealth options for both families and early childhood education providers in rural communities.</p>	 <p>2.2.2 ECMHC Support Line & Teleconsultation. Create a statewide Early Childhood Mental Health Support Line, strengthen teleconsultation practices, and encourage use of teleconsultation to serve families and early childhood education providers in rural communities.</p>



2020 Strategy	Recommended 2021 Update
Summary of the update —This strategy was updated for accuracy, to reflect use of telehealth since 2020. ECMHC Warmline is now called ECMHC Support Line.	
 2.2.3 Physical Activity in ECE Settings. Increase physical activity in early care and education settings.	 2.2.3 Physical Activity in ECE Settings. Promote moderate to vigorous physical activity that is developmentally appropriate and carried out in a variety of modalities and settings.
Summary of the update —This strategy changed “Increase” to “Promote.” It also added “moderate to vigorous,” “developmentally appropriate,” and “variety of modalities and settings” to be specific about the types of physical activity and broaden to different places and ways the activity can occur.	
 3.1.1 School Readiness Handbook. Develop a school readiness handbook for families and informal child care providers to share best practices and resources to support children’s learning and development. Implement a plan for dissemination and use, including online and print distribution in multiple languages.	 3.1.1 School Readiness Handbook. Disseminate The PLAYbook to families and informal child care providers to inform best practices and resources to support children’s learning and development. Translate The PLAYBook into multiple languages.
Summary of the update —This strategy was updated to reflect a new phase of implementation.	
 3.1.5 No-Wrong-Door Campaign. Support the continued implementation of the no-wrong-door strategy, which ensures families can access information quickly, make timely connections, and receive support regardless of their initial entry point into the early childhood system.	 3.1.5 No-Wrong-Door Approach. Support the continued implementation of no-wrong-door strategies to ensure families can access information quickly, make timely connections, and receive support regardless of their initial entry point into the early childhood system.
Summary of the update —This strategy was updated to reflect stakeholder comments to change the word “campaign” and to add language related to carrying out or implementing the strategy.	




2020 Strategy	Recommended 2021 Update
 3.1.7 Family Attitudes & Decision-Making. Increase shared decision-making with families in the mixed-delivery system, incorporating family opinions, Colorado Shines ratings, and considerations of reputation, cost, and teacher qualifications on provider selection.	 3.1.7 Family Decision-Making. Engage families in shared decision-making with early care and education service providers through a process that incorporates information on key considerations for selecting programs and providers.
Summary of the update —This strategy was updated to broadened to “early care and education service providers” to be more inclusive of the types of services families access. The word “Increase” was changed to “Engage” families.	
 3.3.1 Parent & Stakeholder Engagement. The Colorado Department of Human Services (CDHS) will continue to engage with the CDHS Family Voice Council, Head Start Collaboration Office, Colorado Head Start Association, and state and local family and caregiver networks to support ongoing family engagement and leadership.	 3.3.1 Parent & Stakeholder Engagement. The Colorado Department of Human Services (CDHS) will continue to engage with the CDHS Family Voice Council, OEC Family Voice Council, Head Start Collaboration Office, Colorado Head Start Association, Family Leadership Network, and state and local family and caregiver networks to support ongoing family engagement and leadership. Develop and disseminate a statewide Family Engagement Framework.
Summary of the update —This strategy was updated for accuracy, to include creation of the OEC Family Voice Council & Family Engagement Framework.	
 3.3.2 Local Family Engagement & Leadership. Build capacity and identify points of collaboration with community-based organizations and ECCs to engage family leaders, including consultation and engagement with local FRCs and Head Start programs, state-funded preschool, and school districts to ensure families are empowered to become community leaders.	 3.3.2 Local Family Engagement & Leadership. Build capacity and identify points of collaboration with early care and learning service providers to empower and engage families in a variety of leadership and advocacy roles.




