



JEFFCO

Bright Futures Roadmap

DECEMBER 2019

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Dear Jeffco Community,

Jeffco prospers when children thrive, because they are our future workforce, leaders, and community members. There are many ways to measure the vitality of a community, but few are more important than ensuring the success of young children and families.

Research shows that the earliest period of child development is critical to long-term social, academic, and economic success. Nobel Prize-winning economist James Heckman has quantified a return on investment greater than 10 percent for comprehensive, high-quality early care and education programs. For this reason, communities across the country are getting serious about their early childhood strategies and bringing new focus and dedicated resources to implementing them.

We have come together from our diverse leadership positions around a shared vision to create a bright future for Jefferson County: *ensuring that all Jefferson County families have the support they need to promote their child's health and well-being for sustained success in school and in life.*

To move that vision toward reality, we have created the Jeffco Bright Futures Roadmap. The specific strategies and action steps in this report are grounded in a set of shared values that recognize:

-  **Strong families create a strong community.**
-  **All children deserve equitable, high-quality experiences.**
-  **Children will succeed with the support of caring adults in their lives.**
-  **This work requires sustained commitment and coordination.**
-  **We must embrace continuous improvement.**

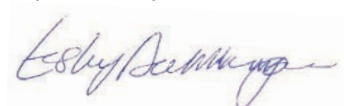
Over the last year, together with a Steering Committee of 43 leaders from the public and private sectors, representing families, business, education, government, health, human services, and philanthropy, we have crafted an ambitious, but attainable plan to strengthen and expand supports and services for families with young children, prenatal to age eight, in Jefferson County.

This report is informed by research and best practice from around the country. It builds upon a lot of good work already underway in Jefferson County. Our opportunity now is to align our resources and collaborate across sectors, across fields, and across agencies for the benefit of our children and families.

Our thanks to the Community First Foundation, The Jay and Rose Phillips Family Foundation of Colorado, and Rose Community Foundation for supporting this work to date. We also extend appreciation to the members of the Steering Committee who contributed their time and expertise to shape this report.

The real work of implementing this plan lies ahead. Let's make it happen.

In partnership,



Lesley Dahlkemper, Commissioner
JEFFERSON COUNTY



Dr. Jason E. Glass, Superintendent
JEFFCO PUBLIC SCHOOLS



Dr. Mark Johnson, Executive Director
JEFFERSON COUNTY PUBLIC HEALTH



Kristi Pollard, President & CEO
JEFFERSON COUNTY ECONOMIC DEVELOPMENT CORPORATION





EXECUTIVE SUMMARY

Overview of Planning Process

While planning for Jefferson County’s future, few things are more important than ensuring the success of young children and families. The Jeffco Bright Futures Roadmap (Roadmap) reflects a shared community vision to best support the county’s children, prenatal through age eight, and their families.

The Roadmap was developed over a year-long period from January to December of 2019 by a diverse group of Jeffco leaders and stakeholders. The co-chairs of the initiative include County Commissioner Lesley Dahlkemper; Dr. Jason Glass, Superintendent of Jeffco Public Schools; Dr. Mark Johnson, Executive Director of Jeffco Public Health; and Kristi Pollard, President and CEO of Jeffco Economic Development Corporation. The Roadmap Steering Committee, comprised of parent representatives and leaders in education, health, business, and local government met bimonthly to guide the development of the plan. The Operations Team, a subset of the Steering Committee, met biweekly to provide local context and subject matter expertise.

Data, research on best practices, and parent and professional input informed Roadmap development. The planning process included an analysis of the demographics and well-being of Jeffco’s children and families, three public stakeholder meetings, and community listening sessions with English- and Spanish-speaking parents and caregivers in Jeffco. To inform Jeffco’s path forward, over 140 parents, residents, professionals, and community stakeholders engaged in the process to incorporate diverse perspectives into the Roadmap. Additionally, members of the Steering Committee attended a site visit to Cincinnati, Ohio, to see best practices in action and heard presentations from Denver and Summit counties to learn from their experiences in cross-sector collaboration on behalf of children and families.



2019 Planning

JAN/FEB



- Aggregated existing plans and goals
- Analyzed data of child and family well-being in Jeffco
- Developed Roadmap Vision and Values

MAR/APR



- Solicited feedback from community stakeholders and caregivers
- Conducted learning visit to Cincinnati
- Learned from Denver and Summit counties' experiences
- Finalized Roadmap Vision and Values
- Identified focus areas for Roadmap Cornerstones

MAY/JUN



- Solicited feedback from community stakeholders and caregivers
- Finalized Roadmap Cornerstones
- Drafted Strategies within Cornerstones

SEP/OCT



- Finalized Strategies and Action Steps
- Presented governance recommendations

JUL/AUG



- Conducted two community listening sessions to inform plan
- Drafted Action Steps for Strategies with input from local subject matter experts
- Discussed and developed governance recommendations

