Executive Leadership
Strategic Planning Ad Hoc Committee
Public Meeting
Wednesday, January 20, 2026
10:30 am-12:30 pm

This is a Virtual Meeting held via Zoom.com, join **HERE**
Meeting ID: 876 2844 7120 **Passcode:** 620835 **Phone**: 1.346.248.7799 **Zoom Directions**

MINUTES

1. Welcome and Roll Call
Denise Tanata, Ad Hoc Committee Co-Chair
- Denise Tanata called the meeting to order at 10:36 am
- Brandi Hearst conducted roll call

Members' Present
1. Brianna Cambra, Provider Support Director, The Children's Cabinet
2. Patrice Gardner, M.Ed, ECAC Vice Chair, Office of Early Learning and Development, Nevada Department of Education
3. Amanda Haboush-Deloye, Associate Professor, The Nevada Institute for Children's Research and Policy, UNLV
4. Brandi Hearst, ECAC Administrative Coordinator, Office of Early Learning and Development, Nevada Department of Education
5. Dr. Jamelle Nance, Early Childhood Policy Director, Children's Advocacy Alliance
6. Dr. Dianne Nicolet, Trustee, Washoe County School District
7. Tiffany Olivas, Early Childhood Comprehensive Systems Manager, The Children's Cabinet
8. Rachel Stepina, PDG B-5 Grant Manager, Office of Early Learning and Development, Nevada Department of Education
9. Denise Tanata, Early Childhood Comprehensive Systems Advisor, The Children's Cabinet
10. Brooke Yarborough, Social Services Chief 2, Department of Supportive Services, State of Nevada

Members Absent
1. Tiffany Alston, Director of Programs, Sunrise Children's Foundation
2. Abbey Bernhardt, The National Alliance on Mental Illness, Nevada Chapter

Public in Attendance
1. Sabrina Jones, ECAC System Specialist, Office of Early Learning and Development, Nevada Department of Education

2. Public Comment #1
Public Comment was not permitted during this agenda regarding any item appearing on it.
- No Comment

3. Approval of a Flexible Agenda *(Discussion for Possible Action)*
The Committee approved a flexible agenda.
Denise Tanata, Ad Hoc Committee Co-Chair
- Patrice Gardner motioned to approve a flexible agenda
- Tiffany Olivas seconded the motion.
- Members voted, motion passes, flexible agenda approved.

4. Approval of Minutes from January 05, 2026 *(Discussion for Possible Action)*
The Committee will vote on the approval of the minutes from the January 05, 2026, meeting.

Denise Tanata, Ad Hoc Committee Co-Chair

- Rachel Stepina motioned to approve the minutes from the January 05, 2026, meeting with corrections:
  - Change less to more, page 5
  - Clarify the state admin manual
  - Swap out the words "2nd list of goals" to "agreed upon titles."
- Dr. Diane Nicolet seconded the motion.
- Members voted, motion passes, Meeting Minutes approved.

5. Finalize 2026-2030 ECAC Strategic Plan Objectives (*Discussion for Possible Action)*

The Committee to review Objectives within the Strategic Plan, revise and edit as needed, then agree upon final Objectives for the new Strategic Plan, finalizing this document in preparation for presenting at the next Executive Leadership Meeting

Materials: Public Works Draft Strategic Plan, pages 20-33, ECAC 26-30 Goals and DRAFT Objectives

Denise Tanata, Ad Hoc Committee Co-Chair

Discussion on Goal 1

- Goal Statement:

  Promote an integrated, aligned, and family-centered early childhood system that strengthens coordination across agencies to support the delivery of services that meet the needs of children and families.
  - Draft Objectives with changes noted from the discussion:
    - 1.1: ~~Promote~~, develop recommendations, and advocate for an integrated early childhood governance structure that continues to improve alignment and coordination across agencies, and supports shared oversight of programs, services, funding, and administration. *Policy Subcommittee*
    - 1.2: ~~Develop and advance~~ Promote and advocate for ~~an implementation plan for~~ a statewide Early Childhood Integrated Data System (ECIDS) to improve data sharing, accountability, and coordinated service delivery across early childhood programs. *Data Subcommittee*
    - 1.3: Strengthen the organizational capacity and infrastructure of the Nevada ECAC to effectively convene partners and [impacted populations/families of young children], align cross-sector efforts, and support a coordinated early childhood system. *Policy Subcommittee*
    - 1.4: ~~Develop and sustai~~n. Provide guidance and recommendations for a coordinated and sustainable statewide infrastructure that elevates family voice, engagement, and leadership in decision-making to ensure early childhood services are responsive to the needs of children and families. *Family Engagement Subcommittee*
- Brianna Cambra notes that 1.2 sounds like an activity, and verbiage should change.
- Rachel Stepina suggested that we don't "Develop" as that is not ECAC's role.
- Members discuss different words that would fit. Denise Tanata suggests using the same verbiage as 1.1 “Promote and advocate” and not to worry about it being repetitive.
- Rachel Stepina has some ideas to share about objectives for Data activities and objectives.
- Dr. Nicolet suggests adding "continues to" to 1.1 to show that we are continuing our work and highlighting that we have put a lot of work into this already.
- Members continue to discuss whether the ECAC has a role in developing or creating, and what verbiage would fit best for what can be accomplished, and what is an activity rather than an objective.
- Denise Tanata discusses the subcommittees,
  - Suggests that the objectives can also be aligned with multiple subcommittees.
  - Suggests adding language to 1.3 to show ECAC strengthening Family Engagement and Infrastructure.
- Rachel Stepina suggests1.3 is reworded to say, "Strengthen the organizational capacity and infrastructure of the Nevada ECAC to effectively elevate family voice engagement and leadership, convene partners, align cross-sector efforts, and support a coordinated early childhood system," leading the conversation to move towards if 1.4 is needed at that point.
- After back and forth between many members, it was decided to keep the 4 objectives, with some word smithing to take place.

Discussion on Goal 2

- Goal Statement:

  Promote the growth and sustainability of a qualified and well-prepared, respectfully compensated, and representative early childhood workforce.

  - Draft Objectives with changes noted from the discussion:
    - ~~2.1: Clearly define "early childhood workforce" to include a comprehensive array of early childhood professionals within the various sectors of the early childhood system and align standards related to a qualified, well-prepared, and respectfully compensated workforce. *Workforce Subcommittee*~~ *Move to Key Activity / Strategies*
    - 2.1: Advance coordinated and accessible career pathways that support entry, advancement, and professional growth across early childhood roles, including pathways that recognize experience, credentials, and lived expertise. *Workforce Subcommittee*
    - 2.2: Advocate for ~~equitable and~~ sustainable compensation strategies, including pay parity across early childhood settings and roles, to support workforce stability and recognize the value of the early childhood professions. *Workforce Subcommittee*
    - 2.3: Support strategies that strengthen recruitment and retention of a representative early childhood workforce, with an emphasis on reducing barriers to entry, improving working conditions, and increasing long-term career sustainability. *Workforce Subcommittee*
    - ADDITION - 2.4:

      Increase accessibility and use of disaggregated data to inform decision-making related to early childhood workforce recruitment, retention, compensation, and professional development. Workforce & Data Subcommittees

- Dr. Nicolet suggested first finding experts and a funding source, defining sectors, gathering data from sectors, and creating the goals.
- Rachel Stepina suggests that 2.1 is more of an activity.
- Denise Tanata agrees that the subcommittee can work on 2.1 as activities within their work plan.
- Brianna Cambra asks what the point of this new objective is, as we are already advocating for the workforce, and we already know it needs help.
- Amanda Haboush-Deloye responds that we have the data, but we need to understand the data, where it lives, and where it came from. What are we doing with it?
- Rachel Stepina suggests going back 3 years to see the objectives from the last strategic plan, looking at the progress made to better move this objective forward in the next 5 years.

