

Comprehensive Evaluation of the Council Strategic Plan



DENVER'S EARLY CHILDHOOD COUNCIL

As part of the triennial reporting process for Colorado's Early Childhood Councils, Denver's Early Childhood Council is pleased to provide this evaluation review of the 2017-2018 year of activities that align with the 2015-2018 Council Strategic Plan. The evaluation guidelines were provided by the Colorado Department of Human Services Office of Early Childhood. These general guidelines informed Council staff members of the headings and sections that were necessary, as well as indication that the evaluation plan should be largely developed by Council staff based on the specifics of their Council's strategic plan. These guidelines allow for a great deal of flexibility when determining the appropriate level of detail for analyses, data summation, and consideration of future activities. This evaluation report will serve as one of many base components in developing future strategic plans to guide the overall direction of Council work and activities.

Executive Summary

This evaluation report is part of an ongoing, iterative process to help inform the overall strategic direction of Denver's Early Childhood Council. By providing a holistic framework that breaks down each area of the Council's Strategic Plan, this report reviews the efforts and outcomes associated with over 40 specific areas of activity, and considers the overall progress made within several broad goals related to quality improvement of Denver's early childhood provider network. While many of the metrics listed below do not yield a binary 'achieved' or 'did not achieve' result, the information provided is intended to be more narrative and provides details on the activities undertaken to achieve the desired result.

Methodology

History and Context

The current version of Denver Early Childhood Council's Strategic Plan was originally written in 2015 with the close collaboration of the Board and staff at the time and covers planning and activities through the year 2018. The Strategic Plan is reviewed annually by both staff and board members to ensure relevant updates are completed, and the plan remains relevant and useful to the short term and daily work of Denver's Council. The purpose of the Strategic Plan is to guide Denver Council's work and ensure that priority areas are aligned with the organization's Mission and Vision, and clearly communicated to all relevant board members, staff, and other stakeholders. It also serves as a tool to envision longer term goals, plan for implementable strategies, and to define measurable outcomes around these goals. The Strategic Plan is aligned with the Early Childhood Colorado Framework, to ensure each strategy has a corresponding Strategy for Action and Framework Fundamental from the Early Childhood Colorado Framework. In this way, the Strategic Plan clearly communicates how the actions and activities of the Denver Council contribute to a greater whole of progress within the early childhood field in Colorado.

Structure

The Denver Council's Strategic Plan is structured around multiple levels: Goals, Objectives, and Strategies. The Goals are high-level, broad, and focused on change over a three-year period of time (2015-2018). Due to the scale of these goals, they are not intended to be 100% completed by the end of this period, but rather to frame the areas in which the Council will focus the highest level of attention and resources. The next level of the strategic plan is the Objectives. The objectives do not have a one-to-one relationship with the goals, but rather are a way to call out specific aspects of the goals that strategies can be implemented to support. Each Objective contains one or more Strategies, which are actionable ways that the Councils plans to meet or move towards that Objective. Multiple Strategies may be implemented under one Objective depending on the scope and complexity of the objective. There is one more level of detail within each Strategy, which is Activities/Outcomes. These are very specific, measurable actions or standards that the Council plans to complete/meet within a certain time. While all aspects of the plan can be updated annually as needed, the Activities/Outcomes are the most frequently adjusted to reflect the minutiae of the coming year's work.

Data Collection and Analysis

To track progress in all aspects of the Strategic Plan, data was tracked on the level of Activities/Outcomes, which are more generally related to each Strategy. Quantitative data is primarily relied upon for progress tracking, and some Strategies lend themselves to incorporating qualitative data as well. The primary sources of qualitative data are the ecConnect/Sugar database (used to track participation and implementation of most aspects of quality improvement programs, including quality improvement spending, delivery of coaching hours, registration, and attendance at trainings), the statewide Salesforce Quality Rating Improvement System database (used to track program-level data, such as participation in Colorado Shines and participation with the Colorado Child Care Assistance Program, or CCCAP), and supplemental tracking systems, such as meeting and training sign-in sheets, SmartSheets (used for project management and career navigation), and BoardEffect (used for tracking work with the Board and Oversight Council). Qualitative data is primarily sourced from feedback and updates from key staff, with additional insight provided by other partners, key stakeholders, and early childhood professionals. Each Objective is associated with at least one Strategy, which in turn has at least one Activity/Outcome and lends itself well to multiple ways of validating data. Whenever possible, multiple measures or sources of data are utilized to better understand progress towards the listed Objectives.