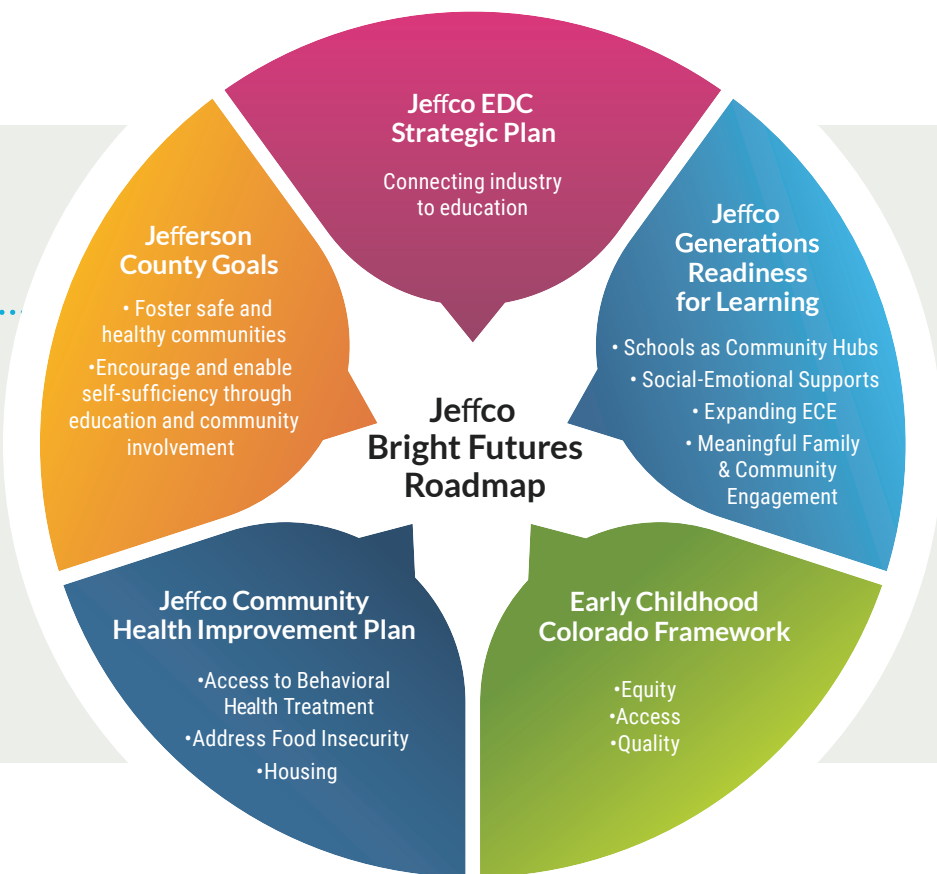
NOV/DEC



- Presented Strategies and Action Steps to community stakeholders and caregivers
- Published Jeffco Bright Futures Roadmap

Roadmap Alignment

Jefferson County, Jeffco Public Schools, Jeffco Public Health, Jeffco Economic Development Corporation, and the State of Colorado have all articulated goals that highlight the importance of healthy childhoods to a child's future ability to thrive in school, in work, and in life. The Roadmap reflects the alignment of these goals and strengthens the shared commitment to young children and their families.



Roadmap Vision and Values

The convergence of mutual goals and priorities led to a shared vision for Jeffco's children and families:

To ensure that all Jefferson County families have the support they need to promote their children's health and well-being for sustained success in school and in life, helping to make a bright future for Jefferson County.

At the beginning of the planning process, the Roadmap Steering Committee, with input from over 40 additional community stakeholders, developed a set of shared values to inform the Roadmap and serve as a compass for Jeffco's path forward.



Strong Families, Strong Community

Thriving children and families are a critical part of a thriving community. Working together to nurture families from all backgrounds, abilities, and life circumstances is an important strategy to ensuring a bright future for Jefferson County.



Sustained Commitment and Coordinated Services

To be successful, Jefferson County leaders and community stakeholders must work together, across sectors and settings, and over the long-term to provide comprehensive education, prevention, early intervention, and treatment services.



Equitable, High-Quality Experiences

Quality prenatal care and early childhood experiences, delivered in an equitable manner, develop the social-emotional and cognitive skills all children need to be successful.



Continuous Improvement

Using common metrics for success and data-driven evaluation, we can continue to improve supports and services to ensure Jefferson County is a great place to raise a family.



Supported Adults Across Community

Children will succeed with supported and engaged parents, caregivers, educators, health professionals and other adults. Partners across the community must be aligned and working toward shared goals to ensure adults are successfully supporting children.

Roadmap Cornerstones and Strategies

Jeffco prospers when children thrive, because they are our future workforce, leaders, and community members. Many young children in Jeffco are not starting off with the opportunity to thrive. Less than half (47%) of Jeffco children enter kindergarten with the cognitive, physical, and social-emotional skills needed to be successful, which means 53% of Jeffco's children would benefit from additional comprehensive supports. The Roadmap promotes collaboration and coordination across the domains of physical health and well-being, early learning and development, and parent support and education to ensure all children can reach their full potential in school and in life.

With the Roadmap Vision and Values as guidance, the Roadmap Steering Committee developed aspirational, long-term goals that reflect community needs and desired outcomes for the future of Jeffco. These goals serve as the Cornerstones of the Roadmap. Then, actionable strategies were developed under each of the four Cornerstones, which describe what the Roadmap aims to accomplish within the next five years.

CORNERSTONE #1



Families in Jefferson County have a variety of high-quality early care and education options that meet their needs and are provided through a mixed-delivery system.

- 1 Develop an implementation plan and secure a dedicated public funding stream for universal preschool and other early care and education initiatives by 2024
- 2 Recruit, retain, and support a qualified early care and education workforce across child care and preschool settings
- 3 Ensure school-district and community-based enrichment programs and activities (e.g. library reading programs, before- and after-school programs, summer camps, child care, etc.) are accessible to all who want to engage across age continuum of prenatal to eight years old

CORNERSTONE #2



Families in Jefferson County are supported in their roles as children's first and most important teachers through an array of home visitation services that meet their diverse needs.

- 1 Develop an implementation plan and explore funding for a universally accessible home visitation system, delivered through a cohesive mixed-delivery model in Jeffco by 2024
- 2 Create coordinated intake and referral system to home visitation in Jeffco, including navigators, accessible via technology and in-person, supported by a referral database, and beginning with a pilot project
- 3 Recruit, retain, and support a qualified home visitation workforce

CORNERSTONE #3



Programs and providers in Jefferson County have access to mental health consultation in order to fully support families' social-emotional well-being.

- 1 Build public awareness of the importance and value of supporting the social-emotional health of young children and their families
- 2 Recruit, retain, and support qualified infant and early childhood mental health consultants
- 3 Assure the availability of mental health consultation for all types of child-serving settings

CORNERSTONE #4



Jefferson County has a robust screening, assessment, and referral system that addresses physical, social-emotional, behavioral, and social determinants of health.

