



JOINT INITIATIVES FOR YOUTH + FAMILIES **STRATEGIC PLAN 2024-2029**



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MISSION + VALUES



MISSION

Jl catalyzes collaboration across organizations and systems to ensure that youth receive transformational, high-impact services.

VALUES

The following are the shared values of Jl's Board of Directors. These values provide a framework for the strategies and activities that will be utilized as we embark on implementation.

- **COLLECTIVE IMPACT:
TOGETHER, WE ARE BETTER**
- **EQUITY**
- **EMBRACE THE FAMILY,
EMBRACE THE CHILD**
- **TRAUMA MATTERS**



COLLECTIVE IMPACT: TOGETHER, WE ARE BETTER

Joint Initiatives (JI) was founded by local community leaders who saw value in the various agencies that serve youth and children communicating and collaborating. Decades later, the many partners that make up JI's network have a long list of achievements to show for their work together. We recognize that organizations, individuals, and families are all valuable contributors to community-wide service delivery and, specifically, JI's programming.



VALUES



EQUITY

Equity is realized when membership in a category can no longer be used to predict life outcomes, and outcomes for all groups are improved. We aim to eliminate inequities and improve outcomes for all children, youth, and families regardless of their diverse backgrounds.

Incorporating equity into our planning and implementation takes many forms, including inviting families onto JI's oversight committees; surveying them about their needs before and during planning and implementation; offering JI staff and partners training on racial equity; and utilizing a racial equity lens in developing policies and processes within JI and across systems.

VALUES

EMBRACE THE FAMILY, EMBRACE THE CHILD

The relationship between children and their families is the foundation upon which children's lives depend. The care and support of the family is crucial to a child's overall successful development as families are a child's first and best teacher. By providing support and information to families, we strive to ensure that each family has the supports necessary to provide their child with a solid developmental foundation. JI believes parents and caregivers are changemakers. They are leaders.

We want and need family voices and strengths to be engaged. Accordingly, strategies and activities will place priority on ensuring that families are at the broader policy-making table as well as leading the way in terms of meeting the needs of their children. We know from research and experience, that often the best way to serve the child is to engage in interventions and services that consider the needs of the entire family, so we also employ the Two-Generational approach to services and supports.



TRAUMA MATTERS

Studies relating to the impact of trauma have been peeling back the onion, revealing that trauma is often the driving force behind maladaptive behaviors and must be recognized and supported to move a child or family forward. The lack of understanding of how trauma can affect memory, behaviors and recovery can present barriers to healthy development, healing, and learning. Research shows that emotional support and intervention by caring service providers can mitigate the negative effects of trauma and improve individuals' capacities to overcome the past. As such, we strive to provide outreach, engagement, training, and services to families and children that are empowerment-based and informed by the fundamental context of trauma-informed best practice.





EXECUTIVE SUMMARY

Joint Initiatives for Youth and Families (JI) serves as the backbone agency bringing together systems serving the Pikes Peak region's most vulnerable young people ages birth-21 and their families. JI's mission is to catalyze collaboration for higher-impact services, reduce duplication of services, and incidence of young people "falling through the cracks" among systems. JI equips families to raise healthy children, devises new community responses to social problems, and improves outcomes for families by empowering them.

As a result of the Board's strategic planning process, the Board of Directors identified the following goals to be pursued for the next five years. The plan is intended to be a living document subject to regular review. As a result, the goals and objectives may change based on identified community needs and the Board's determination about how JI can best address those needs.

YOUTH SERVICES GOALS

- 1 Establish a Juvenile Assessment Center to serve youth by providing an alternative to juvenile detention and homelessness.
- 2 Provide effective wraparound interventions for individual young people that have strong follow-through/accountability.

EARLY CHILDHOOD EDUCATION GOALS

- 3 Strengthen families by providing parents with one-on-one direct support and in-person training.
- 4 Increase access to quality early childhood education (ECE).





EXECUTIVE SUMMARY

EARLY CHILDHOOD EDUCATION GOALS

- 5 Facilitate the implementation of Universal Pre-Kindergarten (UPK) in El Paso County and promote UPK and early childhood care to the business community and the community as a whole.
- 6 Workforce Development: Support recruitment and retention of professionals within the Early Childhood Education field.

YOUTH + FAMILY VOICE GOALS

- 7 Promote family voice and choice within youth-serving organizations.
- 8 Improve response to behavioral health issues within families, as well as among early childhood education programs.

COMMUNITY ENGAGEMENT GOAL

- 9 Advocate for youth and families by communicating with elected officials about the need for funding and/or policy changes.

