



Annual Work Plan for Early Learning Hubs:
Plan Period: January 1, 2016 – December 31, 2016

Early Learning Hub Name: **EARLY LEARNING WASHINGTON COUNTY**

1. Strategic Plan Goal: **SERVICES ARE ALIGNED, COORDINATED AND EFFECTIVE**

A. Objective: **Services to Priority Populations** - by December 31, 2016, 71% of all children enrolled in ELD-funded Employment Related Day Care (ERDC), Healthy Families Oregon (HFO), Oregon Pre-kindergarten (OPK) and Relief Nursery (RN - in development) programs in Washington County will be low-income children of color.

Key Metrics This Will Move: **Metric 1-4A** - *Program participation data demonstrates increase in services to children and families from identified priority populations.*

Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date
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Strategy 1: Engage providers of ERDC, HFO and OPK programs funded by ELD to increase enrollment of children who are disproportionately at risk of not being ready for kindergarten, particularly low-income children of color.

1.A.1	Meet with managers and staff of ERDC, HFO and OPK programs to review baseline data for each program regarding enrollment of children who are disproportionately at risk of not being ready for kindergarten, particularly low-income children of color.	3/30/16	Begona Rodriguez-Liern (ERDC, OPK), Rebecca Collett (HFO, RN) and ELWC staff	DHS – ERDC Community Action Organization (CAO) – HFO LifeWorks NW (LWNW) – HFO CAO – Head Start/OPK Oregon Child Development Coalition (OCDC) – Head Start/OPK	ELWC staff - Hub Coordination Funds ERDC/HFO/OPK managers and staff – program funds	
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1.A.2	Collaborate with managers to develop program strategies for increasing access to and enrollment in services of children who are disproportionately at risk of not being ready for kindergarten, particularly low-income children of color, through implementing more culturally-responsive and targeted outreach, identification and recruitment practices.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	DHS – ERDC CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK Adelante Mujeres Early Head Start (AM) & other CBOs	ELWC staff - Hub Coordination funds ERDC/HFO/OPK managers and staff – program funds AM/CBO staff – program funds	
1.A.3	Identify barriers that families experience to access and enrollment in ERDC, HFO and OPK programs for traditionally marginalized and underserved populations; identify strategies that families believe would increase culturally-responsive and family friendly services.	6/30/16 and ongoing	Begona Rodriguez-Liern (PACs), Rebecca Collett (FRMs) and ELWC staff Family Resource Managers (FRMs) ELWC Parent Advisory Council (PAC) and OPK PACs	DHS – ERDC CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start, Culturally Specific Organizations (CSOs) and other CBOs School District (SD) Pre-K programs	ELWC staff/PAC – Hub Coordination funds FRMs – Great Start (GS)/School Readiness (SR) and Family Support Services (FSS)/ Family Stability (FS) funds ERDC/HFO/OPK managers, staff and PACs – program funds AM/CSO/CBO staff – program funds SD Pre-K – SD funds	



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1.A.4	Support efforts of ERDC, HFO and OPK program providers to reduce access and enrollment barriers and to increase culturally-responsive and family-friendly services for traditionally marginalized and underserved populations.	9/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff FRMs ELWC PAC, HFO Advisory Committee (AC) and OPK PACs	DHS – ERDC CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start, CSOs and other CBOs SD Pre-K programs	ELWC staff/PAC – Hub Coordination funds FRMs – GS/SR and FSS/FS funds ERDC/HFO/OPK managers, staff and AC/PACs – program funds AM/CSO/CBO staff – program funds SD Pre-K – SD funds	
1.A.5	Advocate for increased public and private funding to expand the service capacity of ELD-funded ERDC, HFO, OPK, RN, and Mixed Delivery Pre-School programs.	12/31/16 and ongoing	Bill Thomas (advocacy) and ELWC staff ELWC Steering Committee	DHS CAO – HFO LWNNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start, CSOs and other CBOs	ELWC staff/Steering Committee - Hub Coordination funds ERDC/HFO/OPK managers, staff and AC/PACs – program funds AM/CBO staff – program funds	



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1.A.6	Complete Tool for Organizational Assessment for Racial Equity.	12/31/16 and ongoing	Begona Rodriguez-Liern, Bill Thomas and ELWC staff ELWC Equity Advisory Council (EAC), PAC, Operations Team and Steering Committee		ELWC staff/EAC/PAC/Operations Team/Steering Committee – Hub Coordination funds	
Strategy 2: Family Resource Managers (FRMs) and staff from other Community Based Organizations (CBOs) increase targeted outreach to families with children who are disproportionately at risk of not being ready for kindergarten, particularly low-income children of color, in order both to identify children in need of services and to refer eligible families to ELD-funded programs.						
1.A.7	FRMs and staff from other CBOs meet regularly and build relationships with ERDC, HFO and OPK program intake staff.	6/30/16 and ongoing	FRMs Rebecca Collett and ELWC staff	DHS – ERDC CAO – HFO LWNNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD-based Early Learning Teams	FRMs – GS/SR and FSS/FS funds ELWC staff – Hub Coordination funds ERDC/HFO/OPK staff – program funds AM/CBO staff – program funds SD-based ELTs – SD and program funds	



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1.A.8	FRMs and other CBO staff identify eligible families in priority populations and increase the number of referrals for these eligible families to ERDC, HFO and OPK programs.	9/30/16 and ongoing	FRMs Rebecca Collett and ELWC staff	DHS – ERDC CAO – HFO LWNNW – HFO, RN CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start & other CBOs SD-based ELTs	FRMs – GS/SR and FSS/FS funds ELWC staff – Hub Coordination funds ERD/HFO/OPK staff – program funds AM/CBO staff – program funds SD-based ELTs – SD and program funds	
<p><u>Notes/Explanations:</u> LifeWorks NW has a planning grant to develop a Relief Nursery (RN) in Hillsboro (Washington County’s first Relief Nursery), with an anticipated opening in Fall 2016. After the LWNW RN is opened, the RN program will be added to ELWC strategies and activities related to this objective/metric for CY 2017.</p>						



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B, Objective: Children on Waiting Lists Receive Services – a 2016 targeted improvement will be determined once ELWC partners have developed baseline data and a consolidated waiting list to track services

Key Metrics This Will Move: Metric 2-2A - *Increase the number of children from Early Head Start, Head Start, OPK, Relief Nurseries, Healthy Families Oregon and/or other waiting lists served by a Hub partner program.*

Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date
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Strategy 1: Develop a consolidated waiting list for Early Head Start, Head Start, OPK, HFO, and other early learning programs, in order both to establish a baseline and to provide increased access to community-based resources, services and supports for families while they are on waiting lists.