Goals

The Goals within the Strategic Plan are high-level, broad, and looking at change over the longer time frame for the entire strategic plan (2015-2018). Due to the scale of these goals, they are not necessarily intended to be 100% completed by the end of this period, but rather to frame the areas in which the Council will focus the highest level of attention and resources. For the term of 2015-2018, the Denver Council's Goals were:

- **Inform and impact policy in the City and County of Denver through intentional collaboration to direct resources to improve services for children and families.**
- **Provide leadership to assure successful implementation of quality initiatives so that child care and education providers can offer quality programs and services.**
- **Provide inclusive quality improvement services to at least 70% of licensed, formal care (0-5) and a broad base of informal care.**

- **Leverage and develop the strengths and expertise of the staff and Board to pursue innovative and diverse funding strategies for a sustainable organization.**
- **Implement a School Readiness Plan to increase and sustain quality, accessibility, capacity, and affordability of early childhood services for children and their parents.**

In the following section addresses the Objectives and related Strategies that were implemented to achieve progress towards these goals. Each Goal may have more than one Objective supporting it, and each Objective may help progress on more than one Goal. Therefore, Goals and Objectives do not have a direct one-to-one or one-to-many relationship, but rather relate to each other to ensure the work is clearly communicated, focused on work relevant to the Council’s role, and aligned with internal and external visions for the field of early childhood.

Key Strategies and Statement of Progress

Progress tracking is done at the level of each Strategies’ associated Activities/Outcomes, which then roll up into a larger Objective. Below you will find each Objective and their related Strategies, along with a summary statement of progress.

Objective 1: Influence Decision Makers and Attract More Financial Support

Key Strategies and Progress Summary:

1.a Engage and educate policy makers, decision-makers and key community partners

The Denver Council, and particularly the roles of the Executive Director and Sr. Director of Programs and Development, play an influential role in several ways, serving on various national, statewide, and cross-sector Advisory Groups, as well as providing input on key legislative and rule-making processes. Additionally, the Executive Director has presented as an early childhood expert at local, state, and national meetings. A recent development is the Sr. Director of Programs and Development has been appointed by the Mayor of Denver to the Welfare Reform Board, which is responsible for approving the annual MOU between Denver Human Services and the Colorado Department of Human Services in addition to promulgating and approving rule for the administration of TANF, Workforce Services and CCCAP in Denver. For more detailed information on this section, please see **Appendix A**.

1.b Engage potential new funders to support the Council’s strategic direction, while continuing to cultivate existing donors

The Denver Council has met with over seven current, past, and potential funders during this year. The Denver Council has also applied to twelve funding opportunities across foundation and governmental grants, receiving funding from nine of these opportunities, with one still pending as of the writing of this report. Of the funding received, three were from new foundation funders. See 4.a for more information on funding diversification, as well as Appendix B for a breakdown of funder meetings and proposals submitted.

1.c Continue to work comprehensively across sectors – of Health, Early Childhood Education, Mental Health and Family Support to achieve a quality early childhood system

This is addressed through day-to-day services, advocacy and the Council's work with the LAUNCH Together Initiative, which is focused on addressing mental health and social-emotional needs in South West Denver. The LAUNCH Leadership Team meets monthly, and is made up of 18 cross-sector partners. Additionally, three workgroups are regularly convened to focus on making recommendations for future LAUNCH work in the areas of Community & Family Strengthening, EC Mental Health Consultation, and Integrated Behavioral Health in Primary Care. Other key pieces of the LAUNCH work include: bringing the Conscious Discipline model to the community (early childhood educators, home visitors and families), offering the services of three bilingual EC Mental Health Consultants to support ECE, FFN and home visitors, and working closely with Community Promotoras/Navigators in providing them with training on mental health, illness, stigma and EC social-emotional learning.

