



# NECAC Subcommittee Workplans January 2022 to December 2023

Updated February 2023

## 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
<p>Research similar offices, cabinets and/or departments focused on early childhood in other states</p> <ul style="list-style-type: none"> <li>• Online research to develop list</li> <li>• Work with TA partners on HRSA/Pritzker to identify key contacts in other states</li> </ul> <p><b>STATUS: Complete</b> – list of similar structures in other states developed</p>	Denise	Q4 2022	List created
<p>Develop mapping of potential structures and resources needed to support/implement</p> <ul style="list-style-type: none"> <li>• Online research of structures, organizational charts, budgets and related documents</li> <li>• Conduct interviews/meetings with key contacts in other states</li> <li>• TA support through HRSA/Pritzker</li> </ul> <p><b>STATUS: In progress</b> – 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.</p>	Denise/Marty Guinn Center	Q2 2024	Structure/Resource Map created
Draft plan for Governor’s Office for Early Childhood	Denise	Q4 2022	Draft Plan Complete

<p><b>STATUS: Complete</b> – bill draft structured to establish Governor’s Office for Early Childhood Systems to coordinate and align governance structure recommendations</p>			
<p>Develop list of key stakeholders to garner input on plan to establish Governor’s Office for Early Childhood</p> <p><b>STATUS: Complete</b> – ECCS Leadership group established and key stakeholder list established for EC Network Analysis Survey.</p>	All	Q4 2022	<p>List of at least 10 key stakeholders:</p> <ul style="list-style-type: none"> <li>ECCS Leadership Meeting Invite List: 71</li> <li>Network Analysis List: 65</li> </ul>
<p>Conduct surveys and/or meetings with key stakeholders to garner input on EC governance structure</p> <p><b>STATUS: In progress</b> - 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.</p>	All	Q4 2023	<p>Number of key stakeholders who provide input on EC Governance Structure</p> <p>Number or agencies/organizations represented</p>
<p>Intersections with Other Subcommittees/Initiatives:</p> <ul style="list-style-type: none"> <li>Systems/Data/Communications – Mapping of departments, agencies and programs in the early childhood system</li> <li>Policy &amp; 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</li> <li>Pritzker PN3 – Aligned priority</li> <li>Guinn Center Study – EC System Analysis (developing SOW)</li> <li>Network Analysis – Project anticipated to be complete in March/April 2023</li> </ul>			
<p>Barriers and/or Assistance Needed:</p> <ul style="list-style-type: none"> <li>Identification of comprehensive list of key stakeholders</li> <li>Identification of potential opposition and/or concerns with objective</li> <li>Structural recommendations and/or ideas/lessons learned from other states</li> </ul>			
<p><b>Objective 1.2: Restructure the Nevada ECAC to establish program and community level advisory support to the Governor’s Office.</b></p>			
<b>Key Activities</b>	<b>Lead(s)</b>	<b>Timeline</b>	<b>Measure/Metric</b>
Develop recommendations for ECAC membership to align with EC System needs	All	Q4 2022	Recommendation drafted List of new membership categories

STATUS: Complete – recommendations submitted to ECAC and approved on 11/30/2022; recommendations included in annual report			- % of ECS represented on ECAC
Support legislation to incorporate membership recommendations into NRS 432A.076 STATUS: In progress – Bill (AB114) submitted by Assemblywoman Thomas; heard by Assembly HHS on 2/20/23; passed with amendments on 3/31/23	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	Denise	Q3 2023	Org chart created
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> <li>Systems/Data/Communications – Mapping of departments, agencies and programs in the early childhood system</li> </ul>			
Barriers and/or Assistance Needed: <ul style="list-style-type: none"> <li>Meetings with identified leadership to discuss engagement/alignment</li> </ul>			
Objective 1.3: Establish supports 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) STATUS: Not started - Contract with CSSP complete; anticipate starting assessment in early 2023	Denise & Ashley	Q2 2023	Assessment Completed Add additional metrics from assessment tool
Host parent leadership and engagement training with NV ECAC members and partners STATUS: In progress - Manifesto training with NECFLC in October 2022, ECAC and community partners in November 2022; Additional training and follow up to be discussed.	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 <b>STATUS: Ongoing – need to identify strategies to integrate ECAC members with NECFLC (potentially training opportunities)</b>	Ashley & Rosa	Q2 2023– Initial Strategies  Ongoing – Support & TA	Initial list of strategies identified (including from Manifesto & Assessment)  Metrics/Measures to be developed
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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