1.B.1	Establish a common understanding of waiting lists among providers.	3/30/16	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	
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1.B.2	Identify a central point of collection for waiting list information.	3/30/16	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	
1.B.3	Create interagency agreements (MOUs) across organizations to develop a consolidated waiting list and referral practices.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	



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1.B.4	Agencies connect with parents on waiting lists for Early Head Start, Head Start, OPK and HFO programs and ask permission a) to share family contact information in order to build a single early learning program waiting list, and b) to share family contact information with FRMs in order to better assess family needs, explore connections with other resources and consider potential referrals to other community services.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	
1.B.5	As part of the intake process, agencies review and request a release of information from parents as families are placed on program waiting lists.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	



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1.B.6	Establish a baseline by sharing current waiting list information to develop the consolidated waiting list and by analyzing the data; develop targeted improvements; establish 2016 and 2017 targeted improvements.	9/30/16 and ongoing	Begona Rodriguez-Liern. Rebecca Collett and ELWC staff	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start & other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	
Strategy 2: Family Resource Managers (FRMs) initially serve as centralized points of contact to ensure that families on waiting lists of participating programs are offered connections to resources and referrals to other community-based services and supports.						
1.B.7	Develop process for communicating contact information of families on waiting lists to FRMs during 2015-2017.	6/30/16 and ongoing	Rebecca Collett and ELWC staff FRMs	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	



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1.B.8	Develop common intake questions for FRMs and early learning system programs, in order to identify services that the family may be receiving from hub partners.	6/30/16 and ongoing	Rebecca Collett and ELWC staff FRMs	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds	
1.B.9	FRMs assess family needs, provide information, and offer connections to resources and appropriate referrals to other community-based services and supports.	9/30/16 and ongoing	Rebecca Collett and ELWC staff FRMs	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs SD-based ELTs	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds SD-based ELTs – SD and program funds	



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1.B.10	Evaluate effectiveness of this strategy and assess the feasibility of expanding the strategy to additional community partner points of contact.	6/30/17 and ongoing	Rebecca Collett, Begona Rodriguez-Liern and ELWC staff FRMs	CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start and other CBOs SD Pre-K programs SD-based ELTs	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds HFO/OPK managers and staff – program funds AM/CBO staff – program funds SD Pre-K – SD funds SD-based ELTs – SD and program funds	
<p><u>Notes/Explanations:</u> LifeWorks NW has a planning grant to develop a Relief Nursery (RN) in Hillsboro (Washington County’s first Relief Nursery), with an anticipated opening in Fall 2016. After the LWNW RN is opened, the RN program will be added to ELWC strategies and activities related to this objective/metric for CY 2017.</p>						



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1. Strategic Plan Goal: SERVICES ARE ALIGNED, COORDINATED AND EFFECTIVE						
C. Objective: DHS Children & Families Receive Services – a 2016 targeted improvement will be determined once DHS has provided baseline data and a system to track services						
Key Metrics This Will Move: Metric 3-2A: <i>Increase the number of children and families served by DHS (e.g., through TANF or child welfare) who are receiving early learning, parent education or family support services.</i>						
Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date	
Strategy 1: Develop baseline data for children and families served by DHS who are receiving early learning, parent education or family support services.						
1.C.1	Obtain clarification from ELD to assist in defining what is included in early learning, parent education and family support services.	3/30/16	Begona Rodriguez-Liern (DHS) and ELWC staff	ELD DHS Central and Regional	ELD managers and staff – ELD funds DHS managers and staff – DHS funds ELWC staff – Hub Coordination funds	
1.C.2	Obtain baseline and tracking data from DHS Central, with support from DHS Regional, as this data cannot be reliably obtained by local community-based organizations; establish 2016 and 2017 targeted improvements.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	ELD DHS Central and Regional	ELD – ELD funds DHS managers and staff - DHS funds ELWC staff – Hub Coordination funds	



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Strategy 2: DHS caseworkers assess needs and refer families to early learning services as appropriate.						
1.C.3	Strengthen program linkages to connect clients with FRMs, CBOs, Coordinated Care Organizations (CCOs), DHS, DHS Parent Mentors and IRCO refugee services.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff FRMs	CBOs CCOs DHS IRCO SD-based ELTs Parenting Together Washington County (PTWC) partners	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds CBO/IRCO staff – program funds CCO staff – CCO revenues DHS managers and staff - DHS funds SD-based ELTs – SD and program funds PTWC partners - program funds	
1.C.4	In the Child Welfare program, as an element of Differential Response, providers complete the strengths assessment and clients can voluntarily connect with other services once the case is closed; referrals are reported in the DHS data system.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	DHS managers and staff CBOs	DHS managers and staff - DHS funds ELWC staff – Hub Coordination funds CBO staff – program funds	



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1.C.5	In the TANF program, eligible families with young children are referred to early learning services; referrals are reported in the DHS data system.	6/30/16 and on-going	Begona Rodriguez-Liern and ELWC staff	DHS managers and staff CBOs	DHS managers and staff - DHS funds ELWC staff – Hub Coordination funds CBO staff – program funds	
Strategy 3: Provide increased access to parent education opportunities for DHS families and foster parents who are supported by the Child Welfare system.						
1.C.6	PTWC Coordinator works with DHS and CBOs to identify needs and enhance communication and connection to parent education opportunities.	3/30/16 and on-going	Leslie Moguil (PTWC) and ELWC staff	DHS CBOs SD-based ELTs PTWC partners	PTWC staff – Oregon Parenting Education Consortium (OPEC)/ ELWC staff - Hub Coordination funds DHS managers and staff - DHS funds CBO staff – program funds SD-based ELTs – SD and program funds	



