Leadership Subcommittee Workplan

Goal 1: Create a Coordinated Early Childhood Leadership Infrastructure in Nevada

Objective 1.1: Establish the Governor's Office for Early Childhood (prenatal to age eight) to align policy and fiscal decision-making for the early childhood system across relevant agencies.

Key Activities	Lead(s)	Timeline	Measure/Metric
Research similar offices, cabinets and/or departments focused on early childhood in other states. • Online research to develop list. • Work with TA partners on HRSA/Pritzker to identify key contacts in other states. STATUS: **Complete** – list of similar structures in other states developed	Denise	Q4 2022	List created. Document: *State Samples – Governor's Office for Children*
Develop mapping of potential structures and resources needed to support/implement. • Online research of structures, organizational charts, budgets, and related documents • Conduct interviews/meetings with key contacts in other states • TA support through HRSA/Pritzker	Denise/ Marty Guinn Center	Q2 2024	Structure/Resource Map created

STATUS: In progress – conducting analysis of structures to determine implementation resources needed; The Guinn Center study is underway and will include analysis of governance structures and resources – final report anticipated to be complete in 2024.			
Draft plan for Governor's Office for Early Childhood STATUS: **Complete** – bill draft structured to establish Governor's Office for Early Childhood Systems to coordinate and align governance structure recommendations	Denise	Q4 2022	*AB113 Document*
Develop list of key stakeholders to garner input on plan to establish Governor's Office for Early Childhood STATUS: **Complete** – ECCS Leadership group established, and key stakeholder list established for EC Network Analysis Survey.	All	Q4 2022	List of at least 10 key stakeholders: • ECCS Leadership Meeting Invite List: 71 • Network Analysis List: 65 Documents: *Visible Networks Lab, PARTNER Bounded List; ECCS Leadership Team Roster*

Conduct surveys and/or meetings with key stakeholders to garner input on EC governance structure. STATUS: In progress - ECCS Leadership meeting held on 2/10/23 (43 attendees); Input from key stakeholders included in EC Network Analysis Survey (55 individual responses received); Individual meetings and input ongoing. Extend the deadline by the quarter 4 of 2024	All	Q4 2023 Q1 2025	Number of key stakeholders who provide input on EC Governance Structure Number or agencies/organizations represented

Intersections with Other Subcommittees/Initiatives:
- Systems/Data/Communications – Mapping of departments, agencies, and programs in the early childhood system
- Policy & Finance – Policy priorities to identify key stakeholders and garner support for policy changes needed to support objective, as well as fiscal priorities needed to support objective.
- Pritzker PN3 – Aligned priority
- Guinn Center Study – EC System Analysis in process, pending completion in 2024 Network Analysis – Project completed in May 2023

Barriers and/or Assistance Needed:
- Identification of comprehensive list of key stakeholders: Identification of potential opposition and/or concerns with objective
- Structural recommendations and/or ideas/lessons learned from other states

Objective 1.2: Restructure the Nevada ECAC to establish program and community level advisory support to the Governor's Office.			
Key Activities	Lead(s)	Timeline	Measure/Metric

Develop recommendations for ECAC membership to align with EC System needs. STATUS: **Complete** – recommendations submitted to ECAC and approved on 11/30/2022; recommendations included in annual report	All	Q4 2022	List of at least 10 key stakeholders: • ECCS Leadership Meeting Invite List: 71 • Network Analysis List: 65
Support legislation to incorporate membership recommendations into NRS 432A.076 STATUS: Complete – Bill (AB114) submitted by Assemblywoman Thomas; passed out of Assembly on 4/19 (unanimously); Need to align with AB463	All	Q2 2023	Legislation passed with recommended membership changes
Draft organizational chart to align NV ECAC with proposed Governor's Office for Early Childhood STATUS: Not started *address this activity in early 2024 & provide recommendations to Guinn Center to be included as part of their analysis – purpose is to ensure alignment so that ECAC plays a central role in EC Systems structure.*		Q3 2023 Q3 2024	Org chart created
Develop recruitment strategies for new ECAC members to ensure appropriate and equitable representation. STATUS: In Progress	NDE, OELD	Q3 2023 Q1 2024	Development through ECAC System Specialist ECAC Administrative Assistant Document of