1.d *Increased visibility and perception of the organization*

The Council has tackled the strategy of increasing visibility and perception of the organization and the early childhood field as a whole using several tactics. The website has been enhanced through the completion of a Spanish website in Q1 and increasing the number of blog posts, where staff and guest bloggers promote and share knowledge and resources. The Denver Council also leverages digital platforms, such as increasing our social media posts and engagement on multiple social media channels. Additional opportunities were created through building a media relationship with Chalkbeat Colorado and sustained contact on local childcare issues. Communication has also been streamlined by building consistent quarterly reports showing performance snapshots in quality, career pathways and health/well-being. The quarterly reports are shared with the Board of Directors, funders and other stakeholders quarterly and are available digitally or for print.

For further insight into the website traffic, see the below summary of how users find the www.denverearlychildhood.org, and how overall numbers of site visits are trending over time in Figure 1.d (based on Google Analytics data).

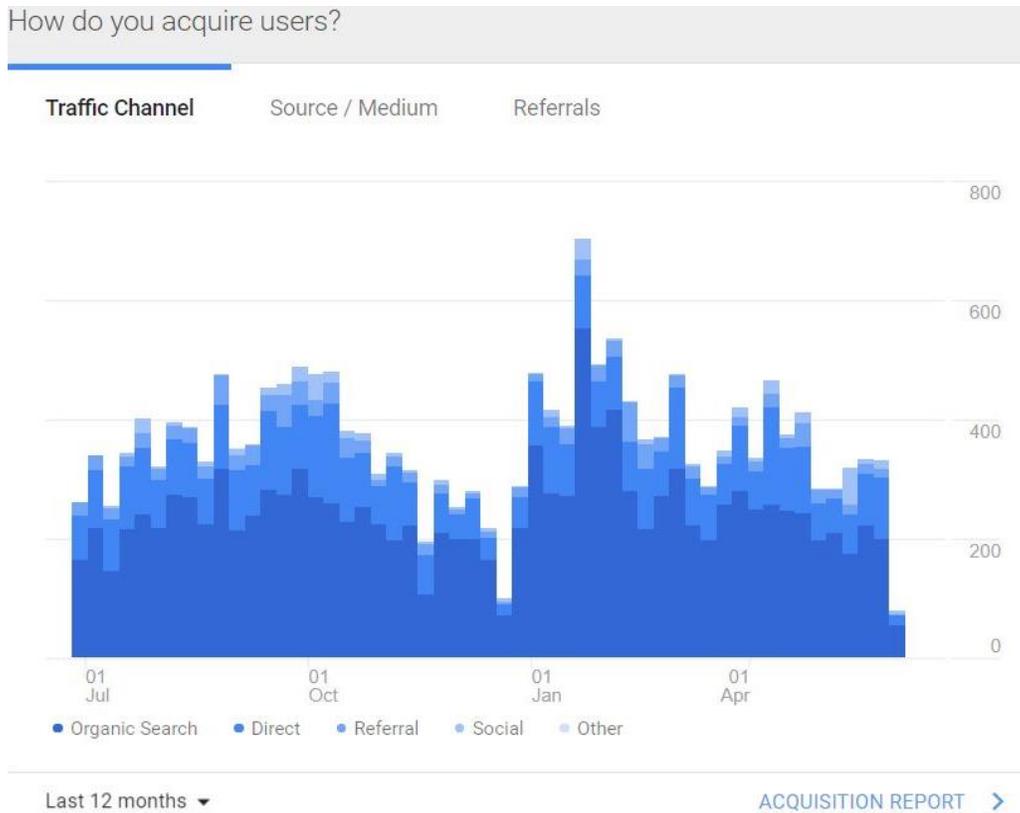


Figure 1.d

Objective Two: Increase the impact and effectiveness of our programs

Key Strategies and Progress Summary:

2.a Provide inclusive services to at least 70% of licensed, formal child care providers (0-5) by June 30, 2018

While approximately only one quarter of licensed, formal child care providers participated in the 2018 Colorado Shines Quality Improvement (CSQI) funding opportunity, the Denver Council ensures more providers are reached through other programs such as the Denver Preschool Program, Pre-Licensing training, and other resource and referral services. In addition, over 300 Child Care Directors or owners attended the 2018 Rocky Mountain Early Childhood Conference, and approximately half of the 2,500 attendees were from Denver.

Denver’s Early Childhood Council looks forward to continuing to serve more providers and through deeper relationships as several new initiatives (such as ecConnect re-branding and the workforce marketplace) advance.