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					PTWC partners – OPEC, Vroom and program funds	
1.C.7	Collaborate with DHS to ensure DHS families and foster parents who are supported by Child Welfare receive information and are connected to parent education opportunities throughout the area.	6/30/16 and on-going	Leslie Moguil and ELWC staff	DHS CBOs SD-based ELTs PTWC partners	PTWC/ELWC staff – OPEC/Hub Coordination funds DHS managers and staff - DHS funds CBO staff – program funds SD-based ELTs – SD and program funds PTWC partners – OPEC, Vroom and program funds	
1.C.8	Collaborate with DHS to utilize schools, other CBOs and PTWC systems to increase access and participation in parent education activities.	9/30/16 and on-going	Leslie Moguil and ELWC staff	DHS CBOs SD-based ELTs PTWC partners	PTWC/ELWC staff – OPEC and Hub Coordination funds DHS managers and staff - DHS funds CBO staff – program funds	



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					SD-based ELTs – SD and program funds	
					PTWC partners – OPEC band program funds	
Strategy 4: Provide ongoing education and facilitate increased collaboration among DHS staff and staff of early learning programs and services to support system alignment.						
1.C.9	FRMs and PTWC Coordinator attend DHS meetings quarterly.	3/30/16 and ongoing	FRMs Rebecca Collett, Leslie Moguil and ELWC staff	DHS	FRMs – GS/SR and FSS/FS funds PTWC/ELWC staff – OPEC and Hub Coordination funds DHS managers and staff - DHS funds	
1.C.10	FRMs schedule office hours at DHS locations and regularly participate in TANF resource fairs.	6/30/16 and ongoing	FRMs Rebecca Collett, Begona Rodriguez-Liern and ELWC staff	DHS	FRMs – GS/SR and FSS/FS funds ELWC staff – Hub Coordination funds DHS staff – DHS funds	
1.C.11	DHS and ELWC provide cross training about DHS and early learning services for DHS staff and FRMs.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	DHS CAO – CCR&R CAO – HFO	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds	



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			FRMs	LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start & other CBOs	DHS staff – DHS funds CCR&R staff – program funds HFO/OPK staff – program funds AM/CBO staff – program funds	
1.C.12	Early learning programs and FRMs build awareness of early learning services through the development, distribution and displays at DHS offices.	9/30/16 and ongoing	Rebecca Collett, Begona Rodriguez-Liern and ELWC staff FRMs	DHS CAO – Child Care Resource and Referral (CCR&R) CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start & other CBOs	ELWC staff – Hub Coordination funds FRMs – GS/SR and FSS/FS funds DHS staff – DHS funds CCR&R staff – program funds HFO/OPK staff – program funds AM/CBO staff – program funds	
<u>Notes/Explanations:</u>						



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2. Strategic Plan Goal: FAMILIES ARE HEALTHY, STABLE AND ATTACHED						
A. Objective: Developmental Screens – by December 31, 2016, 52.5% of children on OHP will receive developmental screens before the age of three.						
Key Metrics This Will Move: Metric 2-4A - Increase in percent of children who receive a developmental screen before the age of three						
Key Activities		Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date
Strategy 1: Engage and partner with parents in learning about the importance of developmental screening to their child’s health and success, in normalizing expectations for getting screens, and in completing and sharing screening results with health providers.						
2.A.1	Create a universal message across agencies to increase communication with parents.	6/30/16	Rebecca Collett (CCOs) and ELWC staff	CCOs Federally Qualified Health Centers (FQHCs) and Primary Care Providers (PCPs) Oregon Pediatric Society (OPS) CBOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues OPS staff – OPS revenues CBO staff – program funds	



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2.A.2	Vet universal messaging with a variety of parent groups, particularly parents representing priority populations, to ensure that messaging is culturally and linguistically responsive.	6/30/16	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff ELWC PAC and OPK PACs CCO Community Advisory Councils (CACs)	CAO – Head Start/OPK OCDC – Head Start/OPK CCOs FQHCs and PCPs OPS CSOs and other CBOs	ELWC staff and PAC – Hub Coordination funds OPK PACs – program funds CCOs and CACs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues OPS staff – OPS revenues CSO/CBO staff – program funds	
2.A.3	Request shared funding from CCOs to create and produce educational materials.	6/30/16	Rebecca Collett and ELWC staff	CCOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues	
2.A.4	Develop educational materials that include information about key developmental milestones and about whom to contact to discuss concerns.	6/30/16	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs OPS CBOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues OPS staff – OPS revenues CBO staff – program funds	



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2.A.5	Connect with hospitals, PCPs, childcare providers, WIC, Head Start, Healthy Families and other home visiting programs, etc. to provide educational resources and materials; combine these efforts with education about well-child checks.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs Hospitals FQHCs and PCPs CCR&R and childcare providers Public Health – home visiting programs and WIC CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start, CSOs and other CBOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues Hospitals – hospital revenues FQHC/PCP staff – FQHC/PCP revenues CCR&R staff – program funds Public Health – Public Health funds HFO/OPK funds – program funds AM/CSO/CBO staff – program funds	
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2.A.6	Engage non-traditional community partners (businesses, childcare providers, faith-based organizations, housing programs, etc.), and a variety of partner locations (e.g. DHS, health clinics, libraries), to implement universal messaging for promoting developmental screens.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Businesses CCR&R and childcare providers Faith-based organizations Bienestar and other housing programs DHS FQHCs and PCPs Washington County Cooperative Library Services (WCCLS)	ELWC staff – Hub Coordination funds Businesses – business revenues CCR&R staff/ providers – program funds and provider revenues Faith-based – faith based revenues Bienestar and other housing program staff– program funds DHS staff – DHS revenues FQHC/PCP staff – program revenues WCCLS staff – WCCLS revenues	
2.A.7	Integrate information about developmental screenings in existing community and health resource fairs (e.g. at schools, pre-schools, CBOs, food banks, etc.).	9/30/16 and ongoing	Rebecca Collett and ELWC staff	School-based ELTs SD Pre-K programs CAO – Head Start/OPK	ELWC staff – Hub Coordination funds SD ELs – SD and program funds SD Pre-K – SD funds	



