



Strategic Plan

*Colorado Early Childhood Comprehensive Systems (CO-ECCS):
Health Integration Prenatal to Three Project*

January 2023





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Introduction

Colorado’s Early Childhood Comprehensive Systems (CO-ECCS) Strategic Plan primarily serves to advance specific goals and objectives within the preexisting statewide early childhood plan, *Colorado Shines Brighter Birth-through-Five Strategic Plan 2020-2025* (CSB B-5 SP).

In 2022, five strategies developed by the CO-ECCS Advisory Group were added to the CSB B-5 SP. The strategies are as follows and numbered as they appear in the CSB B-5 SP 2023 At-A-Glance Update [\[Appendix A\]](#).

- **1.1.7 Prenatal-to-Three Early Childhood Equity Action Plan.** Develop an Early Childhood Equity Action Plan that advances equity for prenatal-to-three that is a collaboration of the early childhood and maternal child health systems
- **1.2.8 Integrated Coordinated Intake and Referral Systems.** Identify and assess barriers across local and state referral systems, create resources to support community cross-sector integration, and develop recommendations for future improvements to prenatal-to-three referral systems
- **1.3.3 Prenatal-to-Three Policy.** Identify and prioritize policy and financing recommendations that support an integrated prenatal-to-three system and mobilize partners to advance those recommendations.
- **3.3.3 Family Voice in Integrated Systems.** Ensure structures are in place to receive and incorporate family voices across early childhood and maternal child health policy and initiative planning, implementation, and continuous quality improvement processes.
- **4.1.9 Sustainable Integrated Programming.** Develop resources to increase connections between early childhood and maternal child health systems through cross-sector planning, braiding and blending funds, and sustainable implementation strategies.

I. Approach

Creation and Governance of the Colorado Shines Brighter B-5 Strategic Plan

In 2018, the Colorado Department of Human Services, Office of Early Childhood (now the Colorado Department of Early Childhood (CDEC)) was awarded an Initial Preschool Development Grant Birth through Five (PDG B-5) by the U.S. Department of Health and Human Services, Administration for Children and Families and the U.S. Department of Education. The initial grant was designed to support states to analyze the current landscape of their early childhood mixed-delivery system and implement changes to the system that maximize the availability of high-quality early care and education options for low-income and disadvantaged families across providers and partners, improve the quality of care, streamline administrative infrastructure, and improve state-level early care and education funding efficiencies.

Colorado utilized the PDG B-5 to conduct a birth through five needs assessment to better understand the strengths and opportunities that exist within the state's early childhood system. The resultant report, *Colorado Shines Brighter: Opportunities for Colorado's Early Childhood System*, was used to identify key strategies the state can employ to build upon its history of successful investments. At the same time, the CDEC engaged partners to conduct stakeholder outreach and engagement and review and align existing state and local strategic plans to form the initial CSB B-5 SP. Collectively, the needs assessment and strategic planning activities resulted in input from more than 6,000 Coloradans, including over 5,000 parents and caregivers of children birth through five, to identify impactful strategies to increase their engagement in the state's early childhood system.

Since 2008, Colorado's early childhood system has been guided by the Early Childhood Colorado Framework (Framework) [\[Appendix B\]](#) which promotes a shared vision that Colorado is a place where all children are valued, healthy, and thriving. The Framework provides an opportunity for communities to better integrate and align efforts across learning and development, health and well-being, and family support and education. The Framework is used by state and local early childhood stakeholders as a resource to identify needs, guide planning, and decision-making, and build partnerships that support access, quality and equity across the early childhood system. Both the PDG B-5 and the CO-ECCS are guided by the Framework.

The responsibility of caring for Colorado's youngest children is shared between parents, caregivers, early childhood professionals, program administrators, policymakers, advocates and other stakeholders across public and private organizations and agencies at the state and local levels. The CSB B-5 SP was developed in partnership with these stakeholders to support aligned and coordinated efforts to ensure all children are valued, healthy and thriving. The strategic plan was endorsed by the state's early childhood advisory council, the Early

Childhood Leadership Commission (ECLC), in 2020 as the statewide birth through five systems strategic plan.