2.b Serve broad base of informal care providers by engaging caregivers in training and follow-up services

Denver Council training offerings continue to be open to informal care providers, although an attendance fee was required this year due to restricted funding for serving this population. Informal care providers constituted approximately 12% of the Expanding Quality for Infants and Toddlers

(EQIT) attendees this year, and 3% of other training registrations in Q3 (this information was not required prior to Q3). See 2.d for more information about training offerings.

The Denver Council also offers a state-approved Pre-Licensing curriculum and related health and safety trainings in Denver County for those interested in opening a family child care and offered a cohort in Spanish in the Fall with another in English currently underway.

See 2.d for more information on informal care providers utilizing career navigation supports.

2.c Use existing data sets and data-driven practices to communicate impact to decision makers/funders

Presently, data from existing sources such as SugarCRM and Census data are used to highlight areas where Council involvement has driven neighborhood change by infusing community providers with quality improvement funds and coaching hours. These data sets also inform communication plans with sound reasoning on the number and location of child care deserts, areas that may lack affordable care, and neighborhoods that may lack access to high quality care.

These communications help inform funders and community decision makers on priority areas for future work, as well as what accomplishments have been made from past initiatives.

2.d Engage early childhood professionals with a wide variety of professional development services and resources that support diverse career pathways

The Denver Council continues to offer a variety of training topics and structures designed to reach a diverse audience of early childhood professionals. Evaluation data is collected at each training to determine value of current offerings, as well as gather information on what topics are in-demand for the future. Close collaboration with the Council and Clayton coaching teams also allows for increased timeliness of outreach for relevant trainings as well as ensuring topics meet the needs of professionals in the field. For more data on training offerings through Q3, see [here](#).

Additionally, the Council has been building the capacity and quality of career navigation services, which are available to formal and informal child care providers. As of the time this report was written, over 37 hours of career navigation have been provided to approximately 66 individuals, with 29 of these individuals supported in their preferred language of Spanish. 35 of these individuals were not associated with a program at the time of career navigation support (either entering the formal field or providing informal care). The primary reasons for individuals seeking career navigation were 1) looking for a specific training, 2) needs to reach a certain Early Childhood Credential Level, and 3) needs help opening a family child care or child care center.

2.e Engage families through meaningful activities and leadership strategies to support their children's early learning and school readiness

The Denver Council has continued to engage community partners through events that are occurring within community. At this point, the Council has attended 8 events across the Denver community where families were in attendance.

A printed and digital version of a Family Resource Guide was made available to child care providers in July, which supports child care programs in serving and engaging families in their programs through resources and best practice examples.

The Denver Council continues to build and cultivate partnerships with Family-oriented organizations, such as Earlier is Easier, Vroom, Head Start community, Family Resource Center

community and Children’s Museum. Additional outreach work has also begun with local neighborhood associations in Denver. A mini-grant awarded through the Center for the Study of Social Policy (CSSP) in spring of 2018 also enabled the Denver Councils staff to offer fatherhood gatherings and supports in partnership with Clayton.

Objective Three: Leverage and Develop Board, Oversight Council, and Staff Skills

Key Strategies and Progress Summary:

3.a Increase Board, Oversight Council, and Staff knowledge of key issues (i.e. fundraising, social venture, advocacy, best practice)

The Denver Council has invested over \$24,000 in staff professional development during this fiscal year in the areas indicated in Fig. 3.a.