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				OCDC – Head Start/OPK AM Early Health Start, CSOs and other CBOs Food Banks	OPK staff – program funds AM/CSO/CBO staff – program funds Food banks – program funds	
2.A.8	Create and implement workshops that walk parents through the steps of an ASQ and explain the importance of developmental screens. Also, address parents’ perception of disabilities in a culturally sensitive manner; use positive language for messages, such as health is valuable and your child’s health is important.	12/31/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start, CSOs and other CBOs SD-based ELTs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff - FQHC/PCP revenues HFO/OPK staff – program funds AM/CSO/CBO staff – program funds SD-based ELTs – SD and program funds	
Strategy 2: Create an institutional norm for PCPs to complete developmental screens.						
2.A.9	Collaborate with FQHCs and pediatric practices to increase scheduling for developmental screens/ASQs.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs OPS	ELWC staff – Hub Coordination funds CCO staff – CCO revenues	



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					FQHC/PCP staff - FQHC/PCP revenues	
					OPS staff – OPS revenues	
2.A.10	PCPs provide families with developmental screens to complete prior to appointments for well-child checks, and encourage families to bring the completed screens to their appointments.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHCs/PCPs – FQHC/PCP revenues	
2.A.11	Improve communications between physicians and Early Intervention/Early Childhood Special Education (EI/ESCE) in referring children with developmental concerns.	12/31/16	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs Northwest Region ESD Early Intervention/ Early Childhood Special Education (EI/ECSE)	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues EI/ECSE staff – program funds	



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Strategy 3: Create a common referral system and a release of information form for sharing developmental screens among agencies.						
2.A.12	Research best practices used by other CCOs, Hubs and CBOs to explore the feasibility of CCOs offering incentives to CBOs for providing developmental screening results to PCPs, so that PCPs can interpret screening results, share interpretations with parents and record encounters.	6/30/16	Rebecca Collett and ELWC staff	CCOs Early Learning Hubs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues Other Hubs – other Hub Coordination funds	
2.A.13	Adopt/adapt Oregon Pediatric Society Release of Information form; assure that the form is available in multiple languages.	6/30/16	Rebecca Collett and ELWC staff	CCOs OPS	ELWC staff – Hub Coordination funds CCO staff – CCO revenues OPS staff – OPS revenues	
2.A.14	Disseminate the form to health providers and organizations that do developmental screenings.	9/30/16 and on-going	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CAO/LWNW - HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start & other CBOs	ELWC staff – Hub Coordination funds CCO/FQHC/PCP staff – CCO/FQHC/PCP revenues HFO/OPK staff – program funds AM/CBO staff – program funds	



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2.A.15	Programs that routinely complete developmental screens, with parent permission, will share screening results with PCPs and other appropriate service providers.	12/31/16 and on-going	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start and other CBOs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues HFO/OPK staff – program funds AM/CBO staff – program funds	
2.A.16	Encourage families to discuss screening results with their PCPs.	12/31/16	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start. CSOs and other CBOs SD-based ELTs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff - FQHC/PCP revenues HFO/OPK staff – program funds AM/CSO/CBO staff – program funds SD-based ELTs – SD and program funds	



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Strategy 4: Explore the feasibility of using ASQ Enterprise online tracking tool to share data among partners						
2.A.17	ELWC staff gathers information about data sharing systems, and request input from partners regarding the feasibility of and potential for local implementation.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start and other CBOs EI/ECSE	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues HFO/OPK staff – program funds AM/CBO staff – program funds EI/ECSE staff – program funds	
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2. Strategic Plan Goal: FAMILIES ARE HEALTHY, STABLE AND ATTACHED						
B. Objective: Primary Care Provider Visits for Well-Child Checks - by December 31, 2016, 58% of children on OHP will make it to six or more well-child visits by 15 months of age.						
Key Metrics This Will Move: Metric 3-3A - Increase in the percentage of children on OHP who make it to 6 or more well-child visits by 15 months of age.						
Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date	
Strategy 1: Use needs assessment and parent focus groups to better identify, understand and reduce barriers for families in accessing OHP services and well-child checks.						
2.B.1	Incorporate one or more questions in the Healthy Columbia-Willamette (HWC) health needs assessment (under development) about barriers that families experience to accessing OHP services and well-child check; ensure the assessment is available in multiple languages.	3/30/16	Rebecca Collett and ELWC staff	County Public Health HWC partners CCOs	ELWC staff – Hub Coordination funds Public Health/HCW staff – Public Health funds CCO staff – CCO revenues	
2.B.2	Use existing parent groups to better identify and understand access barriers experienced by families and to develop strategies identified by families for reducing these barriers.	3/30/16	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff	CAO – Head Start/OPK OCDC – Head Start/OPK CCOs	ELWC staff and PAC– Hub Coordination funds OPK PACs – program funds	



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			ELWC PAC & OPK PACs CCO CACs	FQHCs and PCPs CSOs and other CBOs SD-based ELTs	CCOs and CACs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues CSO/CBO staff – program funds SD-based ELTs – SD and program funds	
2.B.3	Explore the potential use of incentives to increase parent participation in well-child checks.	12/31/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs	ELWC staff – Hub Coordination funds CCOs and CACs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues	
Strategy 2: Engage and partner with parents in learning about the importance of well-child checks to their child’s health and success, and in normalizing expectations for getting checks.						
2.B.4	Create a universal message across agencies to increase communication with parents.	6/30/16	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs CBOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues CBO staff – program funds	



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2.B.5	Vet universal messaging with a variety of parent groups, particularly parents representing priority populations, to ensure that messaging is culturally and linguistically responsive.	6/30/16	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff ELWC PAC & OPK PACs CCO CACs	CAO – Head Start/OPK OCDC – Head Start/OPK CCOs FQHCs and PCPs CSOs and other CBOs	ELWC staff and PAC– Hub Coordination funds OPK PACs – program funds CCOs and CACs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues CSO/CBO staff – program funds	
2.B.6	Request shared funding from CCOs to create and produce educational materials.	6/30/16	Rebecca Collett and ELWC staff	CCOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues	
2.B.7	Develop educational materials that include existing guidelines/schedules for well-child visits, including developmental, dental and vision screenings.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FQHCs and PCPs OPS CBOs	ELWC staff – Hub Coordination funds CCOs and CACs – CCO revenues FQHC/PCP staff – FQHC/PCP revenues OPS staff – OPS revenues CBO staff – program funds	