## 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 <b>STATUS: List complete, finalizing key contacts; HRSA SAGA Complete</b>	Denise Tanata	Q4 2022	Final list of ECCS Programs & Agencies with Contact Information
Review identified agencies and define 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.		Q4 2022	Complete Analysis of Priorities & Goals Across ECCS Programs & Agencies

STATUS: In process – completed HRSA SAGA; need to compare with NECAC Systems list and fill in additional information, as needed			
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: In process - contract with Visible Network Labs executed and beginning network analysis; anticipated completion in March/April 2023		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: <ul style="list-style-type: none"> <li>All NECAC Subcommittees – List of key early childhood agencies, departments and program to define Nevada’s ECS.</li> </ul>			
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) STATUS: Not started			# of key informant interviews # of focus groups # of survey respondents, by type
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> <li>Data and Evaluation –List of data sources</li> </ul>			

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
<i>To be developed in Year 2</i>			
Intersections with Other Subcommittees/Initiatives:			
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
<i>To be developed in Year 2</i>			
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			
<b>Communication and Engagement Subcommittee Workplan</b>			
<b>Goal 3: Increase Capacity to Equitably Connect Families with the Early Childhood System Continuum of Care and Community at Large</b>			
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 <i>STATUS: Complete – Purdue, Marion &amp; Associates</i>	Denise Tanata	Q3 2022	Executed Contract
Identify key messages to include in the EC Marketing and Outreach Campaign <i>STATUS: Complete – Marketing/PR firm conducted focus groups, surveys and interviews to develop key messaging; on-going presentations to ECAC for input.</i>	Denise Tanata w/Vendor	Q1 2023	List of key messages developed
Identify families and providers to participate in development of the Communications Plan	Ashley/ Alberto/ Rachel –	Q4 2022	Final list, inclusive of all EC sectors

<p>- Include all types of providers in Early Learning, Health/Wellness and K-3rd</p> <p>Establish criteria to include families/parents in plan development (based on definition developed in 3.2)</p> <p><a href="#">STATUS: Initial list started – will complete by December 2022</a></p>	<p>Family/ Parent Group List</p> <p>Jennifer/ Patrice - Provider List</p> <p>Denise – MCH List</p>		
<p>Review relevant websites, social media platforms and related mechanisms for sharing/receiving information from families and providers</p> <p><a href="#">STATUS: Initial list started – will complete by December 2022</a></p>	<p>See above</p>	<p>Q4 2022</p>	
<p>Compile list of related communications tools among early childhood partners, programs and services</p> <p><a href="#">STATUS: Initial list started – will complete by December 2022</a></p>	<p>Bri/ Kendra</p>	<p>Q4 2022</p>	
<p>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</p> <p><a href="#">STATUS: Initial list started – will complete by December 2022</a></p>	<p>Dr. Linda Young</p>	<p>Q4 2022</p>	
<p>Identify strategies to incorporate feedback loops from families and providers</p> <p><a href="#">STATUS: Not started</a></p>			
<p>Intersections with Other Subcommittees/Initiatives:</p>			
<p>Barriers and/or Assistance Needed:</p>			
<p><b>Objective 3.2: Expand engagement, training and leadership opportunities for underrepresented and underserved populations.</b></p>			
<p>Key Activities</p>	<p>Lead(s)</p>	<p>Timeline</p>	<p>Measure/Metric</p>