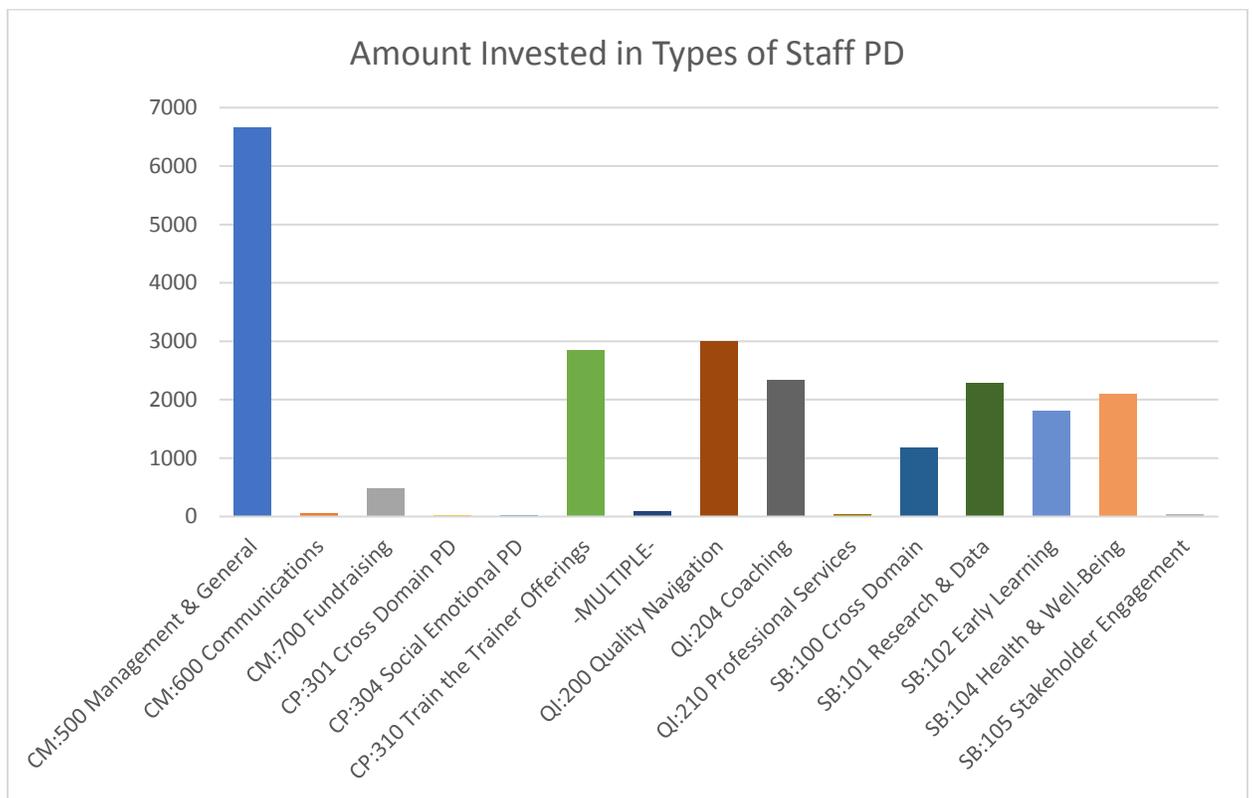


Figure 3.a

As for the Board and Oversight Council, training on a new board management software (BoardEffect) was facilitated to each governing body prior to implementation. Additionally, all new governing body members are provided an in-person orientation to the Council in advance of their first meeting. Areas of continued focus for the professional development of the staff include intercultural development, advanced Excel/software skills, self-care and project/grants management. The Board and Oversight Council continue to focus on strategic planning and long-term goal setting for the Denver Council.

3.b Create and implement comprehensive Board development program

As this was the first full fiscal year of the Oversight Council's existence, a chair and co-chair were elected, a charter was adopted by the group and approved by the Board, and nominating committee co-chairs were elected to a joint nominating committee established to identify and vet future candidates for both governing bodies. The Oversight Council has adopted a regular schedule of meetings (every other month) and has been actively engaging in the Early Childhood workforce development conversations.

The Denver Council has also fully implemented a board management software, BoardEffect. This is used to schedule meetings, build and track agendas and meeting notes, and to store board documentation including bylaws, attendance records, and legal documents.

A joint nominating committee established for both governing bodies ensures mandatory stakeholder groups are represented in both governing bodies and prioritizes diversity in appointees. Terms were staggered, so several members are up for reelection at the end of this fiscal year. The oversight Council also has a slate of new candidates that are being considered. As the expiration of terms for members approaches, the Council strives to cultivate an ongoing recruitment process within the Board and Oversight Council and encourages members to assist in identifying and nominating their own replacements. Orientation materials are stored and maintained in BoardEffect as a handbook and the Manager of Stakeholder Engagement updates the handbook as needed, under the CEO's direction.

Objective Four: Increase financial stability and limit exposure

Key Strategies and Progress Summary:

4.a Investigate and target flexible revenue streams that support nimble, data-driven management and resource development

Denver's Early Childhood Council ensures fiscal sustainability by pursuing general operations funding, establishing earned income revenue streams, and diversifying funding through private grants and contributions. See Fig. 4.a for details.