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2.B.8	Connect with hospitals, PCPs, childcare providers, WIC, Head Start, Healthy Families and other home visiting programs, etc. to provide educational resources and materials; combine these efforts with education about developmental screening.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs Hospitals FQHCs and PCPs CCR&R and childcare providers Public Health – home visiting programs and WIC CAO – HFO LWNW – HFO CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Head Start, CSOs and other CBOs	ELWC staff – Hub Coordination funds CCOs – CCO revenues Hospitals – hospital revenues FQHC/PCP staff – FQHC/PCP revenues CCR&R staff – program funds Public Health – Public Health funds HFO/OPK funds – program funds AM/CSO/CBO staff – program funds	
2.B.9	Engage non-traditional partners (businesses, childcare providers, faith-based organizations, housing programs, etc.), and a variety of partner locations (e.g. DHS, health clinics, libraries), to implement universal messaging for promoting well child checks.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Businesses CCR&R and childcare providers Faith-based organizations	ELWC staff – Hub Coordination funds Businesses – business revenues	



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				Bienestar and other housing programs DHS FQHCs and PCPs WCCLS	CCR&R staff/ providers – program and provider funds Faith-based – faith based revenues Bienestar and other housing program staff– program funds DHS staff – DHS revenues FQHC/PCP staff – program revenues WCCLS staff – WCCLS revenues	
2.B.10	Integrate information about well child checks in existing community and health resource fairs (e.g. at schools, pre-schools, CBOs, food banks, etc.).	9/30/16 and ongoing	Rebecca Collett and ELWC staff	School-based ELTs CAO – Head Start/OPK OCDC – Head Start/OPK AM Early Health Start, CSOs and other CBOs SD Pre-K programs Food Banks	ELWC staff – Hub Coordination funds SD ELs – SD and program funds OPK/AM/CSO/CBO staff – program funds SD Pre-K – SD funds Food banks – program funds	



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Strategy 3: Increase access to OHP health care providers for well-child visits.						
2.B.11	Collaborate with the existing Washington County Access to Care Group.	3/30/16 and ongoing	Rebecca Collett and ELWC staff	County Public Health and Access to Care partners	ELWC staff – Hub Coordination funds Public Health staff – Public Health funds	
2.B.12	Collaborate with state OHP and CCOs to develop clear guidance for families about how to select a primary health care provider in their area.	3/30/16	Rebecca Collett, Begona Rodriguez-Liern and ELWC staff	CCOs OHA CSOs and other CBOs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues OHA staff – program funds CSO/CBO staff – program funds	
2.B.13	Increase awareness about and access to locations for OHP outreach workers and application assistance, particularly in underserved communities.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FCHPs and PCPs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues	
2.B.14	Collaborate with CCOs to strengthen culturally and linguistically appropriate access and practices by providers that will increase utilization.	6/30/16 and ongoing	Rebecca Collett, Begona Rodriguez-Liern and ELWC staff	CCOs FQHCs and PCPs CSOs and other CBOs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff –	



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					FQHC/PCP revenues CSO/CBO staff – program funds	
2.B.15	Collaborate with FQHCs and pediatric practices to increase scheduling for well-child checks.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FCHPs and PCPs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues	
2.B.16	Collaborate with health providers to create more family friendly opportunities and to explore non-traditional hours and locations for well-child check visits to occur.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	CCOs FCHPs and PCPs	ELWC staff – Hub Coordination funds CCO staff – CCO revenues FQHC/PCP staff – FQHC/PCP revenues	
2.B.17	Educate business/organizations in order to increase support for working parents in obtaining time off to make well-child visits.	12/31/16 and ongoing	Rebecca Collett, Begona Rodriguez-Liern and ELWC staff	Businesses CSOs and other CBOs	ELWC staff – Hub Coordination funds Businesses – business revenues CSO/CBO staff – program revenues	



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Strategy 4: School-based health centers (SBHCs) provide well-child checks for families who reside in the district.						
2.B.18	County Public Health and ELWC work with SBHC medical sponsors and school districts to plan implementation.	3/30/16 and ongoing	Bill Thomas (SBHCs), Rebecca Collett and ELWC staff	County Public Health Virginia Garcia Memorial Health Center (VGMHC) OHSU School of Nursing (OHSU SON) Seven SDs	ELWC staff – Hub Coordination funds Public Health staff – Public Health funds VGMHC/OHSU staff – SHBC funds SD staff – SD funds	
2.B.19	Increase staff capacity at SBHCs necessary for expanded services.	9/30/16 and ongoing	Bill Thomas, Rebecca Collett and ELWC staff	County Public Health VGMHC SBHCs OHSU SON SBHC	ELWC staff – Hub Coordination funds Public Health staff – Public Health funds VGMHC/OHSU staff – SHBC funds	
2.B.20	Collaborate with School Districts and SBHCs to promote the availability of well-child checks and other services through SBHCs.	9/30/16 and ongoing	Bill Thomas, Rebecca Collett and ELWC staff	County Public Health VGMHC SBHCs OHSU SON SBHC Seven SDs	ELWC staff – Hub Coordination funds Public Health staff – Public Health funds VGMHC/OHSU staff – SHBC funds SD staff – SD funds	



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2. Strategic Plan Goal: FAMILIES ARE HEALTHY, STABLE AND ATTACHED

C. Objective: Targeted Quality Early Childhood Programs and Providers – by December 31, 2016, ELWC projects that 12 Quality Rating and Improvement System (QRIS) providers, including two Head Starts, may serve children from ELWC’s 25 identified Highest-Need Elementary School Catchment Areas (identified as poverty hot spots and communities of color because all 25 areas contain majorities of both children of color and children living in families with low incomes). A 2016 targeted improvement for the increased number of children from the 25 identified Highest-Need Elementary School Catchment Areas and children of color who are served by 3, 4, and 5 star providers will be determined if and when ELD has developed baseline data and a system for tracking numbers served.