2020 Strategy	Recommended 2021 Update
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Summary of the update—In response to stakeholder input to broaden the strategy, specific entities were removed and replaced with “early care and learning service providers.” Additionally, the strategy was broadened from families being “community leaders” to engaging in a “variety of leadership and advocacy roles.”

 **4.1.6 Regulatory & Policy Cross-training.** Explore the potential for CDHS, CDE, ECCs, school districts, local regulatory entities, the Colorado Office of Economic Development and International Trade (OEDIT), and professional associations to cross-train on ECE regulatory and policy changes to improve eq


 **4.1.6 Regulatory & Policy Cross-training.** Develop strategies for CDPHE, CDHS, CDE, DEC, ECCs, school districts, local regulatory entities, the Colorado Office of Economic Development and International Trade (OEDIT), and professional associations to cross-train on ECE regulatory and policy changes to improve equitable access to services.


Summary of the update—To reflect progress with the strategy and the need to move forward, “Explore” was changed to “Develop strategies.” Additionally, the new Department of Early Childhood and CDHPE were added as collaborators on strategy.

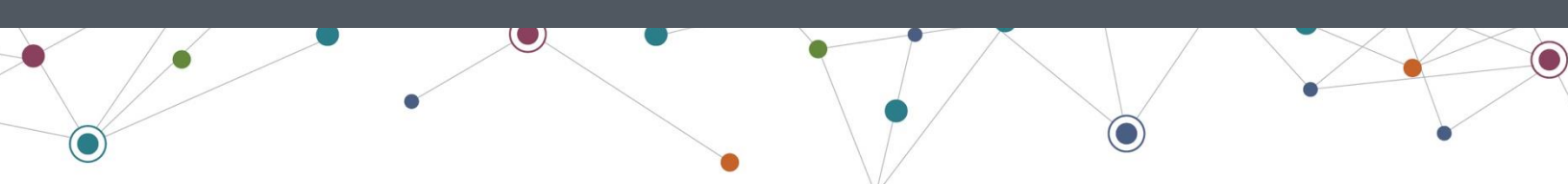
 **4.1.8 Early Start Model Development.** Develop a model of direct service, care coordination, and parenting support to connect families of children up to age three who do not meet eligibility for IDEA Part C Early Intervention to programs and services that can address children’s developmental needs.

 **4.1.8 Early Start Model Implementation.** Identify resources to implement a model of direct service, care coordination, and parenting support to connect families of children up to age three who do not meet eligibility for IDEA Part C Early Intervention but have identified delays or risk factors to programs and services that can address children's developmental needs.

Summary of the update—Changes were made to reflect a new phase in strategy implementation from development of a model to identification of resources to support implementation of the model.

 **5.1.1 Pre-licensing & Start-Up.** Explore challenges to ECE program pre-licensing and start-up activities, including license-exempt ECE providers, such as FFN, and investigate how business consultants/navigators could support through technical assistance on



 **5.1.1 Pre-licensing & Start-Up.** Partner with early care and education providers to address pre-licensing and start-up challenges, and connect them to resources to support sustainability and financially sound business





2020 Strategy	Recommended 2021 Update
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launching and sustaining a financially sound, licensed ECE program with livable wages.	practices, including how to achieve livable wages.
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Summary of the update—To be more proactive, the strategy was updated from “Explore” to “Partner to address” pre-licensing and start-up challenges. Additionally, the strategy was broadened to “early care and education service providers” to acknowledge business support needed for all providers. The second sentence was updated to connect “achieving livable wages” as part of sustainability and sound business practices.