Implementation and oversight of the CSB B-5 SP is largely housed in the CDEC in strong partnership with the ECLC and state and local agencies. This governance structure allows the strategic plan to be used as a framework for improving the access, participation and engagement of children, families and providers within and across the mixed-delivery system, while also elevating the strategic plan so it can inform federal, state and local investments and statutory requirements.

The strategic plan is reviewed and updated annually by the ECLC’s CSB B-5 SP Working Group (Table 1) to reflect statewide legislative changes and changing trends identified through ongoing data collection and analysis of the needs assessment. In 2022, the Working Group reviewed the results of a survey designed to collect input from statewide stakeholders engaged in work related to moving CSB B-5 SP strategies forward. Stakeholders also provided input on needs moving forward. A total of 191 stakeholders representing organizations serving populations across the B-5 system responded to the survey.

Table 1. CSB B-5 SP Working Group Member Representation

State Agencies (Education, Early Childhood, Governor’s Office)	County Agencies (Public Health/Human and Social Services)	Refugee and Immigrant Populations
Birth to Three/Infants and Toddlers	Homelessness and Migrant Supports	Infant and Early Childhood Mental Health
Parents and Caregivers	Friend, Family, Neighbor Child Care	Public Preschool/Special Education
Business Supports	Funders/Philanthropy	Workforce Development
Early Intervention	Physical Health and Wellness	Early Childhood Councils
Head Start/Early Head Start	Licensed Child Care	Home Visiting

Integration of the CO-ECCS Strategic Plan

To integrate the CO-ECCS Strategic Plan into the CSB B-5 SP, the CO-ECCS Project Team completed a crosswalk of the goals and objectives of the initial CO-ECCS work plan and the goals and objectives of CSB B-5 SP (Table 2). Several inputs informed this crosswalk. First, CO-ECCS Advisory Group members completed a survey to provide input on the CO-ECCS Strategic Plan. The survey asked Advisory Group members to share changes that needed to be made to the CO-ECCS goals and objectives to reflect key opportunities from the SAGA and

other opportunities elevated during meetings. The CO-ECCS Project Team and Advisory Group co-chairs reviewed the feedback and updated the initial CO-ECCS objectives. The survey also asked CO-ECCS Advisory Group members to identify strategies that needed to be added or updated in the CSB B-5 SP to reflect CO-ECCS priorities. The CO-ECCS Project Team and co-chairs used this information to map out where established CSB B-5 SP strategies were aligned or complementary to CO-ECCS priorities and the SAGA.

Table 2: Initial CO-ECCS Work Plan Goals and Objectives

<p>Goal 1: Coordinated Intake and Referral System</p> <p>Increase the engagement of new stakeholders, such as families and health providers, in the system of wrap-around support for families during pregnancy through the first three years of a child’s life.</p>	<p>Obj. 1.1 Expand health care providers use of a single point of entry and coordinated intake and referral system developmental screening pilot</p>
	<p>Obj. 1.2 Identify and assess policy barriers across local and state referral systems in the P-3 system and build on health innovations to improve cross-sector integration</p>
	<p>Obj. 1.3 Facilitate the alignment of family engagement strategies across P-3 early childhood and maternal child health initiatives and create a structure of communication for integrating feedback into planning</p>
<p>Goal 2: Health Care and Early Childhood Partnerships</p> <p>Align the maternal and early childhood system to advance the sustainability of multigenerational preventive services and systems.</p>	<p>Obj. 2.1 Develop and implement strategies and tools that support 5 local communities in integrating cross-sector planning, braiding, and blending funds for program implementation.</p>
	<p>Obj. 2.2 Further integrate health into the P-3 system by cross-walking existing needs assessments that impact the P-3 population and augment the CSB B-5 SP with shared P-3 health equity goals and ECCS strategies to advance the integration and capacity of the P-3 system</p>
	<p>Obj. 2.3 Mobilize the ECLC and key partners to advance critical P-3 policy and financing recommendations</p>
<p>Goal 3: Early Childhood Equity Planning</p> <p>Advance health equity by engaging key partners and producing a P-3 Early Childhood Equity Action Plan.</p>	<p>Obj. 3.1 Examine racial disparities identified in county-level and administrative data sets and needs assessments and use data to inform the P-3 Equity Action Plan</p>
	<p>Obj. 3.2 Collect information from multi-level partners through at least six existing advisory councils, including counties and families to inform the P-3 Equity Action Plan and implement health equity goals</p>
	<p>Obj. 3.3 Produce and disseminate a P-3 Equity Action Plan with objectives that aligns with the Title V and Maternal, Infant, and Early Childhood Home Visiting Program and other department equity action plans.</p>

