



**Jefferson County
Communities That Care**

**Strategic Plan
2024 – 2028**

Introduction

A youth-centered, county-wide coalition, Jefferson County Communities That Care (Jeffco CTC) was established in 2016, although its history dates back to 2012 as the Jeffco Connections Prevention Subcommittee. Originally based in Jefferson County Public Health, Jeffco CTC became a project of the Colorado Nonprofit Development Center (CNDC) in 2023.

Rooted in data, including from the Healthy Kids Colorado Survey (HKCS), Jeffco CTC's annual Youth Town Hall, and other community-based surveys, the coalition focuses on a collaborative community change process that utilizes the principles of prevention science. The coalition is currently focused on three priorities, identified from previous HKCS and Youth Town Hall data: preventing substance misuse; interpersonal violence, including relationship violence and sexual assault; and addressing feelings of hopelessness and anxiety among youth. Jeffco CTC works to increase protective factors, enhancing resilience and well-being, and decrease risk factors, which can increase the likelihood of challenges and/or negative outcomes for youth within the community.

Mission Statement

Jeffco CTC's mission is – in partnership with youth – to improve health, safety, and wellness in Jefferson County.

Vision Statement

Jeffco CTC's vision is a thriving, healthy, and safe community.

Values

Youth Centered

We strive to build an equitable community by uplifting those often silenced, keeping youth voices at the center of our work.

Authenticity

We center honesty and transparency in our work, building trust by sharing our successes, challenges, mistakes, growth, and decisions with our community.

Empathy

We harness the power of humility and humor as we engage with each other and our community, creating a safe space for joy, laughter, vulnerability, and boldness.

Allyship

We actively work to become a coalition of collaborators, accomplices, and co-conspirators, rooted in inclusion, access, and anti-oppression.

Community Connection

We believe in the transformative impact of relationships, developing a healthy, caring, and supportive community.

Commitment to Justice, Equity, Diversity, and Inclusion

Jeffco CTC recognizes racism, sexism, gender bias, ableism, ageism, adultism, and economic inequality continues to pervade our society. As a coalition, we are committed to actively dismantle these and other forms of oppression.

Situational Analysis

Having been based in Jefferson County Public Health since its inception, Jeffco CTC began exploring the possibility of moving to a new fiscal agent in early 2022. This transition was desired to establish increased community control of the coalition, to create more streamlined processes for the coalition, to increase the coalition's collaborative capacity, and to reduce the coalition's indirect costs. The coalition weighed multiple options, and made the decision to transition to the Colorado Nonprofit Development Center (CNDC) as its fiscal agent in July 2022. Jeffco CTC became a project of CNDC on January 1, 2023.

In February 2023, Jeffco CTC hired a new Executive Director for the coalition. Under new leadership and given its new structure as a nonprofit organization (under CNDC's 501(c)(3)), Jeffco CTC is focused on ensuring the coalition is both stable and sustainable moving forward. In addition, the coalition recognizes two of its core funding sources (Community Organizing for Prevention and Drug-free Communities Support Program) will be coming to an end in 2026 and in 2027, respectively.

As Jeffco CTC begins a new chapter, the coalition maintains and uplifts its core values – creating authentic youth-adult partnerships, being rooted in data, and focusing on prevention – in its work.

Five-year Goals

Jeffco CTC is Jefferson County's thought-leader and convener for authentic youth engagement, maintaining its focus on prevention, data, and collaborative community change.

- Establish and build Jeffco CTC to be the key entity in Jefferson County focused on prevention and youth well-being.
- Create a culture throughout the coalition rooted in trusted and authentic youth-adult partnerships and collaborative community change.
- Rely on data to drive coalition work and create impact within the community.

Jeffco CTC represents the diverse identities of the broader Jefferson County community, with its work rooted in inclusion, access, and anti-oppression.

- Cultivate Jeffco CTC to be a space in which all identities are heard, uplifted, and can engage freely.
- Establish and maintain an inclusive decision-making process.
- Build Jeffco CTC's coalition base, including youth, community members, and like-minded organizations.