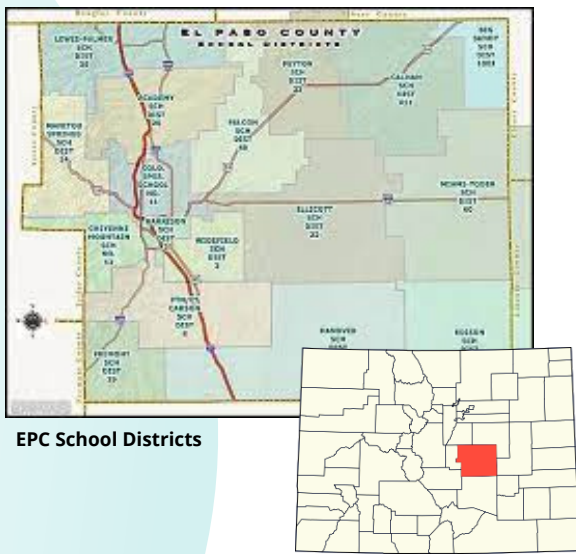
ORGANIZATIONAL CAPACITY GOALS

- 10 Diversify funding sources and enhance fundraising.
- 11 Strengthen organizational leadership.
- 12 Enhance program evaluation utilizing effective data collection and outcomes.



EL PASO COUNTY

What makes EPC unique?



EPC School Districts

Colorado

730,395

RESIDENTS

46,842

**CHILDREN
UNDER AGE 5**

15

**SCHOOL
DISTRICTS**

5

**MILITARY
INSTALLATIONS**

400+

**EARLY
CHILDHOOD
PROGRAMS**

El Paso County is situated in central Colorado at the base of the Front Range of the Rocky Mountains. The County's systems and fast-growing population present unique challenges. The county includes 15 school districts, five military installations, and more than 400 early childhood (EC) programs, more than any UPK catchment area in the state, with approximately half of these EC programs categorized as Family Child Care Home (FCCH) providers. **El Paso County also has the highest number of children/families enrolled in the Colorado Child Care Assistance Program (CCCAP).**

El Paso County is the most populous county in Colorado, home to 730,395 residents including 46,842 children under age five. Of those children, **almost 19,000 (41%) are children of color, dual-language speakers and/or immigrants. Approximately 5,000 (11%) of all area children under five are Special Education eligible.** These children require early childhood professionals with deep skills in differentiated instruction in addition to an array of skills to support parents as their children's first/primary teacher.

The county **encompasses 2,130 square miles**, from mountains to desert plains. Resources tend to be centered in Colorado Springs, reflecting the city's dominance with 66% of the region's population. Even within the city, resources vary by location, frequently leaving large swathes of neighborhoods, particularly in southeast El Paso County, as service deserts. With decentralization of school districts, multiple military installations, and organizations that serve them, the area's fragmentation creates communication barriers for families and agencies alike.

JI PROGRAMS



JI BACKGROUND

By fostering collaboration and collective impact, Joint Initiatives for Youth + Families (JI) catalyzes hope for a better future – for the children, youth, and families we serve and the community as a whole.

JI is a nonprofit 501(c)3 located in Colorado Springs, Colorado, serving the Pikes Peak region. JI unifies three state-required initiatives: the El Paso County Early Childhood Council Alliance for Kids (AFK), the 4th Judicial District's Juvenile Services Planning Committee (JSPC), and the county's Interagency Oversight Group (IOG). In 2021, the JSPC and IOG merged efforts to form the REACH Committee. JI implements its work through three internal programs that represent the community's priorities.



PATHWAYS

The Pathways program provides direct services to youth, incorporating a whole-family-centered team approach and utilizing strengths-based problem-solving strategies, including high-fidelity wraparound services and crisis response. JI coordinates representatives from agencies identified to serve the needs of a child/teen, along with their family, to develop and coordinate an intervention plan unique to them. JI facilitates these customized plans and builds relationships with youth and families in the process.

In early 2024, JI will launch a new multi-agency center/facility based on the national "Juvenile Assessment Center" model that will house a variety of partners, including DHS, law enforcement, and other nonprofits, to expand and enhance this wraparound approach.



JI PROGRAMS



FOUNDATIONS

The Foundations early childhood program improves environments that prepare young children to enter and flourish in pre-K and kindergarten; builds families' resources and skills; and ensures that families have access to social, physical, and mental health services in an equitable manner.

In 2022, JI was named El Paso County's Local Coordinating Organization (LCO) for the state's new Universal Pre-Kindergarten (UPK) program.