- 1 Create and implement coordinated early childhood development screening, assessment, and referral systems to provide the most appropriate services to each individual child
- 2 Create consumer-facing, cross-agency data sharing technology solutions to improve families' connection to community supports and work more efficiently across agencies
- 3 Create a coordinated early childhood navigation system (processes, infrastructure, staff)

Jeffco Landscape

CHILD POPULATION

The future success of our community depends on attracting and nurturing the next generation of residents and leaders, but **Jeffco's child population is declining.**



116,633 KIDS
LIVING IN JEFFCO IN 2017



1/3

ARE CHILDREN
OF COLOR



55,032

ARE BIRTH TO AGE 8
(SLIGHTLY LESS THAN HALF)



11%+

SPEAK A LANGUAGE
OTHER THAN ENGLISH
AT HOME

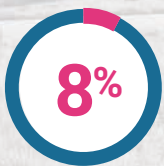


DECLINE

IN NUMBER
OF CHILDREN
BIRTH TO AGE 8
BETWEEN 2000 & 2017

CHILD POVERTY

Jefferson County's child poverty rate is lower than the state as a whole, but there are pockets of concentrated poverty where more than 25 percent of children in the area are living in poverty.



8%
OF JEFFCO CHILDREN ARE
LIVING IN POVERTY

JEFFCO: 8%

COLORADO OVERALL: 12%

DENVER COUNTY: 17%

ADAMS COUNTY: 14%

BOULDER COUNTY: 10%

DOUGLAS COUNTY: 3%

THERE ARE
CONCENTRATED
AREAS OF POVERTY,
PARTICULARLY
ALONG THE
SHERIDAN
CORRIDOR

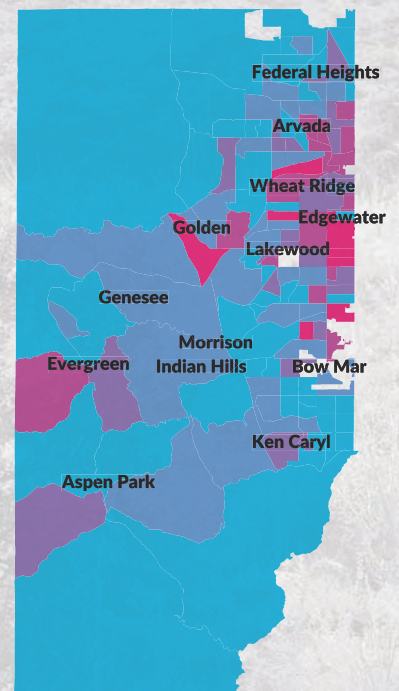
0-4%

5-10%

11-16%

17-28%

29-45%



EARLY CARE AND EDUCATION AVAILABILITY

There are not enough licensed child care or preschool slots available to meet demand.



ABOUT **2/3**

OF JEFFCO CHILDREN
ARE ENROLLED IN SOME
TYPE OF PRESCHOOL



APPROX. **1.5**

CHILDREN NEED
CHILD CARE FOR EACH
LICENSED SLOT

LICENSED CHILD CARE
MEETS ONLY



OF THE OVERALL NEED



"Finding quality care that I could afford on my own for my infant was nearly impossible. As a single parent, I needed to be able to afford it alone and trust that my daughter was safe and cared for. I don't want other parents to have to go through those struggles."

JEFFCO PARENT

CHILD HEALTH AND WELL-BEING

While there are encouraging trends in health care coverage, there is reason for concern about the mental health and well-being of our children. More work is needed to ensure the health care system is serving children and families in a more coordinated and culturally responsive manner to ensure optimal health and well-being.



THE UNINSURED RATE
HAS BEEN CUT
IN HALF BETWEEN
2013 AND 2016

TODAY, ONLY



OF JEFFCO CHILDREN
DO NOT HAVE
HEALTH INSURANCE



11 PERCENT OF CHILDREN UNDER AGE 6 IN COLORADO HAVE ALREADY EXPERIENCED PHYSICAL OR EMOTIONAL TRAUMA OR ABUSE DURING THEIR EARLIEST YEARS OF LIFE



ONE IN SIX COLORADO CHILDREN (16 PERCENT OF COLORADO CHILDREN AGES 1 TO 14) HAVE PARENTS WHO REPORT THAT THEIR CHILD HAS DIFFICULTIES WITH EMOTIONS, CONCENTRATION, BEHAVIOR OR BEING ABLE TO GET ALONG WITH OTHER PEOPLE

Roadmap Cornerstones

The Jeffco Bright Futures Roadmap aims to ensure bright futures for all children, prenatal through age eight, and their families by focusing on four Cornerstones that help children thrive. Aligned with the *Early Childhood Colorado Framework's* whole-child approach, the Cornerstones build upon existing county assets and address community needs across the domains of early learning and development, health and well-being, and family support and education.

CORNERSTONE #1



Families in Jefferson County have a variety of high-quality early care and education options that meet their needs and are provided through a mixed-delivery system.

Quality early care and education lay the foundation for children's future success. Research shows that children who have quality early care and education experiences are more likely to enter kindergarten with the cognitive, language, and social-emotional skills needed to thrive in school and in life.

In 2017, about two-thirds of children in Jeffco were enrolled in some type of licensed early care and education program, but

there is still unmet demand. For each licensed child care slot in Jeffco, there are approximately 1.5 children in need of those services. The strategies and action steps within Cornerstone #1 were designed to increase the availability of quality early care and education; to recruit, retain, and support a qualified workforce; and to ensure parents have access to additional enrichment opportunities for their children.

CORNERSTONE #2



Families in Jefferson County are supported in their roles as children's first and most important teachers through an array of home visitation programs that meet their diverse needs.

As a child's first and most important teacher, parents and caregivers are crucial in supporting the optimal development of children. Home visitation programs pair parents and caregivers with trained professionals who provide information about child development and early learning, social support, early developmental screenings, and referrals to additional community services.

Research has shown that home visitation programs can improve children's school readiness, reduce special education and grade retention costs, reduce the occurrence of child maltreatment, and promote strong parent-child relationships. Existing home visitation programs in Jeffco currently serve 8% of families with children under 18 in the county. Cornerstone #2 aspires to increase families' access to home visitation programs; support families in choosing the type of program that best fits their unique needs; and recruit, retain, and support a strong home visitation workforce.

CORNERSTONE #3



Programs and providers in Jefferson County have access to mental health consultation in order to fully support families' social-emotional well-being.