Develop the structure and infrastructure necessary to support Jeffco CTC's success as well as its long-term stability and sustainability.

- Develop the infrastructure needed to fully support the work of the coalition, including:
 - Advocacy and Policy Strategy
 - Capacity
 - Community Partnerships and Outreach
 - Data
 - Evaluation
 - Inclusivity and Access
 - Legal Structure and Governance
 - Marketing and Communications
 - Membership Engagement
 - Programs
 - Training
 - Workgroup Facilitation
- Determine a strategic and proactive fundraising structure and strategy to implement the strategic plan.

Strategy

Jeffco CTC is Jefferson County's thought-leader and convener for authentic youth engagement, maintaining its focus on prevention, data, and collaborative community change.

- Establish and build Jeffco CTC to be the key entity in Jefferson County focused on prevention and youth well-being.
- Create a culture throughout the coalition rooted in authentic youth-adult partnerships and collaborative community change.
- Rely on data to drive coalition work and create impact within the community.

Year 1: 2024

- Adjust all coalition meeting times to better allow for youth and community participation.
- Train Jeffco CTC staff to facilitate Positive Youth Development (PYD) training.
- Incorporate PYD elements into all aspects of coalition work and routinely offer PYD training to coalition members.
- Develop and implement the Jeffco Teens workgroup, including the on-boarding process for youth workgroup members and shared vision for the workgroup.
- Determine the partnership with Jefferson County Public Health (JCPH) and Jeffco CTC's Jeffco Teens workgroup, through the Bronco stadium funds.
- Review 2023 Healthy Kids Colorado Survey data to determine if any adjustments are needed to Jeffco CTC's focus areas (substance misuse; interpersonal violence, including relationship violence and sexual assault; and feelings of hopelessness and anxiety).
- Working with Jefferson County Public Health and identified workgroups, review and revise Youth Town Hall Survey, as needed.

Year 2: 2025

- Review coalition meeting times to ensure they remain accessible.
- Incorporate PYD elements into all aspects of coalition work and routinely offer PYD training to coalition members.
- With Jeffco Teens workgroup, create a clear process for continued youth recruitment.
- Determine continued partnership with JCPH and Jeffco CTC's Jeffco Teens workgroup.
- Create a plan for strategic outreach to Jefferson County schools; build and maintain relationships with principals, school personnel, and other school leaders.
- Build relationships with Jefferson County organizations, explaining the role and function of the Jeffco Teens workgroup.
- Seek out and participate in community outreach events to get Jeffco CTC and its focus on prevention and youth well-being more known throughout the county.
- Research youth engagement frameworks (in addition to PYD) to determine if they would be beneficial for the coalition to explore.
- Determine if/how Jeffco Teens workgroup can support the Healthy Kids Colorado Survey process.
- Ensure that data used by the coalition (Healthy Kids Colorado Survey and Youth Town Hall) is communicated back to youth.
- Research data trainings for youth and adult coalition members to learn more about data, why it is important, and how to communicate important data to a variety of audiences.
- Working with Jefferson County Public Health and identified workgroups, review and revise Youth Town Hall Survey, as needed.

Year 3: 2026

- Review coalition meeting times to ensure they remain accessible.
- Incorporate PYD elements into all aspects of coalition work and routinely offer PYD training to coalition members.
- Determine continued partnership with JCPH and Jeffco CTC's Jeffco Teens workgroup, as well as if JCPH has additional funding to continue the partnership beyond 2026.
- Building on work from Year 2 developing relationships with Jefferson County schools and organizations, create a network of youth-focused entities.
- Building on work from Year 2, with the Jeffco Teens workgroup, create a marketing plan to highlight the work of the workgroup and to recruit new members.
- Develop a process for community partners to request feedback and/or engagement with Jeffco Teens workgroup, including exploring compensation models.
- Review 2025 Healthy Kids Colorado Survey data to determine if any adjustments are needed to Jeffco CTC's focus areas.