VOICES

The Voices program ensures that JI services are guided by youth and families' input and perspectives. Voices promotes trauma-informed practice, restorative principles, and two-generational programming to help families recover and thrive.



JI programs collaborate with more than 40 community leaders, including agencies, schools, government, youth, and families.

Together, we solve community issues through equitable, accessible solutions.



PROGRAM OVERSIGHT COMMITTEES

JI unifies three legislative initiatives: the El Paso County Early Childhood Council Alliance for Kids (AFK), the 4th Judicial District's Juvenile Services Planning Committee (JSPC), and the county's Interagency Oversight Group (IOG). In 2021, the JSPC and IOG merged efforts through the REACH Committee. JI implements its work through three programs.



ALLIANCE FOR KIDS COUNCIL

The Alliance for Kids Council brings agencies and individuals together to work collaboratively on a seamless system of care for young children and their families in El Paso County. The Council engages community partners in an open coalition framework to make decisions, implement new programs, and produce positive outcomes for young children and their families; and it communicates and collaborates before starting any new initiative or program that impacts the early childhood community. Council subcommittees of Learning + Development, Health + Well-Being, and Family Support + Education are where organization representatives and individuals meet regularly to further the work of the Council in each area.

AFK works with local service providers and organizations to support young children and families in El Paso County to:

- Ensure that each and every child experiences an equitable, high quality continuum of services and supports that leads to success in school and life.
- Improve the quality of early learning environments to prepare young children to enter kindergarten; build the resources and skills of families; and ensure that families have access to social, physical, and mental health services.
- Be a hub for partners, providers, caregivers, policy makers, and business leaders to coordinate, collaborate, and align resources.

PROGRAM OVERSIGHT COMMITTEES



REACH COMMITTEE

The REACH Committee is a combination of two state-mandated youth coalitions. These are the Interagency Oversight Group (IOG) that oversees the Collaborative Management Program, and the Juvenile Services Planning Committee (JSPC) that oversees the Colorado Youth Detention Continuum (CYDC).

Collaborative Management Program (CMP) Purpose

El Paso County is one of more than 40 counties in Colorado which participates in the House Bill 04-1451 Collaborative Management Program (CMP). This statute recognizes the need for a collective community approach to serving children/youth with complex needs through a tailored integrated approach and with child, youth and family engagement in planning, services and solutions.

Colorado Youth Detention Continuum (CYDC) Purpose

The Colorado Youth Detention Continuum (CYDC) provides structure and funding to local jurisdictions for a continuum of youth services. Juvenile Services Planning Committee (JSPC) provides oversight for the implementation of local CYDC services. This includes planning for the management of dually identified crossover youth, collaborating and exchanging information with other judicial districts, including with the Collaborative Management Program, and ensuring consistency with the CMP's data-sharing policies. The JSPC considers decisions that include youth and community safety, placement, provision of needed services, alternatives to detention and commitment, probation, parole, permanency, education stability, and case closure.

PLANNING PROCESS



PLANNING PROCESS



Jl engaged in a strategic planning process that incorporated three key activities:

- (1) management team retreat,**
- (2) community partners' survey,** and a
- (3) Board strategic planning retreat,** along with follow-up meetings.

Thanks to a donation by the Colorado Springs Health Foundation, the Board's processes were facilitated by a professional facilitator, Mark Holdt, who has vast experience in organizational development as an independent consultant, as a board member of various boards, and as the chief executive of nonprofit organizations.

The following were themes that surfaced among staff leadership, community partners, and the board members.



PLANNING PROCESS

BOARD RETREAT RESULTS

SERVICE DELIVERY STRATEGIES AND DIRECTIONS

- Establish a Juvenile Assessment Center
- Provide resources to ensure families have the skills and access to resources
- Multi-agency team response to individual youth referred to Pathways
- Targeted workforce development in the early childhood (EC) field
- Support child care programs in improving quality
- Implement UPK in El Paso County
- Promote UPK and EC to the business community
- Trauma-informed best-practice training for youth-serving agencies
- Training to EC programs on responding to behavioral health issues
- Providing business skill development training for EC program owners
- Communicate with elected officials about youth/family needs
- Support child care programs in becoming licensed
- Training and support for Family Child Care Program owners



PLANNING PROCESS

BOARD RETREAT RESULTS

JI'S UNIQUE ATTRIBUTES

- The collaborative nature of how JI provides collective impact
- JI's leadership role as systems influencer, convener, innovator, and trailblazer
- Focus on youth and family success
- Support for youth across the continuum
- Multiple initiatives offered under one umbrella
- Community and provider partnerships
- Engagement in prevention and intervention

HOW WE CAN ACCELERATE JI'S IMPACT

- Clear Strategic Focus / Focus on a couple or few major initiatives / Minimal clear goals
- Development diversification: More grant writing and fundraising
- Enhanced Program Evaluation / Ensuring we measure the right data; data is collected and regularly reviewed to monitor success and need for any changes
- Continued community planning and evaluation of success
- Understanding the bigger needs within the community
- Build more awareness of JI in the community through marketing and communications initiatives
- Board development and diversification to partner with CEO



GOALS 2024-30



As a result of the process, the Board of Directors identified the following goals and objectives to be pursued for the next five years.