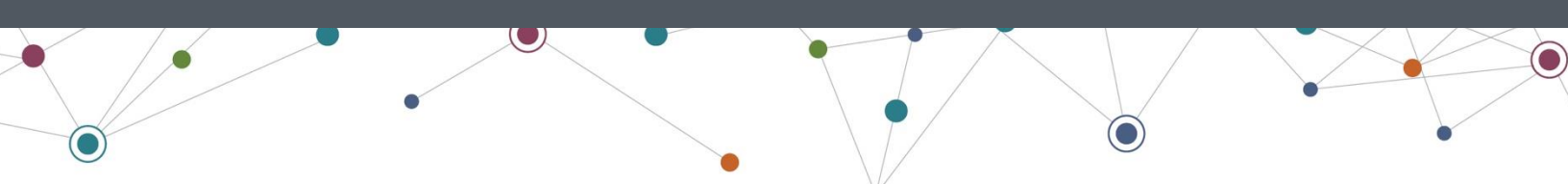
 <p>5.1.2 Business Practices. Provide the “Strengthening Business Practices for Child Care Programs” training series to early care and education providers to strengthen foundational knowledge of sound fiscal management and business operations. Develop a business resource toolkit to accompany the training series.</p>	 <p>5.1.2 Business Practices. Partner with OEDIT, Small Business Development Center Network, and Early Childhood Councils to provide business training and individualized consultation to strengthen early care and education providers’ foundational knowledge of sound fiscal management and business operations.</p>
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





Summary of the update—This strategy was updated for accuracy.

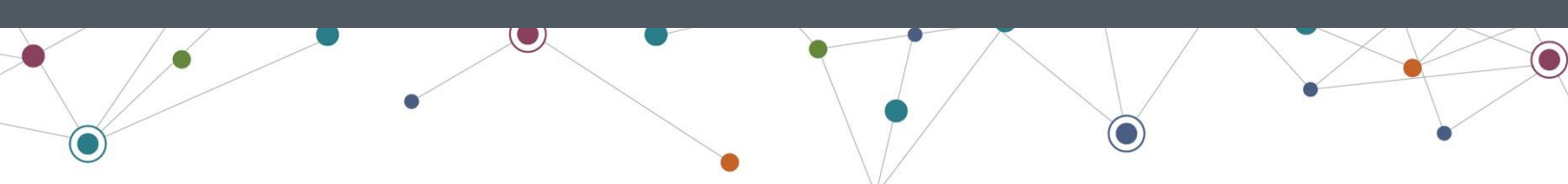
 <p>5.1.5 Integrated Financing. Develop tools to inform and support the integration of early care and education funding streams including Colorado Child Care Assistance Program, Colorado Preschool Program, Head Start, and local subsidies, and provide guidance on blending and braiding funds.</p>	 <p>5.1.5 Child Care Business Guides. Develop and disseminate business guides to early care and education providers to support connections to resources and the adoption of best practices including the blending and braiding of funding streams, budgeting, regulatory compliance, and other operational functions of a small business.</p>
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Summary of the update—This strategy was updated for accuracy. These guides will be a high-level compendium of resources covering business best practices, including the integration of early care and education funding streams, blending and braiding funds, budgeting, legal structures, regulatory compliance, marketing, and more.