Define “underrepresented and underserved” populations in Nevada <i>STATUS: Initial draft definition developed, pending review/approval of ECAC (to be presented at March 2023 meeting)</i>	Rachel Stepina	Q4 2022	Definite created
Develop maps and/or lists of underrepresented and underserved populations <i>STATUS: Not started – connecting with DWSS to see if existing maps/list developed</i>	Pending	Q2 2023	Maps/Lists created
Identify community partners/leaders currently working in or with identified underrepresented and underserved populations <i>STATUS: Not started</i>	Pending	Q2 2023	List created
Identify opportunities, events or strategies for conducting outreach in identified “underrepresented and underserved” populations <i>STATUS: In process – ongoing</i>	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
<i>No key activities until year 2</i>			
Intersections with Other Subcommittees/Initiatives:			
<ul style="list-style-type: none"> <li>Systems Alignment Subcommittee</li> </ul>			
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 <i>STATUS: Initial research gathered, pending additional research and coordination with partners</i>	Denise Tanata		
Develop list of features needed in a comprehensive CIRS for the identified early childhood populations <i>STATUS: Not started</i>			



Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			
<b>Policy and Finance Subcommittee Workplan</b>			
<b>Goal 4: Identify Budget and Finance Strategies to Drive Policy Goals and Objectives</b>			
Objective 4.1: Perform fiscal analysis of early childhood funding streams and program development needs.			
<b>Key Activities</b>	<b>Lead(s)</b>	<b>Timeline</b>	<b>Measure/Metric</b>
Secure contract with The Children’s Funding Project to conduct fiscal mapping project. <i>The Children’s Cabinet with funding support from Children’s Advocacy Alliance</i> <b>STATUS: Complete</b>	Denise Tanata	Q2 2022	Fully Executed Contract
Compile a comprehensive list of early childhood programs, services and infrastructure supports, including funding sources. <b>STATUS: Complete</b>	Denise Tanata	Q3 2022	List Developed
Identify finance/budget contacts for each program, service and support identified in the list. <b>STATUS: Complete</b>	Denise Tanata	Q4 2022	Contact List Complete
Secure contract to begin cost modeling analysis of the child care subsidy program in Nevada. <b>STATUS: Complete</b>	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 <ul style="list-style-type: none"> <li>- Child Care Subsidy (P5 Fiscal Strategies), estimated completion 6/30/24</li> <li>- NV Ready PreK (WestEd), estimated completion 6/30/23</li> <li>- Universal PreK (WestEd), estimated completion 6/30/24</li> </ul>	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. <i>STATUS: In process</i>	Denise Tanata	Q1 2023	List of Key Policy Recommendations
Establish system for sharing policy issues/priorities impacting the early childhood system that is accessible, equitable and sustainable, including processes for follow-up and implementation. <i>STATUS: In process, coordinate with CAA</i>	Pending	Q3 2023	System established
Develop talking points or key messaging for identified policy priorities. <i>STATUS: In process – Talking points developed for AB113 (Governor’s Office) and AB114 (ECAC)</i>		Q1 2023	Talking points drafted - AB113 – Complete - AB114 - Complete Talking points shared/# of key stakeholders
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> <li>All – Barriers/Policy Issues Identified</li> <li>Pritzker PN3 Implementation Plan; CAA Policy Agenda</li> </ul>			
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 <i>STATUS: Not started</i>	NICRP - Amanda	Year 2	Create list of key messages
Integrate key messages re: data collection and utilization into outreach and marketing efforts <i>STATUS: Not started</i>	The Children’s Cabinet –	Year 2	Add list of key messages for the campaign