Social-emotional well-being and mental health begin at birth and lay the foundation for children to learn to manage emotions, cope with life's challenges, have positive relationships, and resolve conflicts. Mental health consultation pairs mental health professionals (consultants) with adults like early educators, health care providers, and others to build their skills to facilitate young children's healthy social-emotional development. Mental health consultation is a service provided to adults working with young children, not a therapeutic service delivered directly to the child. Mental health consultation can take place anywhere where children learn and develop including their homes, child care, elementary school, or health care settings.

In 2018, 47% of Jeffco students entered kindergarten without the social-emotional skills expected of children their age, which suggests a need to increase the ability of all adults to support the social-emotional well-being of the children in their lives. Cornerstone #3 aims to build public awareness about the importance of social-emotional well-being of young children; to recruit, retain, and support early childhood mental health consultants; and to assure mental health consultation is available where children learn, grow, and develop.

CORNERSTONE #4



Jefferson County has a robust screening, assessment, and referral system that addresses physical, social-emotional, behavioral, and social determinants of health.

Early identification of developmental issues and the delivery of appropriate intervention services are critical to support children's healthy growth. When needs are identified early, children and families can be referred to appropriate intervention services and receive support to address the issue early on. Yet, less than half of Colorado's children receive developmental screenings to identify developmental delays or potential social-emotional and behavioral challenges. Without additional supports, children may continue to struggle throughout life, and their families may face additional challenges like anxiety, depression, and economic hardship. Cornerstone #4 will create coordinated early childhood development screening, assessment, and referral systems, develop consumer-facing, cross-agency data sharing solutions to improve families' connection to community supports and services, and make it easier for families to find and receive the support or intervention for their children.

To provide equitable services and supports to all families, it will be important for Roadmap partners to ensure diverse perspectives and different cultural views are considered and that information and services are available in the languages used by community members.

For example, over 15% of Jeffco's population is Latinx. Parents participating in the Roadmap listening sessions conducted in Spanish emphasized the need for more culturally and linguistically responsive resources, programs, and services across each of the four Cornerstones.





Current & Planned Action

The following describes current supports and services available in Jefferson County, families' concerns and experiences, and strategies and action steps agreed upon by Roadmap partners to address community needs.

EARLY CARE AND EDUCATION

Quality early care and education in Jeffco are currently delivered through a mixed-delivery model by a variety of different providers including school-district preschools, Head Start, community-based early care and education centers, licensed family child care homes, and family, friend, and neighbor (FFN) providers. The diversity in the types of providers allows families to choose the program that best meets their needs.

The early care and education sector plays a critical role in Jeffco's economy because it enables parents to participate

in the workforce and contribute to the local economy. While the high cost of quality care and education can create barriers for families, early care and education programs often face challenges making ends meet, recruiting and retaining staff, and keeping their doors open. Jeffco parents who attended our community listening sessions described frustrations with the lack of affordable options, long waitlists, operating hours that did not match work hours, and provider turnover leading to inconsistent care of children.

Families in Jefferson County have a variety of high-quality early care and education options that meet their needs and are provided through a mixed-delivery system.



[STRATEGIES & ACTION STEPS]

1 Develop an implementation plan and secure a dedicated public funding stream for universal preschool and other early care and education initiatives by 2024

[YEAR]

a	Convene families, community-based providers, early educators, and early learning program directors for community participatory feedback and design sessions including legally exempt, FFN providers, family child care, and community-based centers	1 2 3 4 5
b	Engage businesses to understand how their employees may benefit from universal preschool program as a workforce support	1 2 3 4 5
c	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
d	Define key components for implementation including age of children served, quality requirements, length of day subsidized, tiered reimbursement model, administrative lead, eligibility criteria for providers, and funding source	1 2 3 4 5
e	Model cost to implement program and serve three- and four-year-olds in Jeffco, and identify impact for availability of infant-toddler care; cost modeling will include all existing public funding sources supporting child care and preschool (Colorado's Child Care Assistance Program, Head Start, and Colorado Preschool Program)	1 2 3 4 5
f	Conduct quantitative and qualitative research to determine political will and campaign messaging	1 2 3 4 5
g	Implement public education campaign, ensuring cultural and linguistically responsive strategies are used to reach all Jeffco community members	1 2 3 4 5
h	Based on political viability indicators, launch ballot initiative campaign for universal preschool program and other early care and education initiatives	1 2 3 4 5
i	Assuming successful ballot initiative, implement new funding stream and related programs	1 2 3 4 5



CHAMPIONS

- Jeffco Public Schools
- Jeffco Economic Development Corporation



DESIRED OUTCOMES

Increased number of eligible early care and education programs in Jeffco receiving funding to implement universal preschool program and number of early care and education initiatives in Jeffco receiving public funding

2

Recruit, retain, and support a qualified early care and education workforce across child care and preschool settings

[YEAR]

a	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
b	Pilot and study the impact of opening an infant-toddler room within elementary schools to provide childcare to the educators within school (i.e. Kendallvue Elementary School, Jeffco Head Start)	1 2 3 4 5
c	Explore all options (e.g. shared services cooperative, partnerships with community health centers, housing and transportation providers, wage scale modeling towards pay parity) to provide competitive compensation with benefits like health insurance, 401-K to early care and education workforce and other small businesses in partnership with Jeffco Economic Development Corporation	1 2 3 4 5
d	Continue to offer mental health consultation to early care and education workforce in partnership with Jefferson Center	1 2 3 4 5
e	Extend existing professional development opportunities to community-based providers, including FFN providers, and identify additional, accessible opportunities to develop community-wide shared professional development for early educators	1 2 3 4 5
f	Assess the current ECE workforce to identify those who are “nearly/already qualified” and conduct targeted outreach to support multiple and alternative career pathways and formalize qualification status	1 2 3 4 5
g	Partner with Adelante Network and other culturally competent networks to provide trainings to increase organizational and individual capacity for cultural and linguistic responsiveness	1 2 3 4 5
h	Develop and implement strategies to strengthen the talent pipeline and increase the diversity of race, ethnicity, culture, language, gender, and ability within the early care and education workforce	1 2 3 4 5
i	Expand concurrent enrollment opportunities within Jeffco high schools to provide training and course credits to become Early Childhood Teacher qualified in partnership with universities, community colleges, CDE, and Jeffco Career Technical Education	1 2 3 4 5
j	Partner with Red Rocks Community College and Jeffco Human Services to increase participation in the federally-registered ECE apprenticeship	1 2 3 4 5
k	Partner with Jeffco Human Services, Business & Workforce Center, and Child Care Innovations to develop and implement strategies to assist early care and education providers with recruitment and hiring needs, offer financial assistance for training and career advancement, and support providers with CCCAP utilization	1 2 3 4 5
l	Based on results of Colorado Shines Brighter Pilot of HIPPY and PAT Home Visitation to Licensed Family Child Care Providers and FFN, explore local interest to expand program	1 2 3 4 5
m	Explore additional opportunities for increased collaboration and partnership between school district, Head Start, and community-based early care and education programs, including the expansion of trauma-informed practice	1 2 3 4 5