ECAC Specialist is developing the Recruitment Email Template. Recruitment Flyer and recruitment strategies document is completed.			Recruitment Strategies. Recruitment Email Template and Flyer Document
Establish new member orientation policies, procedures, and materials to support integration of new members. STATUS: **In Progress-** Orientation packet is completed. Orientation ppt.is in the process of finalization. OML Training will also be provided in the orientation process and be provided to current members **having NDE develop a Canvas course to share with new members, key stakeholders and potentially legislators (plan completion Q2 2024)**	NDE; OELD	Q3 2023 Q2 2024	Development through ECAC System Specialist ECAC Administrative Assistant Orientation Packet and Power point for the purpose of orientating new members

Intersections with Other Subcommittees/Initiatives:
- Systems/Data/Communications – Mapping of departments, agencies and programs in the early childhood system
- Systems/Communications – Recruitment and orientation of new members

Barriers and/or Assistance Needed:
- Identification and outreach to potential members

Objective 1.3: Establish support and resources to ensure equitable engagement of parents/families in leadership and decision-making at state and local levels.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Conduct Parent Engagement and Leadership Assessment with NV ECAC members and partners (EC LINC – CSSP)	Denise & Ashley	Q3 2023	Assessment Completed

STATUS: Not started - Contract with CSSP complete; anticipate starting assessment in early 2023			Add additional metrics from assessment tool
Host parent leadership and engagement training with NV ECAC members and partners STATUS: Complete - Manifesto training with NECFLC in October 2022, ECAC, and community partners in November 2022 *(Need to add Manifesto 2023 number of participant and information)*	Denise & Ashley	Q4 2022	# of trainings completed: 4 # of parent/family leaders who participate: # of ECAC members who participate: 14 (82%) # of community partners who participate (non-ECAC members): - 50 (@ 11/30 ECAC Meeting)
Provide support and technical assistance to NV EC Family Leadership Council to support skill and knowledge development. STATUS: Ongoing – initial list of strategies identified and will be presented to ECAC on May 17th	Ashley & Rosa	Q2 2023– Initial Strategies Ongoing – Support & TA	Initial list of strategies identified (including from Manifesto & Assessment) Metrics/Measures to be developed

Intersections with Other Subcommittees/Initiatives:
- All NECAC Subcommittees – Identify parent/family leaders to serve on subcommittees and integrate strategies to support and engage parent/family leaders in subcommittee work and decision-making
- Pritzker PN3 – Strong Start Parent/Family Ambassador Program

Barriers and/or Assistance Needed:
- Identification of aligned parent groups, organizations or initiatives to support coordinated efforts
- Recruitment and support for parent/family leaders to engage in the NV EC Family Leadership Council
- Training & mentorship support

Systems Alignment Subcommittee Workplan

Goal 2: Increase Coordination and Alignment Between Systems of Care for Young Children and Families

Objective 2.1: Conduct assessment of the strengths, disparities, inequities, strategic priorities and goals among programs and agencies within the early childhood system.

Key Activities	Lead(s)	Timeline	Measure/Metric
Compile list of key programs and agencies in the ECCS, with primary contacts for each. ID programs & agencies HRSA Systems Asset & Gap Analysis STATUS: List complete; HRSA SAGA Complete	Denise Tanata	Q4 2022	Final list of ECCS Programs & Agencies with Contact Information
Review identified agencies and defined terms-conceptually & contextually Compile and analyze related needs assessments, reports, strategic plans and related documents to assess strategic priorities and goals across programs and agencies. STATUS: In process – completed HRSA SAGA; need to compare with NECAC Systems list and fill in additional information, as needed		Q4 2022 Continue	Complete Analysis of Priorities & Goals Across ECCS Programs & Agencies

		2024	
A revised SAGA summary, including strategic priorities, will be presented to Systems Alignment Subcommittee in early 2024.			
Conduct or support network analysis of the ECCS in Nevada to identify cross sector connections and alignments. - Contract with Visible Network Labs - Subcommittee to support outreach & engagement in network analysis. STATUS: Complete – Network Analysis Report presented to ECAC on May 17th.		Q2 2023	ECCS Network Analysis Report Complete
Collect info via public forums, mailed/emailed surveys. With analysis of the asset map details, questions and forum topic will be identified. STATUS: Not started		Q2 2023	% of responses
Sort data/info - Be sure to align with other sub committees (Data & Evaluations, Policy & Finance) STATUS: Not started		Q3 2023	compile rubric into categorical areas

Intersections with Other Subcommittees/Initiatives:
- All NECAC Subcommittees – List of key early childhood agencies, departments and program to define Nevada's ECS.