	Denise & Marty		
<p>Integrate key messages regarding data collection and utilization into trainings with providers, families and key stakeholders</p> <ul style="list-style-type: none"> <li>- Develop draft playbook of strategies and list of potential implementation partners <ul style="list-style-type: none"> <li>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...)</li> </ul> </li> </ul> <p>Data Walk for Parents  STATUS: Not started</p>	NICRP - Amanda	Year 2	<p>Creation of playbook</p> <p>Number of trainings the playbook was used for</p> <p>Create survey to determine the % of people who feel the playbook is helpful</p>
<p>Intersections with Other Subcommittees/Initiatives:</p> <ul style="list-style-type: none"> <li>• Communications &amp; Engagement</li> </ul>			
<p>Barriers and/or Assistance Needed:</p>			
<p><b>Objective 5.2: Increase availability of, access to, and use of data that can be disaggregated to drive informed decision making.</b></p>			
<b>Key Activities</b>	<b>Lead(s)</b>	<b>Timeline</b>	<b>Measure/Metric</b>
<p>Develop research questions that we want to answer about early childhood</p> <ul style="list-style-type: none"> <li>- What have been the questions in the past? What have we been able to answer? What have we not been able to answer?</li> </ul> <p>What questions do we anticipate from the upcoming session and what questions do we wish they would ask?</p> <p>STATUS: In process</p>	All	Q4 2022	List/ Identification of questions

<p>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.</p> <p>Develop comprehensive list of data measures necessary to support the early childhood system in Nevada (current measures, desired measures and current/potential data sources)</p> <ul style="list-style-type: none"> <li>- Need to develop existing list to determine what we can access (update from Children’s Data Center/ PDG efforts)</li> <li>- Encourage and work with partners that have data that are currently available to ensure it can be disaggregated by age, race, ethnicity, location, etc.</li> </ul> <p><b>STATUS: In process</b></p>	<p>NICRP - Amanda</p>	<p>Q4 2022</p> <p>Ongoing</p>	<p>Create data dictionary – data measures</p> <p>Central location of data dictionary for committee to access (update data warehouse??)</p>
<p>Identify barriers to collecting data and getting data (usable, disaggregated) from sources</p> <ul style="list-style-type: none"> <li>- What data do we need and is it accessible from the source?</li> <li>- What is the quality of the data that is available?</li> </ul> <p>Is the data disaggregated?</p> <p><b>STATUS: In process</b></p>	<p>All</p>	<p>Q4 2022</p> <p>Ongoing</p>	<p>Create column in data dictionary for barriers</p> <p>Shareability and barrier columns in data dictionary for each data point</p> <p>Labor theory of data</p>
<p>Intersections with Other Subcommittees/Initiatives:</p>			
<p>Barriers and/or Assistance Needed:</p>			
<p><b>Objective 5.3: Implement an Early Childhood Integrated Data System (ECIDS) to improve service delivery.</b></p>			
<p>Key Activities</p>	<p>Lead(s)</p>	<p>Timeline</p>	<p>Measure/Metric</p>
<p>Research and assess existing ECIDS efforts in other states.</p> <ul style="list-style-type: none"> <li>- Review list and information on ECIDS in other states (will be available via TEAMS)</li> <li>- Rachel will share Google Folder and Marty will put in TEAMS (done)</li> </ul>	<p>All</p>	<p>Q4 2022</p>	<p>Subcommittee completion of review</p>

<ul style="list-style-type: none"> <li>- Denise to get list of states with ECIDS from HRSA TA Provider; Rachel to reach out to PDGB5 TA for a list.</li> <li>- Amanda will share link to Utah presentation</li> </ul> <p>Create matrix of ECIDS in other states to compare/contrast features, functions, implementation, and costs</p> <p><i>STATUS: Started, not complete – will move to Year 2</i></p>			
<p>Develop concept paper/policy brief on a NV ECIDS (including historical efforts)</p> <p><i>STATUS: Not started – move to year 2</i></p>		Year 2	Need to know the WHY, what do we need to answer
<p>Educate key decision-makers on the purpose and process for implementing an ECIDS</p> <p><i>STATUS: STATUS: Not started – move to year 2</i></p>		Year 2	
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			