Discussion on Goal 3

- Goal Statement:

  Promote sustainable and robust funding streams at levels that provide high-quality early childhood services across sectors of the early childhood system.

  - Draft Objectives with changes noted from the discussion:
    - 3.1: ~~Maintain and enhance.~~ Provide guidance and support to ~~Nevada's comprehensive early childhood fiscal map~~ to track, analyze, and increase transparency and accuracy of existing funding streams across programs, agencies, and service sectors. *Finance Subcommittee ADD Data Subcommittee*
    - 3.2: ~~Expand the early childhood fiscal gap analysis to identify the level of~~ funding. Develop guidance and recommendations for funding needed to ensure access to high-quality early childhood services across sectors for all and to support system sustainability. *Finance Subcommittee*
    - 3.3: Identify, ~~promote~~, and further ~~advance~~ diversified funding sources that reduce reliance on federal funding and strengthen the long-term sustainability and stability of Nevada's early childhood system. *Finance Subcommittee*

- Rachel Stepina voices a need to make sure that we add "policy" as it is a part of the goal, as well as adding heavy data implications under the fiscal data piece needed to support tracking, analyzing, and funding streams

Discussion on Goal 4

- Goal Statement:

  Elevate the visibility and value of early childhood policies and fiscal strategies at the local, state, and federal levels that are grounded in the science of early childhood development and best practices.

Draft Objectives with changes noted from the discussion:

- 4.1: Support the implementation of a coordinated, statewide marketing, communication, and outreach approach for the early childhood system (ECS~~) to elevate public and policymaker understanding of the value of early childhood investments grounded in science and best practices.~~ *Communications Subcommittee*
- 4.2: Create and maintain a strategic communications plan with clear, consistent key messages that elevate ECS and ECAC priorities and effectively communicate the impact of early childhood policies and fiscal strategies across local, state, and federal audiences. *Communications Subcommittee*
- 4.3: Elevate and support meaningful family engagement and leadership to ensure family voices inform early childhood policy development, advocacy, and decision-making at all levels. *Family Engagement Subcommittee*
- 4.4: Identify, develop, and support early childhood policy champions across sectors and levels of government to advance evidence-based early childhood policies and sustainable fiscal strategies. *Policy Subcommittee*

- Amanda Haboush-Deloye thinks 4.2 isn't doable without funding, 4.4 repeats the revision of goal 3 / objectives
- Rachel Stepina suggested removing the second half of 4.1, as it's repetitive to the revised Goal 3.
- Wants to be sure early childhood associations are included to keep strengthening those relationships suggesting keeping 4.4 "emphasis on broader early childhood policy" as broad objectives.
- Brianna Cambra noticed that the subcommittee structure and its goals have differing subcommittees listed.

6. 2026-2030 ECAC Strategic Plan Subcommittee Structure (*Discussion for Possible Action)*
At the next meeting, the Committee will discuss the current Subcommittee structure.

- TABLED

7. Review and Finalize 2026-2030 ECAC Strategic Plan Outline & Content Structure (*Discussion for Possible Action)*
At the next meeting, the Committee will review the 2026-2030 ECAC Strategic Plan Outline and the Content Structure

- TABLED

8. Meeting Agenda Items *(Discussion, Informational)*

- **Next Meeting Date***: Scheduling after results from poll*

Denise Tanata, Ad Hoc Committee Co-Chair

- Outline of what we want to include in the published strategic plan
  - Rachel Stepina to provide the outline she created with PW

9. Public Comment #2 *(Discussion, Informational)*
Public comment was not given during this agenda item.

- No comment taken

10. Adjournment

- Denise Tanata adjourned the meeting at 12:34 PM

Action steps:

1. Denise to Send Revised Documents, Brandi to ADA and post, email to members
2. Members to review and come back with ideas for the outline
3. Members to think of Subcommittee structure ideas after reviewing the drafted structure

4. Send poll via email with dates from Denise Tanata
5. Rachel to provide the document created to collaborate with the Public Works outline document