The CO-ECCS Project Team and the Advisory Group co-chairs also identified gaps in the CSB

B-5 SP where new strategies were needed. Five new strategies were identified, utilizing language from the CO-ECCS goals and objectives in the initial CO-ECCS work plan (Table 3). All but one of the original CO-ECCS Objectives were incorporated into the strategic plan. CO-ECCS Objective 2.2 was omitted because the process of integrating the CO-ECCS Strategic Plan into the CSB B-5 SP meets this objective’s target outcome. As reflected in Appendix D, this process is included in the CO-ECCS Advisory Council’s work plan as an annual continuous quality improvement (CQI) process to ensure CO-ECCS Project progress and changes to the early childhood landscape are considered in subsequent updates to the CSB B-5 SP.

Table 3. Initial CO-ECCS Work Plan Objectives Aligned to CO-ECCS CSB Strategies

Initial CO-ECCS Work Plan Objectives	Recommended CO-ECCS CSB Strategy
Obj. 1.1 Expand health care provider's use of a single point of entry and coordinated intake and referral system developmental screening pilot	<p>CO-ECCS CSB Strategy 1: Integrated Coordinated Intake and Referral Systems</p> <p>Identify and assess barriers across local and state referral systems, create resources to support community cross-sector integration, and develop recommendations for future improvements to prenatal-to-three referral systems</p>
Obj. 1.2 Identify and assess policy barriers across local and state referral systems in the P-3 system and build on health innovations to improve cross-sector integration	
Obj 1.3 Facilitate the alignment of family engagement strategies across P-3 early childhood and maternal child health initiatives and create a structure of communication for integrating feedback into planning	<p>CO-ECCS CSB Strategy 2: Family Voice in Integrated Systems.</p> <p>Ensure structures are in place to receive and incorporate family voices across early childhood and maternal child health policy and initiative planning, implementation, and continuous quality improvement processes.</p>
Obj. 2.1 Develop and implement strategies and tools that support 5 local communities in integrating cross-sector planning, braiding, and blending funds for program implementation.	<p>CO-ECCS CSB Strategy 3: Sustainable Integrated Programming.</p> <p>Develop resources to increase connections between early childhood and maternal child health systems through cross-sector planning, braiding and blending funds, and sustainable implementation strategies.</p>
Obj. 2.3 Mobilize the ECLC and key partners to advance critical P-3 policy and financing recommendations	<p>CO-ECCS CSB Strategy 4: Prenatal-to-Three Policy.</p> <p>Identify and prioritize policy and financing recommendations that support an integrated prenatal-to-three system and mobilize partners to advance those recommendations.</p>
Obj. 3.1 Examine racial disparities identified in county-level and administrative data sets and needs assessments	<p>CO-ECCS CSB Strategy 5: Prenatal-to-Three Early Childhood Equity Action Plan.</p> <p>Develop an Early Childhood Equity Action Plan that</p>

Initial CO-ECCS Work Plan Objectives	Recommended CO-ECCS CSB Strategy
Obj. 3.2 Collect information from multi-level partners through at least six existing advisory councils, including counties and families	advances equity for P-3, a collaboration of the early childhood and maternal child health systems
Obj. 3.3 Produce and disseminate a P-3 Equity Action Plan with objectives that align with the Title V and Maternal, Infant, and Early Childhood Home Visiting Program and other department equity action plans.	