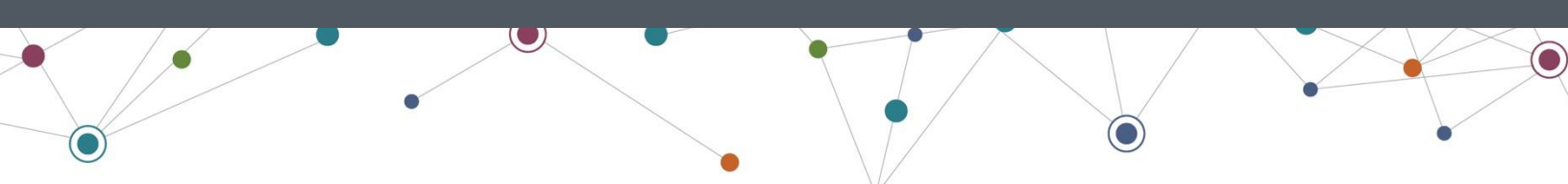
 <p>6.1.1 Colorado Shines Updates. Continue to retool the Colorado Shines Quality Rating and Improvement System (QRIS) for the</p>	 <p>6.1.1 Colorado Shines Updates. Implement the new Colorado Shines Quality Rating and Improvement</p>
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2020 Strategy	Recommended 2021 Update
<p>Environmental Rating Scale 3 and implement other tools. Support more ratings, including alternative pathways, through an increase in rating assessors. Incorporate stakeholder workgroup findings into the QRIS Framework, including an increased emphasis on cultural and linguistic responsiveness. Complete a validation study in 2022.</p>	<p>System (QRIS) Framework and the Environmental Rating Scale 3. Complete a validation study of the Framework in 2023.</p>
<p>Summary of the update—The strategy was updated to reflect a new phase in the work. The framework was updated and released as of September 2021. The implementation will be January 2022. The validation will start in late 2022 and will be completed in 2023 to have enough data to make determinations that the structure is valid.</p>	
<p> 6.1.3 LENA Grow. Build infrastructure through public-private partnerships to support and coordinate LENA Grow implementation across the state.</p>	<p> 6.1.3 LENA Grow. Continue to build infrastructure that empowers local implementation partners to expand access to LENA Grow across the state.</p>
<p>Summary of the update—The strategy was updated to reflect the next phase of implementation.</p>	
<p> 6.1.5 Informed and Effective ECE for Children with Delays or Disabilities. Explore the development of local communities of practice to help formal (licensed) early care and education providers adopt inclusive practices and connect to early childhood mental health services and other resources in their community.</p>	<p> 6.1.5 Informed and Effective ECE for Children with Delays or Disabilities. Develop state-level infrastructure to pilot and sustain community implementation teams promoting the adoption of inclusive practices in early care and education programs.</p>
<p>Summary of the update—The strategy was updated to reflect the next phase of implementation.</p>	
<p> 6.2.1 Professional Development Information System. Re-platform the Colorado Shines Professional Development Information System to improve user experience, enhance data collection, and enable transcreation of the site into Spanish.</p>	<p> 6.2.1 Professional Development Information System. Support user access to, and participation in, the updated Colorado Shines Professional Development Information System. Add</p>





2020 Strategy	Recommended 2021 Update
Add 24 eLearning course hours based on identified needs.	new eLearning course hours in English and Spanish based on identified needs.
<p>Summary of the update—The strategy was updated to reflect the next phase of implementation.</p>	
<p> 6.2.2 CDA Credential. Provide Child Development Associate (CDA) scholarships to 250 early care and education professionals, targeting areas with known workforce shortages. Add CDA professional development specialists to support implementation.</p>	<p> 6.2.2 CDA Credential. Provide Child Development Associate (CDA) scholarships to early care and education professionals, targeting areas with known workforce shortages. Add CDA professional development specialists to support implementation.</p>
<p>Summary of the update—The strategy was updated to reflect the next phase of implementation.</p>	
<p> 6.2.3 Coaching. Pilot a state early care and education coaching model including Colorado Shines Quality Rating Improvement System and Expanding Quality in Infant Toddler Care. Increase staff to meet the needs of known coaching deserts and provide additional meetings and formal supports for coaches. Update courses, transcreate coaching materials, and explore a telehealth approach to coaching.</p>	<p> 6.2.3 Coaching. Pilot a state early care and education coaching model including Colorado Shines Quality Rating Improvement System and Expanding Quality in Infant Toddler Care. Utilize regional coaches to increase data collection and provide data-informed training and formal supports for coaches including reflective supervision. Update courses, transcreate coaching materials, and utilize a telehealth approach to coaching.</p>
<p>Summary of the update—The strategy was updated to reflect the next phase of implementation, specifically, expansion to use regional coaches to support reflective supervision.</p>	
<p> 6.2.4 Reciprocity. Consider developing a framework to explore reciprocity in credentials and licensure across states (starting with Region VIII) and countries (starting with countries with the highest migration to Colorado), and provide supports</p>	<p> 6.2.4 Reciprocity. Consider a framework to address reciprocity in credentials and licensure across states (starting with Region VIII) and countries (starting with countries with the highest migration to Colorado), and provide</p>