Barriers and/or Assistance Needed:

Objective 2.2: Produce and disseminate an early childhood system assets and gaps analysis.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Review comprehensive list of ECCS data sources (in collaboration with Data & Evaluation Subcommittee) STATUS: Defer to Data and Evaluation			Comprehensive list of data sources and data gaps
Conduct or support key informant interviews, surveys and/or focus groups to fill in data/information gaps (inclusive of agency/program representatives, providers and parents/families)			# of key informant interviews # of focus groups # of survey respondents, by type

STATUS: Not started ***Complete for SAGA; ongoing for related Guinn Center governance structure report***			
Review HRSA System Asset & Gap Analysis (SAGA) to identify specific strategies to support cross-sector system alignment and coordination. *STATUS: Not started, pending approval* **Update: *Revised Summary report will be presented to Systems Alignment Subcommittee in early 2024*.**		**continue Year 3**	Summary Report
Develop a clear definition of the Early Childhood Systems, including defining the Sectors with examples of Nevada Agencies/programs across the 0 to 8 continuums. ***STATUS: Started – draft complete, pending review/input from Leadership/Full ECAC***	Ashley Dines & Diane Nicolet, Work group	**continue Year 3**	Key definitions and comprehensive list of data

Intersections with Other Subcommittees/Initiatives:
- Data and Evaluation –List of data sources

Barriers and/or Assistance Needed:

Objective 2.3: Integrate cross-sector priorities, goals, and initiatives into the Nevada ECAC work plan to better coordinate and align services and improve access and outcomes.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Intersections with Other Subcommittees/Initiatives:		2024	
Barriers and/or Assistance Needed:			
Objective 2.4: Establish a work plan to update and align early childhood system standards, administrative rules and program practices.			
Key Activities	Lead(s)	Timeline	Measure/Metric
To be developed in Year 2		2024	

Intersections with Other Subcommittees/Initiatives:
Barriers and/or Assistance Needed:

Communication and Engagement Subcommittee Workplan

Goal 3: Increase Capacity to Equitably Connect Families with the Early Childhood System Continuum of Care and Community at Large

Objective 3.1: Implement a strategic two-way communications plan to engage and connect providers, families and stakeholders.

Key Activities	Lead(s)	Timeline	Measure/Metric
Contract with Marketing/PR firm to develop a multi-year EC Marketing and Outreach Campaign STATUS: **Complete** – Purdue, Marion & Associates	Denise Tanata	Q3 2022	Executed Contract
Identify key messages to include in the EC Marketing and Outreach Campaign STATUS: **Complete** – Marketing/PR firm conducted focus groups, surveys and interviews to develop key messaging; on-going presentations to ECAC for input.	Denise Tanata w/Vendor	Q1 2023	List of key messages developed
Identify families and providers to participate in development of the Communications Plan - Include all types of providers in Early Learning, Health/Wellness and K-3rd Establish criteria to include families/parents in plan development (based on definition developed in 3.2) STATUS: Started, expanded list to include additional key stakeholders and communication/social media platforms- *Ongoing*-The Subcommittee will continue to update list. Next meeting draft or outline of the communication plan How would we like to disseminate and what is our message? Include organizations/churches and parent engagement component.	Ashley/ Alberto/ Rachel – Family/ Parent Group List Jennifer/ Patrice - Provider List Denise – MCH List	Q2 2023	Final list, inclusive of all EC sectors