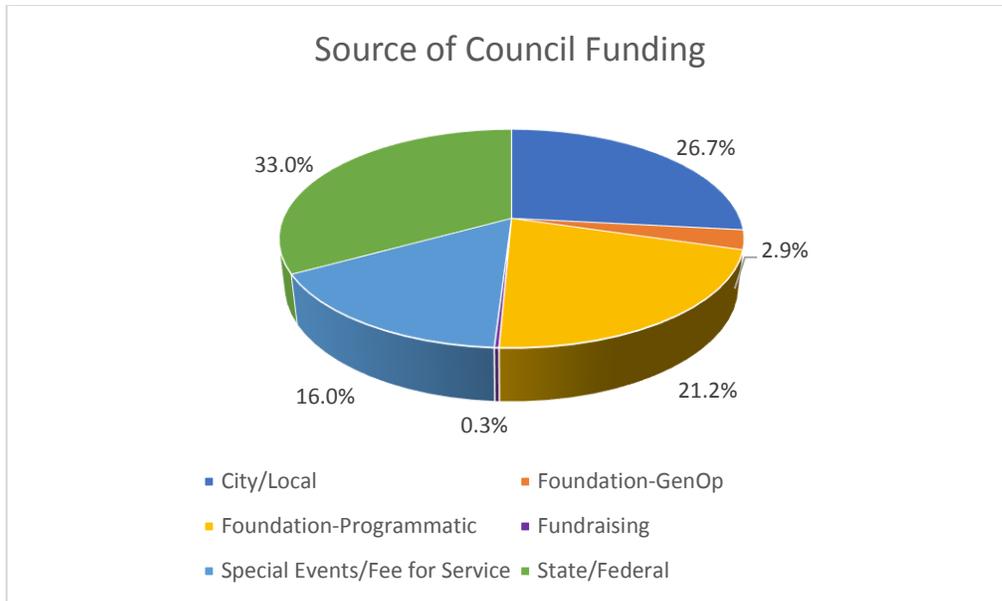


Figure 4.a

Sound fiscal practices have enabled the Council to maintain lower than average overhead/administrative costs and establish an operational reserve, allowing the organization to manage significant monthly cash flow fluctuations (resulting from reimbursable grants). A high level of rigor is maintained in all financial operations, and all audits since the establishment of the 501(c) (3) status in 2011 have received a "clean" or unqualified opinion stating that the financial statements present a fair and accurate picture of the organization and comply with generally accepted accounting principles. The Colorado Department of Human Services Office of Early Childhood conducted a fiscal site visit in June of 2017 and had no findings. Denver’s Early Childhood Council was also selected by the Office of Early Childhood as a site for a federal program site visit to highlight program accomplishments in September 2017.

4.b Investigate and target restricted program dollars to fill service gaps identified in QI and PD programs by December 31, 2017

By working closely with early childhood programs and relevant partners (particularly through the monthly Partner Network Meeting hosted at the Council), the Council identified a current gap in workforce supports. This included reported difficulty experienced by teaching professionals entering the field due to confusing and challenging requirements to meet a minimum credential or Early Childhood Teacher qualifications. With this in mind, the Denver Council applied for and received a workforce innovation grant through Early Milestones Colorado to develop and pilot an apprenticeship program designed to address these gaps. The funding year started May 1, 2018 and the Council is working closely with partners at the Office of Economic Development, local family resource centers, and local high education institutions to provide wrap-around services, training and education to new early childhood professionals.

Objective Five: Improve Internal Infrastructure with New or Enhanced Systems

Key Strategies and Progress Summary:

5.a *Continual monitoring and adoption of sound policies and procedures along with appropriate technology to improve operational and program efficiency*

The Denver Council has successfully developed and implemented a document retention and destruction policy (Feb. 2018) in addition to implementing the BoardEffect Board Portal software as the government management system (Jan. 2018). The Council also replaced a data server and expanded the server capacity (April 2017).

An attempt was made to implement a new financial accounting system, however; it was ultimately determined that additional research needed to be done in order to find a long-term solution that meets the current and future needs of the Denver Council. . The Council is currently exploring additional options for a Human Resources Information System to meet the needs of the growing staff.