Key Metrics This Will Move: Metric 2-3A - Increase in number of 3, 4 and 5-star QRIS providers serving children from “hot spots” and communities of color and an increase in the number of children served in hot spots and communities of color.

Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date
Strategy 1: Identify and recruit early childhood programs and providers serving children from the 25 Highest-Need Elementary School Catchment Areas to engage in ELWC’s Focused Child Care Network (FCCN) and/or the QRIS.					
2.C.1 Develop and distribute marketing materials to highlight benefits of FCCN and the QRIS and increase childcare provider participation in FCCN and the QRIS.	3/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R/FCCN Western Oregon University (WOU)	ELWC staff – Hub Coordination funds CCR&R/FCCN staff – FCCN/other program	



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					funds WOU staff – program funds	
2.C.2	Connect with Commitment to Quality (C2Q) providers to determine provider readiness for participation in the FCCN and/or the QRIS.	3/30/16 and ongoing	Begona Rodriguez-Liern (CCR&R) and ELWC staff	CCR&R/FCCN and childcare providers	ELWC staff – Hub Coordination funds CCR&R/FCCN staff and providers– FCCN/ other program funds and provider revenues	
2.C.3	Provide professional development support and training to FCCN childcare providers in achieving C2Q status, as well as in moving from C2Q status to a 3 star QRIS rating.	3/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R/FCCN and childcare providers	ELWC staff – Hub Coordination funds CCR&R/FCCN staff and providers– FCCN/ other program funds and provider revenues	
2.C.4	Encourage QRIS providers to offer childcare during non-traditional hours.	3/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers	ELWC staff – Hub Coordination funds CCR&R staff and providers – program funds and provider revenues	
2.C.5	Identify providers who have achieved a 3, 4, and 5 Star rating and are willing to serve as QRIS	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers	ELWC staff – Hub Coordination funds CCR&R staff and	



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	mentors for other providers seeking advancement.				providers – program funds and provider revenues	
2.C.6	Create a QRIS Mentor Network to connect providers seeking advancement with peer support.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers	ELWC staff – Hub Coordination funds CCR&R staff and providers – program funds and provider revenues	
2.C.7	Expand the recruitment of C2Q providers in the 25 Highest-Need Elementary School Catchment Areas.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R/FCCN and childcare providers	ELWC staff – Hub Coordination funds CCR&R/FCCN staff and providers – FCCN/ other program funds and provider revenues	
2.C.8	Explore feasibility with Portland Community College (PCC) and other higher education institutions of providing Early Childhood Education classes in Spanish.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R PCC Pacific University Portland State University	ELWC staff – Hub Coordination funds CCR&R staff – program funds PCC/PU/PSU staff – higher education funds	



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2.C.9	Explore doing a pilot in school districts (e.g. Hillsboro School District) to train bilingual instructional assistants and/or professionals who are interested in becoming certified as master trainers to deliver Spanish language Set Two trainings that target local childcare providers in Title I school catchment areas.	9/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R Hillsboro SD Other SDs SD-based ELTs	ELWC staff – Hub Coordination funds CCR&R staff – program funds HSD/other SD staff – SD funds SD ELTs – SD and program funds	
Strategy 2: Support Head Start and other early childhood programs to become QRIS rated.						
2.C.10	Connect with Head Start programs to identify needs and collaborate with and support them in becoming licensed and then QRIS rated.	3/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CAO – Head Start OCDC – Head Start	ELWC staff – Hub Coordination funds Head Start staff – program funds	
2.C.11	Work with ELD to ensure meaningful inclusion of other early learning programs in the QRIS.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	ELD CBOs SDs	ELWC staff – Hub Coordination funds ELD staff – ELD funds CBO staff – program funds	



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					SD staff – SD funds	
Strategy 3: Provide information about QRIS programs and providers to families in the 25 Highest-Need Elementary School Catchment Areas with needs for childcare.						
2.C.12	Incorporate questions about childcare needs into school district intake and referral processes.	6/30/16 and on-going	Begona Rodriguez-Liern and ELWC staff	Seven SDs (Banks, Beaverton, Forest Grove, Gaston, Hillsboro, Tigard-Tualatin, Sherwood) SD-based ELTs	ELWC staff – Hub Coordination funds SD staff – SD funds SD-based ELTs – SD and program funds	
2.C.13	Connect with the 25 Highest-Need Elementary Schools to provide information about QRIS and ERDC programs.	9/30/16 and on-going	Begona Rodriguez-Liern and ELWC staff	CCR&R DHS Seven SDs SD-based ELTs	ELWC staff – Hub Coordination funds CCR&R staff – program funds DHS staff – DHS funds SD staff – SD funds SD-based ELTs – SD and program funds	
2.C.14	Develop QRIS educational tools for parents and marketing materials that are culturally and linguistically appropriate.	9/30/16	Begona Rodriguez-Liern and ELWC staff ELWC PAC	CCR&R CSOs and other CBOs	ELWC staff and PAC– Hub Coordination funds CCR&R staff –	



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					program funds CSO/CBO staff – program funds	
2.C.15	Identify and train community advocates, and hold orientations in affordable housing communities where families live.	9/30/16	Begona Rodriguez-Liern and ELWC staff	CCR&R CSOs and other CBOs Bienestar and other housing programs	ELWC staff and PAC–Hub Coordination funds CCR&R staff – program funds CSO/CBO staff – program funds Bienestar and other housing program staff – program funds	
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2. Strategic Plan Goal: FAMILIES ARE HEALTHY, STABLE AND ATTACHED

D. Objective: Quality Childcare for ERDC - by December 31, 2016, 3% of children in ERDC will be enrolled in a 3, 4, or 5 star QRIS program.

Key Metrics This Will Move: Metric 3-1A - Increase in percentage of children in Employment Related Day Care (ERDC) in a 3, 4 or 5 Star QRIS program.

Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date
Strategy 1: Identify and recruit more 3, 4, 5 Star QRIS providers that become eligible to receive DHS payments for children in ERDC.					
2.D.1	Cross-reference active DHS providers with QRIS providers listed in the Oregon Registry Online (ORO).	3/30/16	Begona Rodriguez-Liern and ELWC staff	CCR&R DHS	ELWC staff – Hub Coordination funds CCR&R staff – program funds DHS staff – DHS funds
2.C.2	Encourage QRIS providers to offer childcare during non-traditional hours.	3/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers	ELWC staff – Hub Coordination funds CCR&R staff and providers – program funds and provider revenues



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2.D.3	Develop relationships with QRIS providers that are not currently providing services to children in ERDC and encourage them to become eligible and active DHS providers.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers DHS	ELWC staff – Hub Coordination funds CCR&R staff and providers – program funds and provider revenues DHS staff – DHS funds	
2.D.4	Offer training to QRIS providers about becoming a DHS-eligible provider.	6/30/16 and ongoing	Begona Rodriguez-Liern and ELWC staff	CCR&R and childcare providers DHS	ELWC staff – Hub Coordination funds CCR&R staff and providers – program funds and provider revenues DHS staff – DHS funds	
Strategy 2: Encourage families who qualify for ERDC to select QRIS providers.						
2.D.5	Educate DHS caseworkers about the importance of encouraging families eligible for ERDC to select a high-quality childcare provider, particularly a 3, 4 or 5 star QRIS provider when available, while still following the no preference policy for referrals to individual providers.	6/30/16 and on-going	Begona Rodriguez-Liern and ELWC staff	CCR&R DHS	ELWC staff – Hub Coordination funds CCR&R staff – program funds DHS staff – DHS funds	



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2.D.6	DHS staff and CCR&R staff educate parents about the importance of selecting high quality childcare providers, particularly a 3, 4 and 5 Star QRIS provider when available, and identify QRIS providers on childcare selection print outs provided to families.	6/30/16 and on-going	Begona Rodriguez-Liern and ELWC staff	CCR&R DHS	ELWC staff – Hub Coordination funds CCR&R staff – program funds DHS staff – DHS funds	
2.D.7	Encourage ERDC eligible families who are not signed up to apply for ERDC and to select QRIS providers when available.	12/31/16 and on-going	Begona Rodriguez-Liern and ELWC staff	CSOs and other CBOs DHS	ELWC staff – Hub Coordination funds CSO/CBO staff – program funds DHS staff – DHS funds	
Strategy 3: Advocate for State DHS and ELD to develop and implement ERDC policies that provide incentives to QRIS providers and to ERDC eligible families when selecting QRIS providers.						
2.D.8	Collaborate with DHS and ELD to advocate for increased ERDC childcare provider rates for 3, 4 and 5 star QRIS providers.	3/30/16 and on-going	Bill Thomas and ELWC staff	ELD DHS CCR&R and childcare providers	ELWC staff – Hub Coordination funds ELD staff – ELD funds DHS staff – DHS funds CCR&R staff and providers – program funds and provider revenues	



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2.D.9	Collaborate with DHS and ELD to advocate for reduced copays for ERDC families who select 3, 4 or 5 star QRIS providers.	3/30/16 and on-going	Bill Thomas and ELWC staff	ELD DHS CCR&R and childcare providers	ELWC staff – Hub Coordination funds ELD staff – ELD funds DHS staff – DHS funds CCR&R staff and providers – program funds and provider revenues	
2.D.10	Collaborate with DHS and ELD to advocate for the provision of ERDC incentives for QRIS providers to offer non-traditional hours.	12/31/16 and on-going	Bill Thomas and ELWC staff	ELD DHS CCR&R and childcare providers	ELWC staff – Hub Coordination funds ELD staff – ELD funds DHS staff – DHS funds CCR&R staff and providers – program funds and provider revenues	
2.D.11	Collaborate with DHS and ELD to advocate for self-employed parents to have access to ERDC.	12/31/16 and on-going	Bill Thomas and ELWC staff	ELD DHS CCR&R and childcare providers	ELWC staff – Hub Coordination funds ELD staff – ELD funds DHS staff – DHS funds	



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					CCR&R staff and providers – program funds and provider revenues	
2.D.12	Collaborate with DHS and ELD to advocate for parents who are in school or job training to have access to ERDC.	12/31/16 and on-going	Bill Thomas and ELWC staff	ELD DHS CCR&R and childcare providers	ELWC staff – Hub Coordination funds ELD staff – ELD funds DHS staff – DHS funds CCR&R staff and providers – program funds and provider revenues	
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3. Strategic Plan Goal: CHILDREN ARE READY FOR KINDERGARTEN AND READING AT GRADE LEVEL BY 3RD GRADE						
A. Objective: Kindergarten Enrollment – a 2016 targeted improvement will be determined once ELWC partners have developed baseline data and a system for tracking early enrollment.						
Key Metrics This Will Move: Metric 2-5A: <i>Increase in percentage of children enrolled in kindergarten before start of school year.</i>						
Key Activities	Date to Complete	Person(s) Responsible	Critical Partners Needed	Resources Needed	Status with Date	
Strategy 1: Use Synergy in order to establish a baseline for the percentage of children enrolled in kindergarten before the start of School Year (SY) 15-16 and to measure early enrollment for SY 16-17.						
3.A.1	Establish baseline by using the Synergy database to compare numbers of children registered for kindergarten by the start date of school (e.g. September 1) with numbers of children enrolled in kindergarten on October 1, 2015.	3/30/16	Bill Thomas (goals and metrics) and ELWC staff	Seven SDs Northwest Region Education Service District (NWRESD)	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds	
3.A.2	Develop both school district and countywide baseline data.	3/30/16	Bill Thomas and ELWC staff	Seven SDs NWRESD	ELWC staff - Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds	



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3.A.3	As possible, develop baselines for ELWC priority populations identified in school district data (children from families of color, children with disabilities/IEPs, children who are English-language learners, children from low income families, children experiencing homelessness, children from migrant farmworker families).	3/30/16	Bill Thomas and ELWC staff	Seven SDs NWRESD	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds	
3.A.4	Establish 2016 and 2017 targeted improvements for early kindergarten registration, both by the designated target month of the kindergarten enrollment campaign and by the start of school.	3/30/16	Bill Thomas and ELWC staff	Seven SDs NWRESD	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds	
Strategy 2: Design and implement a universal kindergarten enrollment campaign across Washington County districts, with a common target month for early enrollment.						
3.A.5	All seven school districts support early kindergarten enrollment as a common goal; meet with Superintendents to confirm this goal.	3/30/16	Bill Thomas, Rebecca Collett (ELTs) and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	