CHAMPIONS

- Jeffco Public Schools
- Triad Early Childhood Council
- Jeffco Human Services
- Jeffco Economic Development Corporation



DESIRED OUTCOMES

Increased number of qualified early care and education workforce members and increased retention rate of early care and education providers

3

Ensure school-district and community-based enrichment programs and activities (e.g. library reading programs, before- and after-school programs, summer camps, child care, etc.) are accessible to all who want to engage across age continuum of prenatal to eight years old

[YEAR]

a	Compile and map existing enrichment offerings to include on Jeffcofamiliescolorado.org website	1 2 3 4 5
b	Promote and raise awareness of Jeffcofamiliescolorado.org as an available resource to families through traditional and nontraditional venues such as partnerships with faith-based organizations, community-based organizations, grocery stores, Next Door etc.	1 2 3 4 5
c	Identify demand and expand offerings to address gaps	1 2 3 4 5
d	Partner with Child Care Innovations and Triad Early Childhood Council to recruit, support, and retain additional before- and after-school programs and summer care programs that accept Colorado's Child Care Assistance Program (CCCAP)	1 2 3 4 5
e	Identify champion organization to maintain and promote Jeffcofamiliescolorado.org website beyond December 2020	1 2 3 4 5
f	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5



CHAMPIONS

- LAUNCH Together
- Jeffco Human Services
- Jeffco Public Schools



DESIRED OUTCOMES

Increased number of accessible community-based enrichment programs and activities



HOME VISITATION

Jeffco is home to a variety of home visitation programs that help to equip parents with tools, resources, and information to help foster healthy child development. The existing programs in Jeffco serve children of different ages, have distinct eligibility criteria, and work towards various outcomes for families. Therefore, increased coordination is needed among home visitation programs, the professionals who refer families, and families themselves.

Of the home visitation programs in the county, only three programs allow for universal access for families, meaning any family with a child, prenatal to age five, could access the service. During the community listening sessions, many parents who had not received home visitation services expressed interest and said that they wish they had known that kind of support existed so they could have participated. Parents also recommended offering home visitation to all parents who want to participate, regardless of income or number of children.

CORNERSTONE #2

Families in Jefferson County are supported in their roles as children’s first and most important teachers through an array of home visitation services that meet their diverse needs



[STRATEGIES & ACTION STEPS]

1		[YEAR]				
a	Convene families and home visitation providers to assist in the development of the implementation plan	1	2	3	4	5
b	Engage businesses to understand how their employees may benefit from home visitation and other family-friendly workplace practices (e.g. dedicated lactation room)	1	2	3	4	5
c	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1	2	3	4	5
d	Define key components for implementation and identify models to be supported or expanded	1	2	3	4	5
e	Model cost to implement program	1	2	3	4	5
f	Link to public education campaign in Cornerstone #1, Strategy 1, Action Step G to include funding for home visitation services on ballot initiative campaign	1	2	3	4	5
g	Depending on ballot initiative results, expand selected programs as needed	1	2	3	4	5
h	Based on results of Colorado Shines Brighter Pilot of HIPPY and PAT Home Visitation to Licensed Family Child Care Providers and FFN, explore local interest to expand program	1	2	3	4	5



CHAMPIONS

- Jeffco Public Schools
- Jeffco Economic Development Corporation
- Jeffco Public Health



DESIRED OUTCOMES

Increased number of families enrolled in home visitation programs

2

Create coordinated intake and referral system to home visitation in Jeffco, including navigators, accessible via technology and in-person, supported by a referral database, and beginning with a pilot project

		[YEAR]
a	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
b	Create processes for referrals to individual home visitation programs	1 2 3 4 5
c	Create standardized intake assessment and algorithm to connect families with best-fit home visitation programs	1 2 3 4 5
d	Conduct environmental scan of existing programs, waitlists, eligibility criteria, current caseloads, and additional capacity to understand current landscape	1 2 3 4 5
e	Identify and secure formal agreements from pilot partners	1 2 3 4 5
f	Explore, identify, and implement information technology platform for database	1 2 3 4 5
g	Hire home visitation navigator who speaks English and Spanish to staff coordinated intake and referral system	1 2 3 4 5
h	Quantify existing and future demand for home visitation navigation to be provided in additional languages	1 2 3 4 5
i	Promote coordinated intake and referral system for referring providers and use Jeffcofamiliescolorado.org to raise parent awareness of home visitation navigator	1 2 3 4 5
j	Measure effectiveness and usage of pilot, using an iterative and community-based participatory evaluation process	1 2 3 4 5
k	Expand pilot and identify champion to host intake and referral system governance beyond 2020	1 2 3 4 5



CHAMPIONS

- LAUNCH Together
- Jeffco Public Health



DESIRED OUTCOMES

Increased coordination and supportive processes for connecting families with home visitation programs

3

Recruit, retain, and support a qualified home visitation workforce

		[YEAR]
a	Increase capacity and training of home visitation workforce to deliver better family support utilizing two-generation strategies and knowledge of infant and early childhood mental health	1 2 3 4 5
b	Provide mental health consultation to home visitors in Jeffco, including support around mental health issues encountered in client work, reflective supervision, and brief interventions with home visitation families in partnership with Jefferson Center	1 2 3 4 5
c	Offer shared training and professional development opportunities to home visitors via the existing Home Visitation Collaborative	1 2 3 4 5
d	Identify champion organization to provide staffing support to Home Visitation Collaborative beyond 2020	1 2 3 4 5
e	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
f	Evaluate and determine appropriate caseloads for home visitors by program type in order to identify capacity gaps to meet family needs across diverse populations and in diverse settings	1 2 3 4 5
g	Partner with Adelante Network and other culturally competent networks to provide trainings and program development that increase organizational and individual capacity for cultural and linguistic responsiveness	1 2 3 4 5