Objective Six: Implement and Monitor School Readiness Plan

This objective is not technically a component of the strategic plan and therefore is not fully elaborated upon in this report. However, the key strategies of the Council's School Readiness Plan are listed below.

Key Strategies:

- *Establish a comprehensive evaluation plan including a needs assessment*
- *65% of licensed programs have achieved and maintain a Colorado Shines rating of Level 2 or higher*
- *70% of Denver CCCAP children are enrolled in high quality programs (Level 3 or above)*
- *50% of licensed child care programs serving CCCAP children are high quality*
- *30% of licensed programs will increase their score in the Colorado Shines Standard Category of Family Partnerships*
- *60% of eligible programs participate in the CSQI*

Presently, these metrics are largely being met. As of June 2018, approximately 66% of licensed child care programs have been rated a Level 2 or higher in Colorado Shines. Additionally, using June 2018 data, approximately 72% of children served through the Colorado Child Care Assistance Program (CCCAP) are enrolled in high quality care (note, due to data limitations, this calculation does not use de-duplicated counts of CCCAP enrollments).

However, of the 115 child care providers that have CCCAP fiscal agreements, only 48% are rated high quality in Colorado Shines. Note, however, that this figure does not include any ECE programs housed within Denver Public Schools (DPS), which serves a large percentage of CCCAP-eligible children in Denver. This note is also important pertaining to the number of eligible programs participating in the Colorado Shines Quality Improvement funding stream. Since DPS early childhood education sites do not hold active, site-specific fiscal agreements, they are not yet considered 'eligible' to participate in the Colorado Shines Quality Improvement program. However, when considering the eligible population of providers to be those with a Level 2 or higher Colorado Shines rating and an active fiscal agreement, the Council finds that over 80% of those providers have participated in the Colorado Shines Quality Improvement program.

There is currently insufficient data available to report on the number of programs that have increased their score in the Colorado Shines Family Partnerships rating category. As more sites continue to re-rate in Colorado Shines, the Councils hopes to have additional data made available to better track this metric for the 2018-2019 program year. Preliminary estimates suggest that of 14 sites that have re-rated in Colorado Shines, 13 have obtained a higher score in Family Partnerships (when considering optional point allocations), but these should be more thoroughly validated with the assistance of the Office of Early Childhood staff to confirm.

Finally, a comprehensive evaluation plan for the 2018-2019 year will be developed as part of the broader Office of Early Childhood Council evaluation process. This will incorporate a broader needs assessment of which data elements may yield the most insight on how to best leverage the Council's quality improvement efforts to improve childhood school readiness.

Next Steps/How Strategies Change

The next round of the strategic planning process for Denver's Council has already begun. In April, the Oversight Council and the Board of Directors met together with invited experts to discuss policy priorities to inform the 2019-2021 strategic planning process and priorities. Director-level staff met in May for a facilitated session on creating a shared vision for the Council's work as a preparation for continued strategic plan writing. A strategic planning retreat is planned for fall 2018 to further discuss the Council's strategic plan and ensure all board, oversight council, and staff members have a chance to voice their thoughts and build buy-in for the new plan.

As the new strategic plan is developed, it is important to reflect on and evaluate which aspects of the current plan have been successful and helpful for understanding progress, as well as what can change to better capture the true scope of the Council's work. As noted in the Statement of Progress section, overall the current strategic plan captures many facets of the Council's work and allows for sufficient flexibility to capture new aspects of the work and adjust outcomes and timelines as the environment shifts.

There were, however, some important parts of the Council's work that were not easy to capture or highlight using the current strategic plan. Specifically, looking at the goal to **"Provide leadership to assure successful implementation of quality initiatives so that child care and education providers can offer quality programs and services."** The quality initiative work is clearly captured through various points of the Strategic Plan, but there are other ways that Denver's Council provides leadership within the city of Denver and the field of early childhood in Denver, that were not addressed within objectives or strategies in the Strategic Plan and were not included in the Statement of Progress. Some areas of leadership that the Council plans to integrate into the new Strategic Plan include:

- Administration of ecConnect/Sugar CRM, to ensure efficient systems for all Early Childhood Councils to manage Quality Improvement initiatives, including appropriately spending Quality Improvement (QI) dollars and scheduling and tracking coaching hours
- Coordinated the 2018 Rocky Mountain Early Childhood Conference as a Presenting Partner and Lead Fiscal Sponsor. Worked to ensure high quality learning experiences for early childhood providers, as well as streamlining process for using QI dollars to cover this expense for all staff at programs participating in QI initiatives