The plan is intended to be a living document subject to regular review. As a result, the goals and objectives may change based on identified community needs and the Board's determination about how JI can best address those needs.



YOUTH SERVICES

GOAL 1 • JUVENILE ASSESSMENT CENTER

The need for a Juvenile Assessment Center (JAC), including emergency youth shelter, is real. The Pikes Peak Region does not have a centralized, multi-agency location for crisis intervention and immediate intake and referrals. There is no common location for wraparound services coordination that could serve both families and professionals. There is no safe emergency shelter nor family respite care for youth with challenging behavior. The JAC will provide a supportive, trauma-informed experience—a holistic center, unlike current options.

Joint Initiatives for Youth + Families (JI) will coordinate with local youth-serving public and nonprofit agencies to establish a youth-focused Center based on the “Juvenile Assessment Center” model that will be steeped in equity and restorative practice principles.



Goal 1

Establish a Center based on the “Juvenile Assessment Center” model to serve youth by providing an alternative to juvenile detention and homelessness.

YOUTH SERVICES

INITIALLY, THE CENTER WILL PROVIDE:



A 24-hour youth shelter with five to eight beds (expansion to 12 beds projected by Year 5) to provide youth a place to land for up to 72 hours prior to a long-term placement.



24/7 screening and assessments to identify supportive, strengths-based intervention for youth ages 10-17.



Coordinated crisis intervention, wraparound, and/or coordinated care.



New after-school programming alternatives for youth in challenging situations.



Active outreach to youth and families, schools, faith-based organizations, community agencies, and law enforcement for referrals.

YOUTH SERVICES



GOAL 1 • OBJECTIVES

1. Establish a Center Steering Committee that includes multiple family and youth voice spots.
2. Identify and lease a facility for the co-location of six (6) to eight (8) partners, including JI and a shelter contractor.
3. Sign an MOU with six (6) to eight (8) partners, including JI and shelter subcontractor, that includes Center policies, procedures, and frameworks of service.
4. All Center staff (JI and partners) are trained in trauma-informed care, equity/cultural competency, and 2Gen frameworks.
5. The Center provides emergency shelter to at least 200 young people per year.
6. All Center registrants provided feedback surveys, and at least 80% of youth served report overall satisfaction with their experience (feel safer and more supported).

YOUTH SERVICES

GOAL 2 • WRAPAROUND + COORDINATED CARE

In 2023, JI's Pathways program received more than 1,000 referrals from schools, organizations, and the 4th Judicial District Court system.

JI's Pathways program currently provides whole family wraparound support for referred young people and their families, including home-based visits when requested by the family.

All youth entering the Pathways program take part in an assessment process. Agency representatives are selected based on the youth and family assessment and invited to establish an individualized Care Team to provide services for each youth.



Goal 2

Provide effective crisis wraparound and coordinated care interventions for individual young people who have strong follow-through and accountability.

YOUTH SERVICES

GOAL 2 • WRAPAROUND + COORDINATED CARE (continued)

Using a Positive Youth Development Framework (PYD), the youth's strengths, needs, and risk factors establish baselines for suggested approaches with the young person as the driving force in prioritizing interventions. Families are also engaged during the assessment stage so that they are looped in early in the process as well as figure into the assessment, which will shape the individualized plan.

At the initial planning meeting (that includes the young person, their family, and the Care Team), the specific service needs are identified and included in the plan. As a result, the Care Plan has specific interventions tailored to each young person. These often include counseling, one-on-one tutoring, substance abuse treatment placement, and pairing with a mentor. Because it is youth-driven, the plan's interventions often include very unique, specific programs such as equestrian (horse) therapy, participation in sports or in the arts, and even incentives for plan completion. Youth identify personal goals that decrease risk factors and increase options for positive solutions.