The CO-ECCS Advisory Group reviewed and provided feedback on the five new strategies. The feedback helped refine wording of each language. Members also provided input on where each strategy aligned with CSB B-5 SP Goals and Objectives, with many landing in Goal 1 to demonstrate the need to further align the early childhood system with the maternal and child health system. The final CO-ECCS strategies and their alignment with CSB B-5 SP objectives can be seen in Table 4. Final strategic plan recommendations were made to the CSB B-5 SP Work Group to incorporate the new strategies into the CSB B-5 SP 2022 update. On December 15, 2022, the Early Childhood Leadership Commission reviewed and endorsed the addition of the five recommended CO-ECCS strategies to the 2023 CSB B-5 SP. In the *Colorado Shines Brighter Strategic Plan At-A-Glance 2023* [[Appendix A](#)] the CO-ECCS strategies are denoted by the  icon.

Table 4. CO-ECCS Strategies Integrated into the CSB B-5 SP

CSB Goal	CSB Obj.	Integrated CO-ECCS Strategy
Goal 1: Align and Coordinate Systems	Obj. 1.1 - Make Data-Informed Decisions	 1.1.7 Prenatal-to-Three Early Childhood Equity Action Plan.
	Obj. 1.2 - Ensure Coordinated Services	 1.2.8 Integrated Coordinated Intake and Referral Systems.
	Obj. 1.3 - Promote and Share Knowledge	 1.3.3 Prenatal-to-Three Policy.
Goal 3: Maximize Family Knowledge, Engagement, and Support	Obj. 3.3 - Provide Inclusive Opportunities for Family Engagement and Leadership	 3.3.3 Family Voice in Integrated Systems.
Goal 4: Increase Meaningful and Equitable Access	Obj. 4.1 - Build Community Capacity	 4.1.9 Sustainable Integrated Programming.

The CO-ECCS Advisory Group's strategic planning process provide an added focus on the prenatal to three population, address approaches that integrate maternal and child health with the early childhood system, and advance equity in the early childhood and maternal child health systems. The strategies will help move Colorado's prenatal to five systems closer to objectives centered on making data-informed decisions, ensuring coordinated services, promoting and sharing knowledge, providing inclusive opportunities for family engagement and leadership, and building community capacity.

The CO-ECCS Advisory Group made additional recommendations to the CSB B-5 SP that are reflected in the *Colorado Shines Brighter Strategic Plan Update – December 2022* [\[Appendix C\]](#). These include adding language to reflect the ECCS vision of integrated, equitable, sustainable, and comprehensive maternal and early childhood care systems.

Recommendations also advocate for including additional health care partners in strategies, like Colorado's newly formed Behavioral Health Administration (BHA), to better integrate mental and physical health into the Strategic Plan objectives and strategies. These recommendations will be considered when the CSB B-5 SP Working Group reconvenes in 2023 to review and make updates to the Strategic Plan.

SAGA Integration

The CO-ECCS System Asset and Gaps Analysis (SAGA) created a common knowledge base and identified key opportunities for the Advisory Group to consider in the strategic plan. Many of the key opportunities are currently aligned with Colorado's initial ECCS work plan (Table 2). For example, to advance a common vision, the SAGA identified an opportunity to "update Raise Colorado Coalition's policy agenda through additional listening sessions and engagements with families and implement recommended policies" which easily fits into activities toward Colorado's goal to advance critical P-3 policy and financing recommendations. The SAGA also affirmed many of the activities that have been planned in the initial CO-ECCS work plan, such as leveraging a current e-referral pilot for developmental screening embedded in health care systems to understand other gaps and barriers in Colorado's coordinated intake and referral systems. Table 5 provides a crosswalk CSB B-5 SP and CO-ECCS strategies with the key opportunities identified in the SAGA.