In addition to integrating various goals around leadership as an organization, the Council also plans to increase visibility of the Strategic Plan for staff members so they can clearly see how their daily work fits into

the larger picture for the Council and the field. Several strategies are being considered to accomplish this goal, which includes asking all staff to set personal goals tied to a particular strategy or outcome, frequent check-ins on goals with their supervisors each quarter, creating a more visual representation of the plan displayed in the office or captured using a visually-appealing technology platform, and reviewing the plan quarterly at staff meetings. Staff will also be involved in the creation of operational goals, objectives and activities for the new strategic plan.

The strategic plan will continue to include goals related to all Council funding sources and grants, with room for flexibility as new opportunities and challenges arise. Adaptability of the plan is a key characteristic, since the Council's work in the early childhood field needs to continue to be nimble to support the ever-changing needs of the professionals and systems supporting Denver's youngest children and their families.

Appendices

Appendix A

Summary of External Advisory Groups and Presentations

Council CEO/Executive Director

Key Presentations to External Partners FY 17-18

September 2017

- CDHS Federal Site Visit, Council Offices, Denver, CO
 - Presenter: *Overview of Denver's comprehensive early learning efforts*
- 2017 LENA Early Language Conference, *Combining Approaches to Boost Early Talk*, Vail, CO
 - Panelist: *It Takes More than a Village: Scaling to Sustainable Citywide Implementations*

October 2017

- Social Capital Markets Conference - SOCAP 2017, San Francisco, CA
 - Invited to attend by Gary Community Investments as part of delegation of "Colorado early childhood influencers"

November 2017

- Denver Office of Financial Empowerment and FDIC, 2nd Annual Regional Economic Mobility Summit, Denver, CO
 - Moderator: *The Economic Ecosystem: Childcare/Education*

March 16, 2018

- Junior League of Denver, Two Generation (2Gen) 101 Panel, Denver, CO
 - Panelist: *How Programs, Partnerships and Policies Can Support Children and Parents Together*

May 2018

- [71st Education Writers Association National Seminar, Room for All? Diversity in Education & the Media, Los Angeles, CA](#)
 - Panelist: *Child Care Deserts: What and Where are They?*

Key Representation with External Partners FY 17-18

- Council participates as member of It's About Kids statewide policy network
- Represented Denver as member of national EC LINC initiative
- Executed MOU with Denver Department of Human Services
- Official Partner Level supporter for 2018 Speak up for Kids Advocacy Day at the Capitol
- CEO/ED is member of the Early Childhood Professional Development Advisory Group
- CEO/ED is member of Mile High Connects Advisory Council
- Provided input and testimony regarding legislation proposed by the Office of Early Childhood during 2018 session
- Provided input regarding Colorado Department of Human Services rulemaking
- Provided input regarding Colorado's Early Childhood Framework in Action website
- CEO/ED has presented as an early childhood expert at local, state and national meetings

Appendix B

Summary of Funder Meetings and Proposals Submitted

Completed meetings with funders:

- Piton Foundation/Gary Community Investments
- The Buell Foundation
- Mile High United Way
- The Denver Foundation
- The Rose Foundation
- Early Childhood Workforce Innovation Grant – Early Milestones Colorado
- Constellation Philanthropy
- Donnell Kay Foundation

Proposals Submitted:

- Open IDEO – EC prize (not funded)
- Zaentz Innovation Prize (not funded)
- Early Childhood Workforce Innovation Grant (funded \$253,000)
- Mile High United Way (funded \$75,000)
- The Denver Foundation (funded \$15,000)
- Rose Foundation (funded - \$20,000)
- Buell Foundation– (funded - \$55,000)
- CDHS RFP and RFA for Systems Building (\$181,780, Quality Improvement (\$544,650), CCR&R (\$34,732) (funded)
- Denver Preschool Program (funded \$1,029,132)
- Early Head Start Child Care Partnership with Mile High Early Learning (funded - \$340,000)
- Constellations Philanthropy (funded - \$90,000)
- *Center for the Study of Social Policy/Pritzker Children’s Initiative (pending)*