YOUTH SERVICES

GOAL 2 • YOUTH DATA + OUTCOMES

Data collected between July 2021 and May 2022 revealed that for youth involved with the juvenile justice system and who were served through Pathways:

97% **MADE THEIR COURT APPEARANCE ON TIME**

95% **NO NEW CHARGES BROUGHT**

94% **POSITIVE OR NEUTRAL CASE CLOSURE**

Data collected halfway through FY21-22 included 740 youth served with the following goals achieved:

99% **EXPERIENCED INCREASED SAFETY AS MEASURED BY NO SUBSTANTIATED ABUSE FINDINGS AFTER SERVICES BEGAN**

83% **EXPERIENCED INCREASED SAFETY AS MEASURED BY NO NEW OPEN INVOLVEMENTS**

91% **EXPERIENCED DECREASED COMMITMENTS THROUGH THE DIVISION OF YOUTH SERVICES**

YOUTH SERVICES



GOAL 2 • OBJECTIVES

1. JI's multi-team programming shifts to a Coordinated Care services model that engages in relationship-building and customized plan progress implementation and tracking.
2. JI adds and tracks more longitudinal data on youth who are supported by the Pathways program.
3. JI increases numbers served by at least 10% every two years.
4. All young people and participating family members are provided surveys, and at least 85% report overall satisfaction with their experience.

EARLY CHILDHOOD EDUCATION

GOAL 3 • STRENGTHENING FAMILIES

Family is almost certainly the most important factor in child development. In early childhood especially, parents are the ones who spend the most time with their children, and early childhood program staff (sometimes unwittingly) influence the way they act and think and behave.

Moreover, parents are the experts of their own families. Parents have knowledge about their children, their families, and about what works best for them. Parents can teach us about parent engagement when we honor their knowledge. Positive social connections mean that we need to be in relationship with parents. When we have equitable relationships, we are an “us” together with parents.

Healthy development means that children of all abilities, including those with special health care needs, are able to grow up where their social, emotional, and educational needs are met. Having a safe and loving home and spending time with family—playing, singing, reading, and talking—are very important.



Goal 3

Strengthen families by providing parents with one-on-one direct support and in-person training.

EARLY CHILDHOOD EDUCATION

GOAL 3 • STRENGTHENING FAMILIES (continued)

Parenting takes many different forms. There are some positive parenting practices that have proven to work well across diverse families and in diverse settings when providing the care that children need to be happy and healthy and to grow and develop well. A comprehensive study looked at the evidence in scientific publications for what works and found that there are key ways that parents can support their child's healthy development, which would benefit parents to know.

In addition to building knowledge within families about healthy childhood development, families would benefit from more knowledge about the services available in the Pikes Peak Region. Too many times families tell us that they didn't know services existed to meet their needs—or they don't know how to tap these resources. Creating seamless transitions into school from early childhood environments is one of the paths families could utilize support in navigating.



EARLY CHILDHOOD EDUCATION



GOAL 3 • OBJECTIVES

1. Hire family resource navigators who work for JI and/or are employed by subcontractors who provide support based on an advocacy model (not just referrals, but actually actively scheduling appointments, engaged on calls with partners, etc.).
2. Child development education: identify gaps and opportunities to provide information to parents and families about child development through various strategies such as digital campaigns, parenting classes, and materials developed.
3. Explore child and/or human development education for high school students (who are future parents).
4. Develop and promote opportunities for families on transitions to schools from both home and early care and education environments, targeting those families whose children are receiving Early Childhood Mental Health Consultation (ECMHC).

EARLY CHILDHOOD EDUCATION

GOAL 4 • QUALITY EARLY CHILDHOOD EDUCATION

Community-based early care and education (ECE), delivered at scale, can provide lasting impacts and may serve as a catalyst for children's success later in life—particularly for those from less-resourced environments. Study after study demonstrates that quality ECE is necessary for achieving positive long-term outcomes.

Recent findings from a study by University of Virginia Professor Bob Pianta and his colleagues make a similar point. High-quality early child care increases children's readiness for school and narrows the so-called achievement gap by half. This means access to early education is not enough.



Goal 4
Increase access
to quality early
childhood education
in the Pikes Peak
Region.

EARLY CHILDHOOD EDUCATION

GOAL 4 • QUALITY ECE (continued)

Sustained access is also critical in predicting long-term outcomes. Higher salary and college graduation rates were only evident for children who had two or more years of high-quality care.

The data are clear. Early childhood programs that are sustained and high quality can have long-lasting impacts on children, preparing them for formal schooling and beyond with the added factor that early education paves the way for parents to be in the workforce. This is a win-win-win for society. But access alone and custodial care will not sow the benefits provided by high-quality early care programs.