Year 4: 2027

- Review coalition meeting times to ensure they remain accessible.
- Incorporate PYD elements into all aspects of coalition work and routinely offer PYD training to coalition members.
- Determine continued partnership with JCPH and Jeffco CTC's Jeffco Teens workgroup.

- Building on work from previous years, maintain and strengthen relationships with Jefferson County schools and organizations.
- Building on work from previous years, with the Jeffco Teens workgroup, implement a marketing plan to highlight the work of the workgroup and to recruit new members.
- Launch process for community partners to request feedback and/or engagement with Jeffco Teens workgroup.
- Determine if/how Jeffco Teens workgroup can support the Healthy Kids Colorado Survey process.

Year 5: 2028

- Review coalition meeting times to ensure they remain accessible.
- Incorporate PYD elements into all aspects of coalition work and routinely offer PYD training to coalition members.
- Determine continued partnership with JCPH and Jeffco CTC's Jeffco Teens workgroup.
- Review process for community partners to engage with Jeffco Teens workgroup and make adjustments, as needed.
- Build on the marketing plan implemented in Year 4, highlighting the work of the workgroup and recruiting new members.
- Review 2027 Healthy Kids Colorado Survey data to determine if any adjustments are needed to Jeffco CTC's focus areas.

Jeffco CTC represents the diverse identities of the broader Jefferson County community, with its work rooted in inclusion, access, and anti-oppression.

- Cultivate Jeffco CTC to be a space in which all identities are heard, uplifted, and can engage freely.
- Build Jeffco CTC's coalition base, including youth, community members, and like-minded organizations.

Year 1: 2024

- Assess barriers for community members and youth to engage with coalition work.
- Offer diversity, equity, and inclusion training to coalition members regularly.
- Review and update coalition member on-boarding/orientation including Jeffco CTC's focus on inclusion, access, and anti-oppression.
- Review Jeffco CTC's decision-making process to ensure it is inclusive and share the process with the broader coalition and community.
- Identify or establish a workgroup to focus on community/family engagement.
- Build relationships and trust with communities within Jefferson County.
- Identify both like-minded organizations as well as unlikely partners throughout Jefferson County not currently represented in the coalition.
- Review Jeffco CTC's process for language justice and accessibility/accommodations and make adjustments, as needed. Ensure policies/processes are available to the coalition and broader community (i.e. on Jeffco CTC's website).

Year 2: 2025

- Use the assessment of barriers conducted in Year 1 to develop a plan to address any identified barriers.
- Offer diversity, equity, and inclusion training to the coalition regularly.
- Provide Jeffco CTC's on-boarding/orientation to new coalition members, including the coalition's decision-making process.
- Building on Year 1, the identified community/family engagement workgroup to create a community engagement plan.
- Ensure Jeffco CTC's language justice and accessibility policies/processes are available to the coalition and the broader community (i.e. on Jeffco CTC's website).
- Review Jeffco CTC's website and other publications to ensure they are fully accessible.
- Building on work from Year 1, strengthen relationships and trust with communities within Jefferson County.
- Reach out to the organizations throughout Jefferson County identified during Year 1 that are not currently represented in the coalition.
- Identify and seek out opportunities to be present within the community (i.e. Helping Kids Thrive, school open houses, etc.).
- Review Jeffco CTC's decision-making process to ensure it is inclusive and share the process with the broader coalition and community.

Year 3: 2026

- Building on the assessment conducted in Year 1 and the work in Year 2, continue to address identified barriers.
- Offer diversity, equity, and inclusion training to coalition members regularly.
- Provide Jeffco CTC's on-boarding/orientation to new coalition members, including the coalition's decision-making process.
- Building on Year 1 and Year 2, the community/family engagement workgroup to implement the community engagement plan.
- Maintain relationships and trust with communities within Jefferson County.
- Building on work from Year 1 and Year 2, continue to review organizations in Jefferson County not currently represented in the coalition.
- Continue to identify and seek out opportunities to be present within the community (i.e. Helping Kids Thrive, school open houses, etc.).