CHAMPIONS

- Home Visitation Collaborative
- LAUNCH Together



DESIRED OUTCOMES

Increased number of qualified home visitation workforce members and increased retention rate of home visitors

MENTAL HEALTH CONSULTATION

Positive, caring relationships with the adults in a child's environment lay the foundation for social-emotional well-being throughout life. In Jeffco, mental health consultation is currently available to early educators, home visitors, primary care providers, and other professionals who impact the lives of young children. Other individuals like coaches, mentors, faith-based leaders, and family, friend, and neighbor providers play important roles in children's lives as well so it is important to make sure all adults have the tools they need to promote the social-emotional well-being of the children in their lives.

LAUNCH Together, a five-year initiative focused on increasing social-emotional supports across Colorado, facilitated an

increase in mental health supports available in the county. As LAUNCH Together Jeffco ends, the work will transition to Jeffco Bright Futures Roadmap to expand these critical services.

Parents who attended the community listening sessions discussed the stigma and judgment they experienced around accessing mental health services for themselves and their children, which indicates a need to build public awareness of the importance of supporting the social-emotional health of young children.

CORNERSTONE #3

Programs and providers in Jefferson County have access to mental health consultation in order to fully support families' social-emotional well-being.



[STRATEGIES & ACTION STEPS]

1

Build public awareness of the importance and value of supporting the social-emotional health of young children and their families

		[YEAR]
a	Convene providers to understand barriers to families accessing services and develop partnerships and strategies to reduce barriers	1 2 3 4 5
b	Coordinate and host strategy planning sessions to introduce (and reinforce importance of using) consistent communication materials	1 2 3 4 5
c	Secure formal agreements among partners to use consistent messaging that has been developed to raise public awareness of the importance of infant and early childhood mental health	1 2 3 4 5
d	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
e	Provide culturally informed and responsive education and trainings (in multiple languages) to families and community at large to build public awareness, reduce stigma, and increase public support	1 2 3 4 5
f	Explore additional opportunities to build capacity of FFN providers, coaches, mentors, and faith-based leaders to support social-emotional well-being of the children and families they serve	1 2 3 4 5



CHAMPIONS

- Jeffco Public Health
- LAUNCH Together



DESIRED OUTCOMES

Increased number of Roadmap partners agreed to utilize consistent messaging

2 Recruit, retain, and support qualified infant and early childhood mental health consultants

		[YEAR]
a	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
b	Leverage and promote existing guidance on effective use of mental health consultants with ECE providers	1 2 3 4 5
c	Create and promote guidance on effective use of mental health consultants for primary care providers, home visitors, and other applicable child-serving settings	1 2 3 4 5
d	Increase access to reflective supervision for mental health consultants	1 2 3 4 5
e	Evaluate and determine appropriate caseloads for mental health consultants in order to identify capacity gaps to meet family needs across diverse populations and in diverse settings (schools, primary care, early learning programs)	1 2 3 4 5
f	Monitor, participate in, and align with statewide Early Childhood Mental Health Consultation Hub	1 2 3 4 5
g	Partner with Adelante Network and other culturally competent networks to increase organizational capacity for cultural and linguistic responsiveness	1 2 3 4 5
h	Expand opportunities for infant and early childhood mental health workforce to pursue endorsement for Culturally Sensitive, Relationship-Focused Practice Promoting Infant Mental Health to support the expansion of trauma-informed practice	1 2 3 4 5



CHAMPION

- Jefferson Center



DESIRED OUTCOMES

Increased number of qualified mental health consultants and increased retention rate of mental health consultants

3 Assure the availability of mental health consultation for all types of child-serving settings

a	Secure an independent early childhood mental health consultant dedicated to work with primary health care providers	1 2 3 4 5
b	Refer to Cornerstone #1, Strategy 2, Action Step D: Continue to offer mental health consultation to early care and education workforce	1 2 3 4 5
c	Refer to Cornerstone #2, Strategy 3, Action Step B: Provide mental health consultation to home visitors in Jeffco, including support around mental health issues encountered in client work, reflective supervision, and brief interventions with home visitation families in partnership with Jefferson Center	1 2 3 4 5
d	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
e	Provide FFN providers, coaches, mentors, and faith-based leaders with mental health consultation services	1 2 3 4 5



CHAMPION

- Jefferson Center



DESIRED OUTCOMES

Increased number of child care, preschool, and medical settings that have access to mental health consultation

SCREENING, ASSESSMENT, AND REFERRAL

Early childhood development screenings are conducted in a variety of settings in Jeffco including primary care practices, schools, child care settings, and during home visits; however, screenings are not consistently delivered, and families are not consistently referred to the supports they need. Early identification of developmental delays or behavioral issues is crucial. Many social-emotional concerns or developmental delays are not identified or addressed by the time children reach school. As a result, children may enter school with an increased risk for significant social, emotional, or academic challenges. LAUNCH Together Jeffco has started an Early Intervention Navigation Pilot with promising results, which will be expanded as part of the Roadmap.

Parents who attended the community listening sessions discussed issues with obtaining timely screenings, a lack of understanding of the results, and inadequate time to ask questions to understand how they could help their children improve. A more coordinated early childhood development system for screening, assessment, and referral along with early childhood navigators to help families understand how and where to access services could help remove barriers for families.

CORNERSTONE #4

Jefferson County has a robust screening, assessment, and referral system that addresses physical, social-emotional, behavioral, and social determinants of health.