EARLY CHILDHOOD EDUCATION



GOAL 4 • OBJECTIVES

1. Increase in the number of high-quality early care and education (ECE) programs in our community and support program readiness to implement Universal Pre-Kindergarten (UPK), with a special focus on affordability and accessibility of high-quality ECE programs for our youngest at-risk children as defined by children/families utilizing Colorado Child Care Assistance Program supports, infant and toddler programming, or children on behavioral plans or on IFSP/IEP.
2. Increase knowledge and skills of children who are in ECE programs in early language and literacy through coaching supports, training, and community partnerships at early care and education centers and for Family Child Care Providers.

EARLY CHILDHOOD EDUCATION

GOAL 5 • UNIVERSAL PRE-KINDERGARTEN

Jl's Universal Pre-Kindergarten (UPK) vision is that every family with a child or children aged birth to four has access to excellent developmental and educational supports and services regardless of status or background so that all of our community's children have the chance to thrive.

In 2022, Colorado leaders adopted HB22-1295 establishing the UPK program that voters approved to be funded through nicotine taxation. Under the legislation, Local Coordinating Organizations (LCOs) would implement the program in their communities.

Jl was selected as the LCO to develop and implement the state's UPK program in El Paso County, largely due to Jl housing the county's Early Childhood Education Council called Alliance for Kids. The Council includes representatives of community- and school-based ECE centers and other stakeholders.



Goal 5
Facilitate the implementation of Universal Pre-Kindergarten in El Paso County and promote UPK and early childhood education to the broader community.

EARLY CHILDHOOD EDUCATION

GOAL 5 • UPK IMPLEMENTATION STRATEGIES

El Paso County has a unique provider mix as 33% are center-based providers, 20% are school district programs, and almost half—47%—are family child care homes. JI places importance on families in our community having access to providers of their choice.

- 1 By the Numbers:** ensure accurate counts of eligible children as well as track open early childhood (EC) slots.
- 2 Family Focus:** inform families about UPK and engage them in the UPK program.
- 3 Mixed-Delivery Model:** ensure that the various provider types are participating in the program and communicating with each other.
- 4 Collaborating for Capacity:** support the EC field's expansion so that there are sufficient UPK slots to meet local demand.
- 5 Workforce Campaign:** recruit professionals into the EC field to address the workforce shortage and retain the professionals in the field.
- 6 Resource Allocation:** prioritize equity and families with the least access to preschool.

EARLY CHILDHOOD EDUCATION

GOAL 6 • WORKFORCE DEVELOPMENT

Per the Colorado ECE Workforce Data Dashboard, El Paso County has one ECE professional for every 22.5 children ages zero to five with a 20% annual turnover rate. In the Pikes Peak region, the early childhood recruitment rate remains low at 3%. In Colorado and across the nation, early childhood professionals across all care settings are underpaid, overworked, and under-supported despite providing an essential service to families. Unfortunately, turnover in the field is incredibly high – early childhood educators leave their jobs four times more frequently than other educators (*Kids Count 2022*). More than 80% of early childhood programs in Colorado reported workforce shortages over the past year alone, and 26% reported they had to serve fewer children as a result (Kids Count 2022).

After joining the workforce, those working directly in early care and education continue learning, and many reported that *free training opportunities (54%) and scholarships (33%) help them to remain in the field.*



Goal 6

***Workforce Development:
Support recruitment
and retention of
professionals within
the Early Childhood
Education field.***

EARLY CHILDHOOD EDUCATION

GOAL 6 • POPULATION, WORKFORCE + ECONOMIC DATA

Early childhood (EC) educators combine complex work with safe, nurturing environments essential to children's learning and development. EC occupations are a subsector of the education industry, a high-demand sector.



Colorado's population of children under the age of four is expected to increase by 22% by 2026.



70% of early childhood education program directors have difficulty finding qualified staff



Every dollar spent on early childhood education immediately contributes \$2.25 to the state's economy by enabling parents to work.

(Early Milestones Colorado)



Every dollar you invest today in quality early childhood education yields a \$7-\$16 return to the community from:

- increased schooling
- greater career achievement/contribution
- lower costs in welfare
- reduced costs in health + criminal justice system

EARLY CHILDHOOD EDUCATION



GOAL 6 • OBJECTIVES

1. Increase the number of qualified ECE professionals and new professionals into the field each year.
2. Support ECE professionals in increasing their skill level, which will position them for career advancement in the ECE field.
3. Support design of sustainable outreach and training within the ECE field to attract and retain ECE professionals.
4. Promote innovative approaches as well as scale-proven approaches to workforce retention.