Year 4: 2027

- Reassess barriers for community members and youth to engage with coalition work.
- Offer diversity, equity, and inclusion training to coalition members regularly.
- Provide Jeffco CTC's on-boarding/orientation to new coalition members, including the coalition's decision-making process.
- Continue to implement the community engagement plan created by the community/family engagement workgroup. Assess the success of the plan and readjust, as needed.

- Maintain relationships and trust with communities within Jefferson County.
- Continue to review organizations in Jefferson County not currently represented in the coalition.
- Continue to identify and seek out opportunities to be present within the community (i.e. Helping Kids Thrive, school open houses, etc.).

Year 5: 2028

- Building on previous work, create a plan to address identified barriers to participation.
- Offer diversity, equity, and inclusion training to coalition members regularly.
- Provide Jeffco CTC's on-boarding/orientation to new coalition members, including the coalition's decision-making process.
- The community/family engagement workgroup identified in Year 1 to continue its community engagement work, depending on the needs of the community.
- Maintain relationships and trust with communities within Jefferson County.
- Continue to review organizations in Jefferson County not currently represented in the coalition.
- Continue to identify and seek out opportunities to be present within the community (i.e. Helping Kids Thrive, school open houses, etc.).

Develop the structure and infrastructure necessary to support Jeffco CTC's success as well as its long-term stability and sustainability.

- Develop the infrastructure needed to fully support the work of the coalition, including:
 - Advocacy and Policy Strategy
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 - Workgroup Facilitation
- Determine a strategic and proactive fundraising structure and strategy to implement the strategic plan.

Year 1: 2024

- Review and update Jeffco CTC's bylaws.
- Review workgroups to ensure they are representing the needs/goals of the coalition and make changes, as needed.

- Determine the path forward for Twelve Talks to Have with Teens as well as the purpose for the workgroup.
- Strengthen communication and connections between workgroups. Determine if/how workgroups can/should work with/build on each other.
- Determine desired level of policy engagement for the coalition.
- Provide advocacy/education/lobbying training for coalition members.
- Create policy stances for Jeffco CTC, including talking points.
- Research county and local elected officials and develop a plan to make connections.
- Hire a new staff member [currently determining job description].
- Work with Out for Safe Spaces workgroup to develop timeline for BADJ incubation.
- Develop an evaluation process for the coalition as a whole.
- Identify and pursue professional development opportunities for staff.
- Determine relationship and create MOU with JCPH, including evaluation, for the Jeffco Teens workgroup, Youth Town Hall, etc.
- Identify community partners who may have/be interested in partnering with Jeffco CTC to provide youth-friendly office space for the coalition.
- Create a fundraising plan, including:
 - A focus on diversifying Jeffco CTC's funding sources.
 - Determining the value of cultivating individual donors.
 - Developing a portfolio of possible grants to pursue.
 - A plan for the end of COFP funding in June 2026 and DFC funding in September 2027.
 - Building and maintaining relationships with funders.

Year 2: 2025

- Review workgroups to ensure they are representing the needs/goals of the coalition, and make adjustments as needed.
- Review staff needs and assess capacity.
- Research county and local elected officials and develop a plan to make connections, build, and maintain relationships with them.
- Develop Jeffco CTC marketing plan. Research and determine the best social media platform(s).
- Implement evaluation process for the coalition as a whole.
- Work with Out for Safe Spaces workgroup to develop timeline for BADJ incubation.
- Implement timeline for BADJ incubation period.
- Provide Support to BADJ Holders.
- Research community membership organizations (i.e. West Metro Chamber of Commerce) to determine the value of engagement.
- Research organizations in Jefferson County, in Colorado, and nationally doing similar work, and make connections as appropriate.
- Research 501(c)(3) process, requirements, and benefits, as well as benefits of fiscal sponsorship.
- Reach out to community partners identified in Year 1 to determine interest in partnering with Jeffco CTC to provide youth-friendly office space.