Colorado's biggest takeaway from the SAGA is the identification of current work and partners aligned with ECCS who should be engaged as part of the process of reaching our objectives. Local community organizations, like Early Childhood Councils, Family Resource Centers and Local Coordinating Organizations, have already prioritized health system integration to early childhood efforts, and their learnings can be shared and should inform future statewide work. The CO-ECCS team will continue to build this bank of information and on an annual basis will analyze what key opportunities align and should be prioritized in the CO-ECCS Strategic Plan.

Table 5. SAGA & ECCS Goals Crosswalk

SAGA Key Opportunities	CO-ECCS Strategies					Other CSB B-5 SP Strategies		
	1.1.7 P-3 EC Equity Action Plan.	1.2.8 Integrated CIRS	1.3.3 P-3 Policy	3.3.3 Family Voice in Integrated Systems	4.1.9 Sustainable Integrated Programming	1.2.1 Coordinated Application & Navigation	1.2.3 Health Promotion	4.1.1 - Developmental Screenings
Capacity of EC System Leaders			X		X			
Existing Structure to Advance Goals	X	X	X	X	X	X		
Workforce Development	X							
Sharing Strategic Plan	X		X					
Advisory Council Structure								
Strengthening Partnerships		X		X				
Models for Health Integration		X			X		X	
Statewide EC System and Health Sector Linkages		X			X		X	X
CIRS		X			X	X		X
Policy			X					
Financing			X		X			
Medicaid Partnerships	X	X						
Family Leadership	X	X	X	X	X			
State-Community Coordination		X			X	X		
Equitable Systems	X						X	X

Key: CIRS = Coordinated Intake and Referral Systems, EC = Early Childhood, P-3 = Prenatal to Three

II. Implementation of CO-ECCS Health Integration Prenatal-to-Three Program Strategic Plan

Equity

The CSB B-5 SP is centered on equity and includes two goals to prioritize family engagement and leadership (Goal 3) and meaningful and equitable access to programs and services (Goal 4). Strategies developed under the CO-ECCS and incorporated into the CSB B-5 SP advance equity in Colorado by identifying a clear path forward to improve the access, experiences, and outcomes of marginalized Colorado children and families. For example, strategy *3.3.3 Family Voice in Integrated Systems* will ensure structures are in place to receive and incorporate family voice across early childhood and maternal child health policy and initiative planning, implementation, and continuous quality improvement processes.

Additionally, the CO-ECCS strategy *1.1.7 Prenatal-to-Three Early Childhood Equity Action Plan* will result in the creation of a plan that will guide Colorado's early childhood and maternal child health systems to work with discrete strategies toward equity, diversity, and inclusion. The Equity Action Plan will integrate and align to equity plans developed by Colorado's Department of Public Health and Environment (CDPHE), Department of Health Care Policy and Financing (HCPF), and Department of Early Childhood (CDEC).

Policy and Financing

Two CO-ECCS strategies integrated into the CSB B-5 SP advance systems-level policy and financing supports. Strategy *1.3.3 Prenatal-to-Three Policy* focuses on prioritizing and mobilizing existing recommendations. The CO-ECCS Advisory Group will utilize pre-existing early childhood policy agendas, such as those developed by Raise Colorado and the Prenatal-to-Three Policy Impact Center, to prioritize policy and financing recommendations that support integrated systems and mobilize around those recommendations. *Sustainable Integrated Programming* (strategy 4.1.9) focuses on developing tools and resources to support local capacity building. Through the two identified policy and financing strategies, Colorado will leverage local entities' expertise to build resources to support other communities across the state to build fiscally sustainable integrated programs.