[STRATEGIES & ACTION STEPS]

1 Create and implement coordinated early childhood development screening, assessment, and referral systems to provide the most appropriate services to each individual child

		[YEAR]
a	Link to culturally-responsive public awareness campaign (Refer to Cornerstone 3, Strategy 1) to make the case for consistent guidelines and access to screening, assessment, and referral	1 2 3 4 5
b	Conduct environmental scan to identify gaps and opportunities for consistent screening, assessment, and referral and data sharing across settings	1 2 3 4 5
c	Convene champions to identify data collection needs, develop performance metrics for each action step and plan to measure progress	1 2 3 4 5
d	Develop and secure formal agreements among partners on guidelines that will be used across organizations and ensure there is commitment to using the data sharing solution identified through Strategy 2	1 2 3 4 5
e	Design an evaluation process to ensure guidelines are implemented by identified partners as intended	1 2 3 4 5

CHAMPIONS

- Jeffco Public Health
- Jeffco Human Services

DESIRED OUTCOMES

Increased number of children screened using screening guidelines

2 Create consumer-facing, cross-agency data sharing technology solutions to improve families' connection to community supports and work more efficiently across agencies

		[YEAR]
a	Convene relevant partners to understand data indicators to be shared, barriers to sharing data, and appropriate privacy standards	1 2 3 4 5
b	Continue partnership with Boulder Connects to learn from their progress and challenges	1 2 3 4 5
c	Identify what data is collected and by whom	1 2 3 4 5
d	Identify data collection gaps for certain indicators and/or populations	1 2 3 4 5
e	Identify and hire data and technology infrastructure expert	1 2 3 4 5
f	Identify data access and sharing issues related to data	1 2 3 4 5
g	Determine data sharing technology solution and costs of implementation	1 2 3 4 5
h	Pilot data sharing solution among two partner organizations	1 2 3 4 5



CHAMPIONS

- Jeffco Public Health
- Jeffco Human Services



DESIRED OUTCOMES

Successful pilot of data sharing solution with two partners

3 Create a coordinated early childhood navigation system (processes, infrastructure, staff)

		[YEAR]
a	Support a collaborative of early childhood-focused navigators to promote training, standards, and coordination	1 2 3 4 5
b	Explore pathways for existing community navigators to receive training to become early childhood-focused navigators in partnership with Adelante Network and other culturally competent networks	1 2 3 4 5
c	Utilize early childhood-focused navigators to support parents during screenings, answer questions about developmental milestones, and provide strategies to help their children thrive	1 2 3 4 5
d	Implement standardized referral guidelines and participate in pilot data sharing solution as applicable	1 2 3 4 5



CHAMPIONS

- Jeffco Public Schools (Child Find)
- Developmental Disabilities Resource Center
- LAUNCH Together



DESIRED OUTCOMES

Increased number of early childhood navigators participating in the collaborative utilize guidelines and processes

Moving Forward

The development of the Roadmap has created excitement, momentum, and hope for a brighter future in Jeffco. Having a clear vision for the future is beneficial, but there is still much to be done to help ensure the success of Jeffco's young children and families. No one organization can achieve these goals alone; it will require cross-agency and cross-sector collaboration, trusting partnerships, and shared accountability.

Strong, committed leadership and governance is required, and the Jeffco Bright Futures Roadmap co-chairs will continue to explore a governance structure that will create the conditions for success. Work is underway to identify a host organization to support the efforts of participating partners and build on the great work already in progress.

The responsibilities of the host organization will include:

✓ **Convener, Coordinator, and Visionary**

- Take responsibility for establishing and managing an organizational structure and governance model that will guide the work moving forward and ultimately be responsible for its success
- Set and support regular meetings of key partners to coordinate and track progress
- Help to support, cultivate, and evolve a vision to grow and sustain the efforts to enable the greatest impact for children and families

✓ **Accountability Partner**

- Hold key stakeholders accountable for making progress on their components of the Roadmap
- Help to facilitate and nurture connections among stakeholders and workstreams and help to problem-solve when needed

✓ **Communications, Reporting, and Public Will Building**

- Develop and disseminate regular communications to various stakeholder groups and the public
- Be responsible for leading efforts to educate, engage, and build support in the community

✓ **Connection Point for Other Communities and State Partners**

- Monitor similar efforts in other communities and at the state level to look for opportunities for Jeffco to learn from, partner with, and leverage the work of others
- Be a point of contact for other communities in the Denver-metro area and at the state level that are interested in learning about Jeffco's work

✓ **Fundraising and Fiscal Agent**

- Raise the funds to support the host organization's operational tasks
- Help to support fundraising efforts for programmatic elements of the Roadmap