- Create a fundraising plan, including:
 - A focus on diversifying Jeffco CTC's funding sources.
 - Determining the value of cultivating individual donors.
 - Developing a portfolio of possible grants to pursue.
 - A plan for the end of COFP funding in June 2026 and DFC funding in September 2027.
 - Building and maintaining relationships with funders.
- Implement the fundraising plan developed in Year 1.
- Execute the fundraising plan.
- Determine review process for logic models, including if the coalition wants to use them, how the coalition wants to use them, and the process to update them on a regular basis.
- Determine and create process surrounding the responsibility to support workgroups with data collection, management, and tracking.
- Review and update Jeffco CTC's bylaws/operating agreement.
- Strengthen communication and connections between workgroups. Determine if/how workgroups can/should work with/build on each other.
- Determine desired level of policy engagement for the coalition.
- Monitor policy work in Jefferson County by attending meetings or reviewing meeting minutes for groups including city council, school board, board of health, and board of county commissioners. Monitoring includes noting topics that are relevant to Jeffco CTC and identifying actions to take.
- Select policy priorities for Jeffco CTC to focus advocacy efforts. Selection of policies is determined by local data, topics covered in city and county leadership meetings, etc.
- Research county and local elected officials and develop a plan to make connections.
- Identify community partners who may have/be interested in partnering with Jeffco CTC to provide youth-friendly office space for the coalition.

Year 3: 2026

- Review workgroups to ensure they are representing the needs/goals of the coalition, and make adjustments as needed.
- Review staff needs and assess capacity.
- Implement Jeffco CTC's marketing plan developed during Year 2.
- Build Jeffco CTC's social media presence for varying audiences, including:
 - Youth
 - Parents
 - Community Members
 - Donors/Funders
- Engage with community membership organizations identified during Year 2, as able.
- Building on Year 2, build relationships with organizations in Jefferson County, in Colorado, and nationally doing similar work.
- Research 501(c)(3) process, requirements, and benefits, as well as benefits of fiscal sponsorship.
- Apply for COFP multi-year grant (July 2026 - June 2031).

- Pursue conversation(s) with possible community partners regarding youth-friendly office space.
- Review and adjust Jeffco CTC's fundraising plan, as needed.

Year 4: 2027

- Review workgroups to ensure they are representing the needs/goals of the coalition, and make adjustments as needed.
- Review staff needs and assess capacity. Determine ability to hire additional staff, if needed.
- Review and adjust Jeffco CTC's marketing plan.
- Engage with community membership organizations identified during Year 2, as able.
- Maintain relationships with organizations in Jefferson County, in Colorado, and nationally doing similar work.
- Building on work from Year 3, gather information to create a cost/benefit analysis of pursuing a 501(c)(3) vs continuing with a fiscal sponsor.
- Pursue conversation(s) with possible community partners regarding youth-friendly office space and create a timeline for move.
- Review and adjust Jeffco CTC's fundraising plan, as needed.

Year 5: 2028

- Review workgroups to ensure they are representing the needs/goals of the coalition, and make adjustments as needed.
- Review staff needs and assess capacity. Determine ability to hire additional staff, if needed.
- Review and adjust Jeffco CTC's marketing plan.
- Engage with community membership organizations identified during Year 2, as able.
- Maintain relationships with organizations in Jefferson County, in Colorado, and nationally doing similar work.
- Review the evaluation process for the coalition and adjust, as needed.
- Based on research and information from Year 3 and Year 4, determine the desire to pursue 501(c)(3) status vs maintaining fiscal sponsorship.
- Jeffco CTC moves into youth-friendly office space with community partner(s).
- Review and adjust Jeffco CTC's fundraising plan, as needed.

[Jeffco CTC's Strategic Plan by Year.](#)