Overall Implementation

Implementation and oversight of the CSB B-5 SP is largely housed in the CDEC, in strong partnership with the state's early childhood advisory council, the Early Childhood Leadership Commission (ECLC), and state and local agencies. Oversight and implementation of the five CO-ECCS strategies will be the responsibility of the CO-ECCS Advisory Group and its partners. The CO-ECCS Advisory Group will provide regular updates on the progress of their strategies to the ECLC and its subcommittees, specifically the Program Quality and Alignment Subcommittee.

The CO-ECCS Project Team supports the operational and functional needs of project implementation and grant management. The ECCS Lead will be supporting the CO-ECCS Advisory Group to ensure overall implementation and follow-through on the strategic plan. The Project Team consists of:

- **Project Director** - (CDEC) Provides oversight of the project activities and personnel, monitors project status and budget, and contributes to, reviews, and approves work plans leading to project success.
- **Family Leader** - (CDEC) Supports meaningful and equitable engagement of families and community representatives in state-level decision-making. Works in partnership with the CO-ECCS Lead to provide family and caregiver leadership and guidance
- **ECCS Lead** - (Illuminate Colorado) Contracted by the CDEC to provide backbone support to the project by helping coordinate and manage the implementation of the work including management of the CO-ECCS Advisory Group, communication on project activities, and reporting of project progress.
- **Data & Evaluation Team** - (CDPHE) Implements and ensures data collection and analysis of the project’s evaluation and performance measurement plans.
- **Equity Consultant** - (Solutions Consulting Co.) Ensures an equity lens is applied to project activities and specifically supports equity strategies of the project

Colorado is using a collective impact approach supported by a strong network of project partners participating in the CO-ECCS Advisory Group (Table 6). The Advisory Group is a working group of the ECLC. The Advisory Group is divided into three different implementation teams as depicted in Figure 1 to provide dedicated members to focus and move the CO-ECCS strategies of the CSB B-5 Strategic Plan forward.

Figure 1. CO-ECCS Advisory Group Structure



The three CO-ECCS implementation teams are (1) Coordinated Intake and Referral System; (2) Health Care and Early Childhood Partnerships; and (3) Early Childhood Equity Planning.

Table 6. CO-ECCS Advisory Group Partners

Families	Colorado Department of Human Services
Colorado Department of Early Childhood	Colorado Department of Public Health and Environment
Colorado Early Childhood Leadership Commission	Colorado Department of Health Care Policy and Financing
Statewide Early Childhood Organizations	Local Regional Accountability Entities (RAEs)
Local Community Providers for Oral, Mental and Physical Health (including Nutrition)	Community agencies or organizations responsible for supporting local access and equitable delivery of early childhood and family support programs
Providers of Maternal Health Services	Health Care System Partners
Immigrant and Refugee Services	Colorado Office of eHealth Innovation
Equity, Diversity, and Inclusion Services	Philanthropic Partners
Local Departments of Public Health	Housing Services

As outlined in [Table 7](#), each co-chair of the Advisory Group leads an implementation team and the work of each implementation team is supported or complemented by other partner groups and organizations. The three co-chairs of the CO-ECCS Advisory Group provide leadership to each respective team based on their expertise and background:

- Eileen Auer Bennett is the Executive Director of [Assuring Better Childhood Development](#) (ABCD), a statewide non-profit focused on the improvement of early identification of developmental needs. She has been involved in numerous statewide efforts to better developmental screening in the state and co-leads with CDPHE the Early Childhood Screening and Referral Policy Council (ECSRPC). Auer Bennett leads the Coordinated Intake and Referral Systems implementation team that will work on the objectives of building better-coordinated intake and referral systems around developmental screening.
- Christina Walker brings a wealth of experience working on Raise Colorado developing a policy agenda for the governor’s office and is Senior Policy Director at [Healthier Colorado](#), a nonpartisan nonprofit dedicated to health policy and supporting voices of Coloradans in the public policy process. Walker leads the Health Care and Early Childhood Partnerships which will work on objectives related to policy and partnership building.