Develop a communication strategy plan. Not Started:			
Review relevant websites, social media platforms and related mechanisms for sharing/receiving information from families and providers STATUS: Started, in process	See above	Q2 2023 Continue 2024	
Compile list of related communications tools among early childhood partners, programs and services STATUS: Started, in process	Bri/ Kendra	Q2 2023	
Compile list of national organizations that have a focus or priority on early childhood to compile resources, models and/or ideas to inform local efforts STATUS: Initial list started	Dr. Linda Young	Q2 2023	
Identify strategies to incorporate feedback loops from families and providers STATUS: Started, in process Provide an update on strategies that family leadership representatives are using to incorporate feedback loops with family providers	Nayesdi Badillo		
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			
Objective 3.2: Expand engagement, training and leadership opportunities for underrepresented and underserved populations.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Define "underrepresented and underserved" populations in Nevada STATUS: Complete - this key activity is moved to the data and evaluation committee - The initial draft was presented in the May 2023 minutes (about 1 and a half days)	Rachel Stepina	Q2 2023	Definition created
Develop maps and/or lists of underrepresented and underserved populations	Pending	Q4 2023	Maps/Lists created

STATUS: Not started			
Identify community partners/leaders currently working in or with identified underrepresented and underserved populations. STATUS: Not started	Pending	Q2 2023	List created
Identify opportunities, events or strategies for conducting outreach in identified "underrepresented and underserved" populations. STATUS: In process – ongoing w/Marketing & Outreach Campaign	All	Ongoing	List created
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			

Objective 3.3: Expand engagement, alignment and coordination of services among all early childhood system providers.			
Key Activities	Lead(s)	Timeline	Measure/Metric
No key activities until year 2			
Intersections with Other Subcommittees/Initiatives: • Systems Alignment Subcommittee			
Barriers and/or Assistance Needed:			
Objective 3.4: Select and implement a centralized intake and referral system (CIRS) to streamline access and utilization of services.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Conduct research on existing and potential CIRS in NV and nationally STATUS: Initial research gathered, pending additional research and coordination with partners	Denise Tanata		
Develop list of features needed in a comprehensive CIRS for the identified early childhood populations STATUS: Not started			
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			

Policy and Finance Subcommittee Workplan

Goal 4: Identify Budget and Finance Strategies to Drive Policy Goals and Objectives

Objective 4.1: Perform fiscal analysis of early childhood funding streams and program development needs.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Secure contract with The Children's Funding Project to conduct fiscal mapping project. *The Children's Cabinet with funding support from Children's Advocacy Alliance* STATUS: Complete	Denise Tanata	Q2 2022	Fully Executed Contract
Compile a comprehensive list of early childhood programs, services and infrastructure support, including funding sources. STATUS: Complete	Denise Tanata	Q3 2022	List Developed
Identify finance/budget contacts for each program, service and support identified in the list. STATUS: Complete	Denise Tanata	Q4 2022	Contact List Complete
Secure contract to begin cost modeling analysis of the childcare subsidy program in Nevada. STATUS: Complete	Marty Elquist	Q3 2022	Full Executed Contract
Identify all projects/analysis currently taking place or needed to estimate the actual or needed costs for all ECS programs/services/infrastructure needs - Childcare Subsidy (P5 Fiscal Strategies), estimated completion 6/30/24 - NV Ready PreK (WestEd), estimated completion 6/30/23. - Universal PreK (WestEd), estimated completion 6/30/24	Denise Tanata	Q3 2023	List of Projects and Reports
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			
Objective 4.2: Identify funding pathways and policy changes needed to meet program and system goals.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Develop list of policy changes needed to improve early childhood systems, in collaboration with other NECAC subcommittees and relevant partners. STATUS: In process	Denise Tanata	Q4 2023	List of Key Policy Recommendations

Establish a system for sharing policy issues/priorities impacting the early childhood system that is accessible, equitable and sustainable, including processes for follow-up and implementation. STATUS: In process, coordinate with CAA	Pending	Q3 2023	System established
Develop talking points or key messaging for identified policy priorities. STATUS: In process – Talking points developed for AB113 (Governor's Office) and AB114 (ECAC)		Q1 2023	Talking points drafted - AB113 – Complete - AB114 - Complete Talking points shared/# of key stakeholders
Identify eligibility requirements for key early childhood programs and services to identify opportunities for alignment and development of an Eligibility Portal. STATUS: In process – initial list of programs identified, pending further revisions and additions.		Cont-year 3	EC Eligibility List Created EC Eligibility Portal Created