FAMILY + YOUTH VOICE

GOAL 7 • FAMILY VOICE + CHOICE

An “involved” parent takes part in the activities already determined by an organization or system. An “engaged” parent takes a step further, often becoming part of the decision-making process. With engagement, organizations intentionally give youth and families opportunities to offer their own input, develop their own abilities, and take ownership over ideas.

When families and youth are engaged as stakeholders early and throughout a process or project, they add:

- The voice of lived experience within youth/children-serving systems, which may highlight system and practice strengths and improvement needs (e.g., inconsistent processes, communication gaps, service needs readily and not readily available)
- A unique perspective on policy and program development Innovative ideas with the potential to improve outcomes for families and youth
- A perspective on service priorities informed by lived experience within the larger system
- Context and feedback that reflect the needs of the community the agency serves
- Accountability and transparency to the process, resulting in the delivery of more efficient and responsive services



Goal 7
***Promote family voice
and choice within
youth-serving
organizations.***

FAMILY + YOUTH VOICE



GOAL 7 • OBJECTIVES

Spearhead collective impact around family and youth empowerment:

1. Representation of populations served at all organizational levels.
2. Services provided that youth/families say they need.
3. Customer service that includes strong family navigation supports and warm hand-offs.
4. Dovetail with workforce development.
5. Family education on child development and parenting skills.

FAMILY + YOUTH VOICE

GOAL 8 • RESPONSE TO BEHAVIORAL HEALTH ISSUES

While not all maladaptive behavior is the result of trauma, evidence indicates that most serious ongoing behavioral issues stem from trauma. All youth that JI serves in the Pathways program indicate a history of trauma with client assessments revealing that at least 90% of the served youth have experienced significant ongoing childhood trauma.

The youth referred to JI's wraparound services are predominantly referred from the juvenile justice system, DHS, and school districts as they are either displaying malfunctional behaviors and/or are the victims of abuse or neglect.

Local systems' reactions to trauma-driven behaviors show pockets of improvement, but by in large, are routinely harmful. School suspension/expulsion, juvenile detention, and other responses that are solely punitive have been shown to deepen trauma and produce more destructive behaviors. While these may be necessary at times, all of these can still incorporate trauma-informed practice – and alternatives should continue to be developed.



Goal 8

Improve response to behavioral health issues within families as well as early childhood education programs.

FAMILY + YOUTH VOICE

GOAL 8 • BEHAVIORAL HEALTH ISSUES (continued)



90%

All youth that JI serves in the Pathways program indicate a history of trauma with client assessments revealing that at least 90% of the served youth have experienced significant ongoing childhood trauma.

Of great concern is that Black, Latinx, and multiracial youth are more likely to experience damaging, punitive responses compared to White students for similar infractions. Perhaps it is not surprising then that youth of color experience higher rates of depression, and youth of multiple races are more likely to consider attempting suicide (Kids Count Colorado, 2021). LGBTQIA2s+ youth have even higher rates of suicide risk: 46% considered suicide, and 25% attempted suicide (Healthy Kids Colorado Survey, 2018).

Students of color and students who experience discrimination are less likely to feel connected and cared for within systems that expose them to additional harm for adverse outcomes related to mental health, substance use, violence, and reduced academic achievement (CDPHE, Positive Youth Development).

Locally, we see these inequities manifested, as youth of color comprise 60.15% of those disciplined through EPC school districts but represent only 45% of enrollment (CDE 2021). Proposed planning strives to create a positive, cohesive, equitable community-wide response to trauma and promote alternative approaches to punitive responses that often deepen trauma.

FAMILY + YOUTH VOICE



GOAL 8 • OBJECTIVES

1. Provide training on critical issues, including how to provide trauma-informed, empowerment-based, and equitable services to partners' staff and volunteers.
2. Increase in both public awareness and "public resolve" regarding the importance of Adverse Childhood Experiences (ACEs), the impact of COVID on children and families, resiliency, trauma-informed practices, and community connections.
3. Develop a comprehensive system of early childhood mental health services in El Paso County to support the mental health of children and reduce suspension and expulsion practices.
4. Provide training on critical issues, including how to provide trauma-informed, empowerment-based, and equitable services to partners' staff and volunteers.

COMMUNITY ENGAGEMENT

GOAL 9 • ADVOCATE FOR YOUTH + FAMILIES

Issue advocacy simply means putting personal ideologies and political party affiliation aside and focusing on specific issues that affect the Pikes Peak community. JI seeks to explore issue advocacy and efforts to educate policymakers on the impacts of proposed legislation and policies.

Legislative advocacy consists of engaging with legislators on either the local, state, or federal level in an attempt to deepen knowledge about the effects of laws and policies. A policy is a set of ideas, plans, or methods of action used to guide and determine decisions.