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3.A.6	Develop agreement across Washington County School Districts to designate a common target month for a kindergarten enrollment campaign (i.e. Register for kindergarten by May, or Register for kindergarten by June).	3/30/16	Bill Thomas, Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	
3.A.7	Schedule all school district kindergarten registration events, fairs, etc. before or during the designated target month for the kindergarten enrollment campaign, and coordinate scheduling to facilitate participation by outreach, family engagement and program staff.	6/30/16	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	
3.A.8	Engage school districts’ outreach and family engagement workers and family support staff from community-based organizations to promote early kindergarten enrollment.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	



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3.A.9	Provide information about kindergarten registration events to key partners (e.g. DHS, health providers, libraries, etc.) in order to expand promotion about and family participation in these events.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs CBOs DHS CCOs FQHCs and PCPs WCCLS	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds CBO staff – program funds CCO /FCHP/PCP staff – CCO/FCHP/ PCP revenues WCCLS staff – library funds	
3.A.10	Ask parents to indicate on kindergarten registration forms whether they would like to be contacted by FRMs to connect their family with resources and/or to be referred for services.	6/30/16 and ongoing	Rebecca Collett and ELWC staff FRMs	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds FRMs - FRMs – GS/SR and FSS/FS funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	



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3.A.11	Use the kindergarten enrollment campaign, kindergarten registration events and other kindergarten readiness activities to identify and make referrals to FRMs and kindergarten readiness programs for children and families who may need additional services to support their readiness for and successful transition to kindergarten.	6/30/16 and ongoing	Rebecca Collett and ELWC staff FRMs	Seven SDs NWRESD SD-based ELTs SD-based ELT Plans for kindergarten readiness (KR), family engagement (FE) and P-3 Alignment (P3A) activities, programs and strategies	ELWC staff – Hub Coordination Funds FRMs – GS/SR and FSS/FS funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds ELT KR, FE and P3A Plans– KPI and local funds and resources	
3.A.12	Partner with community/school district-based Early Learning Teams to develop and implement local plans that blend and braid Kindergarten Partnership & Innovation funds with local funds and resources to promote kindergarten readiness, family engagement, shared professional development and P-3 (prenatal to 3 rd grade) alignment; ensure that local plans support culturally-responsive, evidence-based and family-centered activities, programs and strategies.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs SD-based ELT Plans for KR, FE and P3A activities programs and strategies	ELWC staff - Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds ELT KR, FE and P3A Plans– KPI and local funds and resources	



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Strategy 3: Create universal messaging about kindergarten readiness and early kindergarten enrollment.						
3.A.13	Develop agreement and universal messaging across Washington County School Districts about what kindergarten readiness means for both children and families, and the importance of kindergarten enrollment as early as possible before the start of school.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	
3.A.14	Explore the feasibility of developing universal messaging across Washington County School Districts about the importance of regular attendance, starting in kindergarten, to children’s school success.	6/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	
3.4.15	Vet universal messaging with a variety of parent groups, particularly parents representing priority populations, to ensure that messaging is culturally and linguistically responsive.	6/30/16 and ongoing	Begona Rodriguez-Liern, Rebecca Collett and ELWC staff ELWC PAC & OPK PACs	CAO – Head Start/OPK OCDC – Head Start/OPK Seven SDs NWRESD SD-based ELTs	ELWC staff and PAC– Hub Coordination funds OPK PACs – program funds SD staff – SD funds NWRESD staff – ESD funds	



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				CSOs and other CBOs	SD-based ELTs – SD and program funds CSO/CBO staff – program funds	
3.A.16	Develop a communication plan for sharing universal messaging with parents through all early learning sectors and family support systems.	9/30/16	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs Business CCOs FQHCs and PCPs CSOs and other CBOs DHS	ELWC staff - Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds Business – business revenues CCO /FQHC/PCP staff – CCO/FQHC/ PCP revenues CSO/CBO managers and staff – program funds DHS managers and staff – DHS funds	



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3.A.17	All systems (business, early childhood, human/social services/DHS, health/CCOs/health providers and culturally specific organizations) agree to share universal messages for kindergarten readiness and early kindergarten enrollment, including the designated target month for early enrollment.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs Business CCOs FQHCs and PCPs CSOs and other CCOs DHS	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds Business – business revenues CCO /FQHC/PCP staff – CCO/FQHC/ PCP revenues CSO/CBO managers and staff – program funds DHS managers and staff – DHS funds	
3.A.18	Collaborate with early childhood programs, public libraries, etc. to promote universal messaging that supports kindergarten readiness and early kindergarten enrollment.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs Early childhood CBOs WCCLS	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	



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					CBO staff – program funds WCCLS staff – library funds	
3.A.19	Engage non-traditional partners (businesses, childcare providers, faith-based organizations, housing programs, etc.), and a variety of partner locations (e.g. DHS, health clinics, libraries), to implement universal messaging for promoting kindergarten readiness and early kindergarten enrollment.	9/30/16 and ongoing	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs Businesses CCR&R and childcare providers Faith-based organizations Bienestar and other housing programs DHS CCOs FQHCs and PCPs WCCLS	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds Businesses – business revenues CCR&R staff/ providers – program and provider funds Faith-based – faith based revenues Bienestar and other housing program staff– program funds DHS staff – DHS revenues	



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					CCO/FQHC/PCP staff – CCO/FQHC/ PCP revenues WCCLS staff –library funds	
3.A.20	Provide information to businesses, particularly in service industries, about the importance of kindergarten readiness in order to promote early kindergarten enrollment for children of their employees.	12/31/16	Rebecca Collett and ELWC staff	Seven SDs NWRESD SD-based ELTs	ELWC staff – Hub Coordination Funds SD staff – SD funds NWRESD staff – ESD funds SD-based ELTs – SD and program funds	
<u>Notes/Explanations:</u>						