Intersections with Other Subcommittees/Initiatives:
- All – Barriers/Policy Issues Identified
- Pritzker PN3 Implementation Plan; CAA Policy Agenda

Barriers and/or Assistance Needed:

Data and Evaluation Subcommittee Workplan

Goal 5: Improve Data Collection and Integrated Systems to Increase Equity and Accountability

Objective 5.1: Improve data collection by fostering understanding and collaboration with providers, families, policy makers and other stakeholders.

Key Activities	Lead(s)	Timeline	Measure/Metric
Define key messages regarding data collection and utilization in the early childhood sector.	NICRP - Amanda	Year 3	Create list of key messages

STATUS: Not started- year 3			
Integrate key messages re: data collection and utilization into outreach and marketing efforts. STATUS: Not started	The Children's Cabinet – Denise & Marty	Year 3	Add list of key messages for the campaign
Integrate key messages regarding data collection and utilization into trainings with providers, families and key stakeholders - Develop draft playbook of strategies and list of potential implementation partners o EG. Resources on how to use data to tell stories for partners such as local ECACs; NevAEYC; Parent Leadership initiatives/conferences; QRIS Coach training; CHW-ECE orientation...) Data Walk for Parents STATUS: Not started	NICRP - Amanda	Year 3	Creation of playbook Number of trainings the playbook was used for Create survey to determine the % of people who feel the playbook is helpful
Intersections with Other Subcommittees/Initiatives: • Communications & Engagement			
Barriers and/or Assistance Needed: 			
Objective 5.2: Increase availability of, access to, and use of data that can be disaggregated to drive informed decision making.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Develop research questions that we want to answer about early childhood - What have been the questions in the past? What have we been able to answer? What have we not been able to answer?	All	Q3 2023	List/ Identification of questions

What questions do we anticipate from the upcoming session and what questions do we wish they would ask? STATUS: In process- On October's agenda to finalize			
Create a data dictionary of EC data measures, who collects it, can it be shared, where can it be collected. Are data available by race, ethnicity, location etc. Develop comprehensive list of data measures necessary to support the early childhood system in Nevada (current measures, desired measures and current/potential data sources) - Need to develop existing list to determine what we can access (update from Children's Data Center/ PDG efforts) - Encourage and work with partners that have data that are currently available to ensure it can be disaggregated by age, race, ethnicity, location, etc. STATUS: In process-next steps are research questions and programmatic data points	NICRP - Amanda	Q3 2023 Ongoing	Create data dictionary – data measures Central location of data dictionary for committee to access (update data warehouse??)
Identify barriers to collecting data and getting data (usable, disaggregated) from sources - What data do we need and is it accessible from the source? - What is the quality of the data that is available? Is the data disaggregated? STATUS: In progress	All	Q4 2023 Ongoing	Create column in data dictionary for barriers Shareability and barrier columns in data dictionary for each data point Labor theory of data
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			
Objective 5.3: Implement an Early Childhood Integrated Data System (ECIDS) to improve service delivery.			
Key Activities	Lead(s)	Timeline	Measure/Metric
Research and assess existing ECIDS efforts in other states.	All		Subcommittee completion of review

- Review list and information on ECIDS in other states (will be available via TEAMS) - Rachel will share Google Folder and Marty will put in TEAMS (done) - Denise to get list of states with ECIDS from HRSA TA Provider; Rachel to reach out to PDGB5 TA for a list. - Amanda will share a link to Utah presentation. Create matrix of ECIDS in other states to compare/contrast features, functions, implementation, and costs STATUS: Started, completion will move to Year 3		Year 3	
Develop concept paper/policy brief on a NV ECIDS (including historical efforts) STATUS: Not started		Year 3	Need to know the WHY, what do we need to answer
Educate key decision-makers on the purpose and process for implementing an ECIDS STATUS: STATUS: Not started		Year 3	
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			