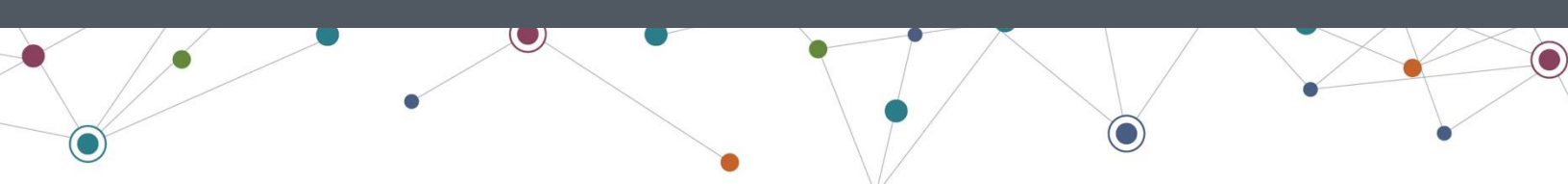


2020 Strategy	Recommended 2021 Update
for review of transcripts and other approval processes.	supports for review of transcripts and other approval processes.
<p>Summary of the update—The word “developing” was removed and “address” was added to support further action with this strategy.</p>	
 <p>6.2.5 ECE Competencies. Enhance the training alignment process to increase the number of trainings aligned with Colorado’s Competencies for Early Childhood Educators and Administrators.</p>	 <p>6.2.5 ECE Competencies. Enhance the training alignment process to increase the number of trainings aligned with Colorado’s Competencies for Early Childhood Educators and Professionals.</p>
<p>Summary of the update—This strategy was updated with the new ECE competencies document name.</p>	

Below we present two potential new strategies that arose from the Working Group input and are responsive to the Colorado ECE policy landscape and the need for continuous quality improvement.

Table 3. Recommended New Strategies

New Strategy	Rationale
 <p>6.2.7 Recruitment and Retention. Update the Early Childhood Workforce 2020 plan to support the recruitment and retention of early care and education professionals from diverse backgrounds and who speak the language and reflect the cultures of children in care.</p>	<p>This non-PDG-funded strategy is recommended to reflect the need to develop a plan to recruit and retain professionals from diverse backgrounds and who speak the language and reflect the cultures of children in care. This strategy will help ensure that children and families experience equitable and inclusive services and see themselves represented in the places where they access services. This strategy also could be inclusive of supporting development of PD in languages beyond English or Spanish.</p>
 <p>6.2.8 Pipeline Opportunities. Explore and expand access to early childhood apprenticeship and peer mentoring programs, including providing concurrent</p>	<p>This non-PDG-funded strategy is recommended to reflect the momentum statewide around apprenticeship as a strategy for ECE professional recruitment and the need to increase the ECE workforce to support Universal Preschool.</p>



New Strategy	Rationale
enrollment apprenticeship opportunities for high school students to gain work experience in ECE settings.	

Conclusion

This report presents a set of recommended updates to the Colorado Shines Brighter Strategic Plan for the Early Childhood Leadership Commission to consider for endorsement. The recommendations are the result of findings from the policy and practice landscape document review, ongoing needs assessment data, stakeholder feedback, and the need for continuous quality improvement. The Colorado Shines Brighter Strategic Plan will be reviewed and updated as needed annually during the Preschool Development Grant Birth through Five renewal grant period to incorporate new findings from ongoing needs assessment activities, recommendations from the program evaluation and continuous quality improvement, and ongoing stakeholder feedback with an emphasis on families and caregivers of children birth through five.



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