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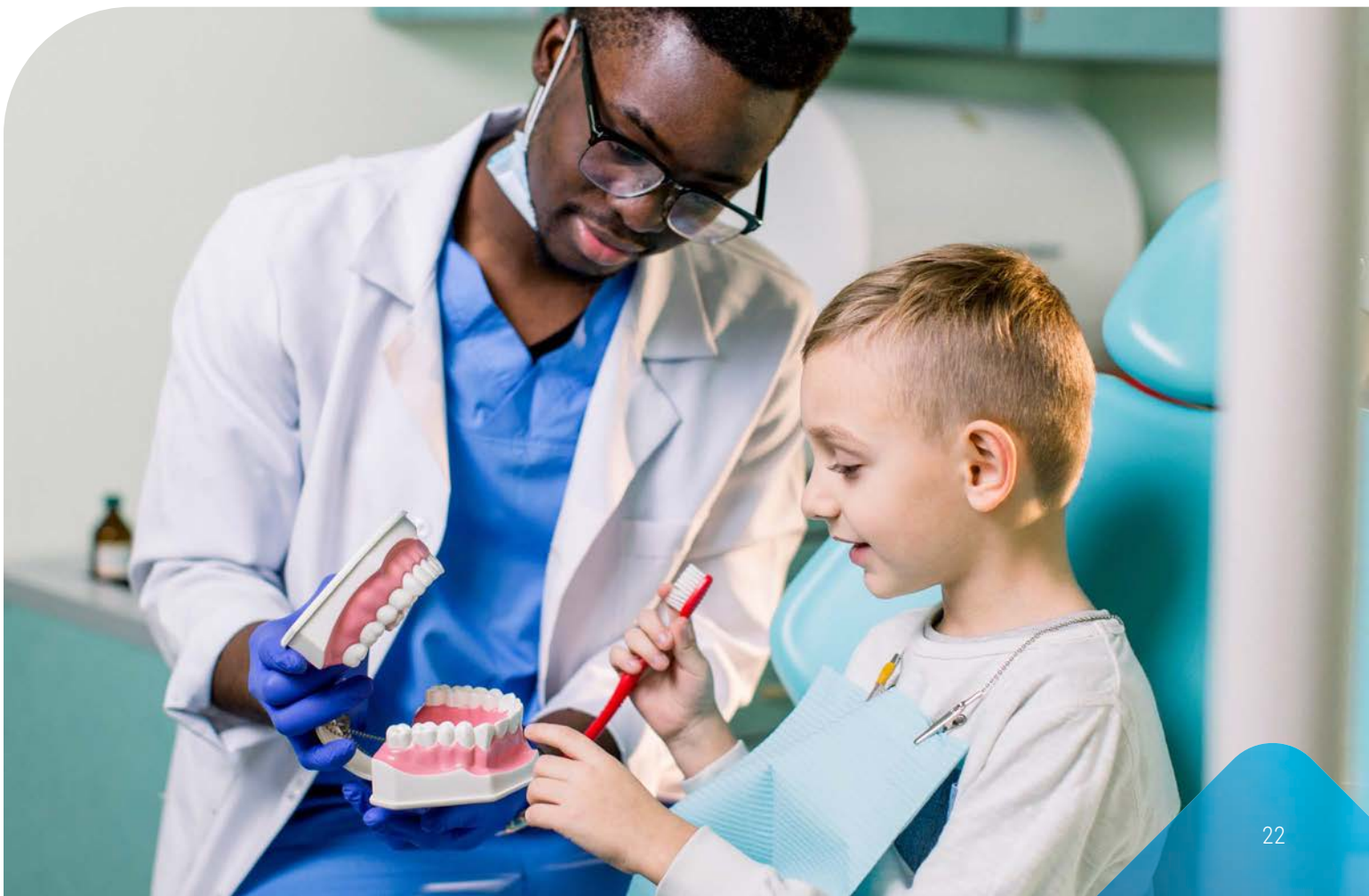
We would also like to thank the Jeffco families and community stakeholders who provided input and informed the work through our stakeholder meetings and our Share & Connect community listening sessions.

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GLOSSARY

ACTION STEP: Specific, measurable condition that must be achieved in incremental steps to make progress toward a particular strategy.

CHAMPION: Organizations, collaboratives, or initiatives with current knowledge, expertise, and existing alignment with the strategy that have expressed willingness and capacity to incorporate community assets and move the work forward.

CORNERSTONE: Idealized description that inspires, energizes, and creates an image of the desired outcome.

CULTURALLY-RESPONSIVE: Programs purposefully build in mechanisms to learn from and relate respectfully to people of all cultures when offering services to the community.

EQUITABLE: Dealing fairly and equally with all concerned; having or exhibiting equity.

FAMILY, FRIEND, AND NEIGHBOR CARE (FFN): Child care provided by relatives, friends, and neighbors in the child's own home or in another home.

HOME VISITATION PROGRAMS: Programs that aim to improve child outcomes by helping parents who are expecting or have young children to provide information and enhance parenting skills. Home visiting programs match trained professionals with families to provide a variety of services in families' homes.

HOME VISITATION COLLABORATIVE: A coalition of Jeffco home visiting programs working together to increase program enrollment, shared professional development opportunities, workforce retention, cultural and linguistic responsiveness, and a coordinated intake and referral system.

LAUNCH TOGETHER: Modeled after SAMHSA's Project LAUNCH, an initiative designed to improve social, emotional, behavioral, physical, and cognitive outcomes for young children and their families in Colorado.

MENTAL HEALTH CONSULTATION: An early childhood intervention geared towards building the capacity of early childhood staff, programs, families, professionals, and systems to prevent, identify, treat, and reduce the impact of mental health problems among children from birth to age six.

MIXED-DELIVERY SYSTEM: Refers to an integrated system of early childhood education services that are offered through a variety of programs and providers (e.g., Head Start, family child care homes, public schools, community-based organizations, and others) and are supported with a combination of public and private funding.

PROFESSIONAL DEVELOPMENT: Professional preparation and ongoing professional development can take the form of college coursework, training, technical assistance, mentoring, coaching, or other job-related support to increase the competencies, knowledge, and skills of early childhood professionals.

QUALITY: The characteristics of learning environments that promote the physical, social, emotional and cognitive development of young children. High-quality programs typically exceed state regulatory requirements, utilizing developmentally appropriate curricula and prioritizing adequate teacher and administrative qualifications, ongoing professional development, and family engagement strategies, among other qualities.

SCREENING AND ASSESSMENT: The practice of systematically measuring a child's development across multiple domains and looking for signs of developmental delays. Screening and assessment tools are typically administered by professionals in health care, community, or school settings with children and families and can consist of formal questionnaires or checklists that ask targeted questions about a child's development.

SOCIAL DETERMINANTS OF HEALTH: Conditions in the places where people live, learn, work, and play which can affect a wide range of health risks and outcomes.

SOCIAL-EMOTIONAL DEVELOPMENT: Refers to the development process whereby children learn to identify and understand their own feelings, accurately read and comprehend emotional states in others, manage and express strong emotions in constructive manners, regulate their behavior, develop empathy for others, and establish and maintain relationships.

STRATEGY: Statement of what the project hopes to accomplish within the next 3-5 years. Strategies can be attained by completing several action steps.

UNIVERSAL PRESCHOOL: A movement within the U.S. education system to make access to preschool available to all children and families within a given jurisdiction, regardless of the child's abilities and family income.

UNIVERSALLY ACCESSIBLE: Refers to the ability of families to find quality programs or services when and where families need them and whether the programs are accessible and available to families at a reasonable cost and using reasonable effort.

APPENDICES

The complete Jeffco Bright Futures Roadmap, including appendix materials, can be accessed by visiting earlymilestones.org/project/bright-futures-roadmap.

- ▶ **Steering Committee and Operations Team Roster**
- ▶ **Share and Connect Key Themes**
- ▶ **Cost Estimates**



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