- Tanya Weinberg is the Portfolio Director for Health and Wellbeing at [Early Milestones Colorado](#), a nonprofit supporting innovation, best practices, and systemic change in early childhood, and recently assisted in developing Colorado’s Oral Health Equity Roadmap. Weinberg leads the Early Childhood Equity Planning implementation team and is assisted by Solutions Consulting Co., the equity consultant contracted for Colorado’s ECCS project.

Table 7. CO-ECCS Leadership Team and Roles

Implementation Team:	Coordinated Intake and Referral Systems	Health Care and Early Childhood Partnerships	Early Childhood Equity Planning
CO-ECCS Advisory Group Co-Chair Lead:	Eileen Auer Bennett	Christina Walker	Tanya Weinberg
Supports:	Early Childhood Screening and Referral Policy Council (ECSRPC)	TBD	Solutions Consulting Co. [Equity Consultant]
	Data & Evaluation Team (CDPHE)		
	Family Leader (CDEC)		
	CO-ECCS Lead (Illuminate Colorado)		

[Appendix D](#) provides a workplan detailing how the CO-ECCS Advisory Group will implement the strategic plan.

Anticipated Modifications

As Colorado’s early childhood landscape evolves, the CSB B-5 SP will be updated, and the CO-ECCS strategies may require modifications. The CO-ECCS Advisory Group will align with the CSB B-5 SP Working Group’s process to review and update the Strategic Plan annually. As part of this process, the Advisory Group will review embedded ECCS strategies in order to highlight progress made each year, to ensure ongoing alignment of ECCS strategies to the CO-ECCS Project, Colorado’s landscape, and the needs of children, families, and professionals, and to incorporate evaluation findings to support continuous quality improvement.

The CDEC will begin developing its mandated department equity plan in 2023. As the CDEC’s equity planning evolves, the scope and development of the CO-ECCS Prenatal to Three (P-3)

Equity Action Plan will be adjusted to align with the CDEC plan to avoid duplication. In another example, the Early Childhood Colorado Framework is undergoing an update in 2023 which may require ECCS strategies to be realigned or modified within the CSB B-5 Strategic Plan. Finally, the SAGA made recommendations for ongoing analysis of Colorado's early childhood and maternal health systems assets and gaps. As these continue to be identified, new or existing CO-ECCS strategies will be reviewed to ensure they address the needs of the state.

Technical Assistance (TA) Support

To further the state-level goals and priorities identified in CSB B-5 Strategic Plan, the CO-ECCS Project Team anticipates needing support or TA in family leadership, health care partner engagement, and equity planning. The Project Team has identified that thought partnership on how to build accessible avenues to enhance family leadership and ways to evaluate the impact of family leaders in the ECCS work would be particularly valuable to support the strategy of building family voice in integrated systems (CO-ECCS Strategy 3.3.3). Additionally, the CO-ECCS Project Team would appreciate continued ideas and opportunities to connect with other states to learn how to better include health care provider voices in statewide resource development and approaches to partner on strategies to further policy (CO-ECCS Strategy 1.3.3), build sustainable programming (CO-ECCS Strategy 4.1.9), and advance equity (CO-ECCS Strategy 1.1.7). With support from Solutions Consulting Co., the CO-ECCS Project Team also wants to better utilize the change packages and existing TA materials created to identify pieces that will be helpful to building the P-3 Early Childhood Equity Action Plan (CO-ECCS Strategy 1.1.7). The CO-ECCS Project Team looks forward to partnering with the Early Childhood Systems Technical Assistance Coordination Center (ECS-TACC) to support strategic plan implementation.

III. Supplemental Materials

Appendix A - Colorado Shines Brighter Strategic Plan At-A-Glance 2023

[\[English\]](#) [\[Spanish\]](#)

Appendix B - Colorado's Early Childhood Framework [\[English\]](#) [\[Spanish\]](#)

Appendix C – [Colorado Shines Brighter Strategic Plan Update – December 2022](#)

Appendix D - [CO-ECCS Advisory Group's Implementation Team Work Plan Summary](#)

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