Legislators may have limited experience with youth-serving systems and the impact their policies may have on the lives of children/youth and their families. By providing expertise and resources to policymakers, we can help to ensure more effective laws and systems.



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Goal 9
*Advocate for youth
and families by
communicating with
elected officials about the
need for funding and/or
policy changes.*

COMMUNITY ENGAGEMENT



GOAL 9 • OBJECTIVES

1. Form a legislative agenda committee and/or support creation of a network or council of local businesses.
2. Determine legislative goals.
3. Partner with other voices who are actively engaged in communicating with decision-makers.
4. Support community grassroots organizing efforts through which families determine community priorities and program development regarding children and youth services.
5. Coordinate communications with elected officials by nonprofit and private partners.

Legislative advocacy can accomplish the following:

*Inspire the creation
of new supportive
policies and funding.*

*Build relationships
with your legislators;*

*Educate on
policymakers'
decisions;*

*Improve
existing
policies*

ORGANIZATIONAL CAPACITY

GOAL 10 • FUNDING + FUNDRAISING

The past few years of pandemic health crises and economic fluctuations only solidified that there will be times of uncertainty. While risk cannot be eliminated, organizations can prepare to mitigate it. Diversification refers to a funding portfolio with multiple revenue streams that support sustainability. Diversifying revenue streams reduces the likelihood of financial hardship amid an economic downturn, health crisis, or shift in political policy. Additionally, diversification opens new pathways for donors to get involved. The more options funders have to provide support, the more likely they are to participate and deepen their connection to our cause.



Goal 10

*Diversify funding
sources and enhance
our fundraising.*

ORGANIZATIONAL CAPACITY



GOAL 10 • OBJECTIVES

- Hire development staff as funding permits.
- Explore fundraising events to engage corporate and individual donors.
- Develop stronger relationships with funding partners.
- Identify and pursue a social enterprise initiative to enhance JI sustainability and resource diversification.

ORGANIZATIONAL CAPACITY

GOAL 11 • BOARD LEADERSHIP

The Board of Directors sets the tone and direction of an organization. Effective board leadership and governance help ensure that a nonprofit can operate to its fullest capacity. Creating an effective board is a continual process that includes recruitment, engagement, and development.



Goal 11
**Strengthen
organizational
leadership.**

ORGANIZATIONAL CAPACITY



GOAL 11 • OBJECTIVES

- JI will add three new board members in FY24 and another three new ones in FY25 with an emphasis on members who can assist with development and marketing and add to the board's diversity of viewpoints. At least two new board members in the next two years will be men, and at least one will represent family and youth voice.
- New board members will go through a board orientation with the CEO and board president.
- Quorum is achieved for Executive Committee and Board meetings.
- The board subcommittees are fully operational and meet at least quarterly.
- Engage in CEO retention strategies to ensure CEO continuity.

ORGANIZATIONAL CAPACITY

GOAL 12 • PROGRAM EVALUATION

The ultimate value of any organization comes down to the “impact” it makes on its mission, and in the case of JI, this translates to the difference it makes in our clients’ present and future lives.

High-quality interventions, implemented in a high-quality way by expert staff, supported by an effective infrastructure, represent the critical chain upon which the success of the organization rests.

To achieve excellence, our organization believes in continuously learning from its practice as well as learning advances in the field that are then applied to improve the quality of our services and the increase of our impact.



Goal 12

*Enhance program
evaluation utilizing
effective data collection
and outcomes.*



GOVERNANCE

BOARD OF DIRECTORS

Catania Jones • Chair

Director of Children, Youth, and Family Services
El Paso County Department of Human Services

Jennifer Hernandez • Chair-Elect

Probation Supervisor
4th Judicial District Probation Department

Janet Brugger • Secretary

Lead Business Navigator, Colorado Enterprise Fund
President/Owner of JBrugger Consulting, LLC

Tracy Narvet • Treasurer

Principal, Circe Solutions, LLC

Colleen Batchelor • Ex Officio

Chief Executive Officer, The Resource Exchange

Yesenia Torres • At Large

Economic Assistance Manager
Colorado Works and Colorado Child Care
Assistance Programs
El Paso County Department of Human Services

Dr. Wendy Birhanzel • Director

Superintendent, Harrison School District 2

Tina Horton • Director

Juvenile Court Facilitator, 4th Judicial District Court

Jodi Mijares • Director

President/CEO
Community Partnership Family Resource Center

SherryLynn Boyles • Non-Voting CEO

President + CEO, Joint Initiatives for Youth + Families



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