



NECAC Subcommittee Workplans January 2022 to December 2023

Updated May 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"> • Online research to develop list • Work with TA partners on HRSA/Pritzker to identify key contacts in other states <p>STATUS: Complete – 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"> • Online research of structures, organizational charts, budgets and related documents • Conduct interviews/meetings with key contacts in other states • TA support through HRSA/Pritzker <p>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.</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>STATUS: Complete – 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>STATUS: Complete – 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"> ECCS Leadership Meeting Invite List: 71 Network Analysis List: 65
<p>Conduct surveys and/or meetings with key stakeholders to garner input on EC governance structure</p> <p>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.</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"> 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 (developing SOW) Network Analysis – Project anticipated to be complete in March/April 2023 			
<p>Barriers and/or Assistance Needed:</p> <ul style="list-style-type: none"> 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 			
<p>Objective 1.2: Restructure the Nevada ECAC to establish program and community level advisory support to the Governor’s Office.</p>			
Key Activities	Lead(s)	Timeline	Measure/Metric
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; 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		Q3 2023	Org chart created
Develop recruitment strategies for new ECAC members to ensure appropriate and equitable representation. STATUS: Not started		Q3 2023	
Establish new member orientation policies, procedures and materials to support integration of new members. STATUS: Not started; discussed having NDE develop a Canvas course to share with new members, key stakeholders and potentially legislators	NDE; OELD	Q3 2023	
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Identification and outreach to potential members 			
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	Q3 2023	Assessment Completed Add additional metrics from assessment tool

<p>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</p>	<p>Denise & Ashley</p>	<p>Q4 2022</p>	<p># 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)</p>
<p>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</p>	<p>Ashley & Rosa</p>	<p>Q2 2023– Initial Strategies Ongoing – Support & TA</p>	<p>Initial list of strategies identified (including from Manifesto & Assessment) Metrics/Measures to be developed</p>
<p>Intersections with Other Subcommittees/Initiatives:</p> <ul style="list-style-type: none"> • 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 			
<p>Barriers and/or Assistance Needed:</p> <ul style="list-style-type: none"> • 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
<p>Compile list of key programs and agencies in the ECCS, with primary contacts for each.</p> <p>ID programs & agencies HRSA Systems Asset & Gap Analysis STATUS: List complete; HRSA SAGA Complete</p>	Denise Tanata	Q4 2022	Final list of ECCS Programs & Agencies with Contact Information
<p>Review identified agencies and define terms-conceptually & contextually</p> <p>Compile and analyze related needs assessments, reports, strategic plans and related documents to assess strategic priorities and goals across programs and agencies.</p> <p>STATUS: In process – completed HRSA SAGA; need to compare with NECAC Systems list and fill in additional information, as needed</p>		Q4 2022	Complete Analysis of Priorities & Goals Across ECCS Programs & Agencies
<p>Conduct or support network analysis of the ECCS in Nevada to identify cross sector connections and alignments.</p> <ul style="list-style-type: none"> - Contract with Visible Network Labs - Subcommittee to support outreach & engagement in network analysis <p>STATUS: Complete – Network Analysis Report presented to ECAC on May 17th.</p>		Q2 2023	ECCS Network Analysis Report Complete
<p>Collect info via public forums, mailed/emailed surveys. With analysis of the asset map details, questions and forum topic will be identified</p> <p>STATUS: Not started</p>		Q2 2023	% of responses
<p>Sort data/info - Be sure to align with other sub committees (Data & Evaluations; Policy & Finance)</p>		Q3 2023	compile rubric into categorical areas

STATUS: Not started			
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> 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: <i>Defer to Data and Evaluation</i>			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: <i>Not started</i>			# of key informant interviews # of focus groups # of survey respondents, by type
<i>Review HRSA System Asset & Gap Analysis (SAGA) to identify specific strategies to support cross-sector system alignment and coordination</i> STATUS: <i>Not started, pending approval</i>			
Intersections with Other Subcommittees/Initiatives: <ul style="list-style-type: none"> 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
<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:

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 <i>STATUS: Complete – Purdue, Marion & 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 - 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) <i>STATUS: Started, expanded list to include additional key stakeholders and communication/social media platforms</i>	Ashley/ Alberto/ Rachel – Family/ Parent Group List Jennifer/ Patrice - Provider List Denise – MCH List	Q2 2023	Final list, inclusive of all EC sectors

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	
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			
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: Initial draft definition developed, pending review/approval of ECAC (to be presented at May 2023 meeting)	Rachel Stepina	Q2 2023	Definite created
Develop maps and/or lists of underrepresented and underserved populations STATUS: Not started	Pending	Q4 2023	Maps/Lists created
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
<i>No key activities until year 2</i>			
Intersections with Other Subcommittees/Initiatives:			
<ul style="list-style-type: none"> 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 <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:			
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. <i>The Children’s Cabinet with funding support from Children’s Advocacy Alliance</i> <i>STATUS: Complete</i>	Denise Tanata	Q2 2022	Fully Executed Contract
Compile a comprehensive list of early childhood programs, services and infrastructure supports, including funding sources.	Denise Tanata	Q3 2022	List Developed

STATUS: Complete			
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 child care 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 <ul style="list-style-type: none"> - Child Care 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 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 <ul style="list-style-type: none"> - 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. <i>STATUS: In process – initial list of programs identified, pending further revisions and additions.</i>			EC Eligibility List Created EC Eligibility Portal Created
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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 <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 – Denise & Marty	Year 2	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	NICRP - Amanda	Year 2	Creation of playbook Number of trainings the playbook was used for

<ul style="list-style-type: none"> ○ 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...) <p>Data Walk for Parents STATUS: Not started</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"> • Communications & Engagement 			
<p>Barriers and/or Assistance Needed:</p>			
<p>Objective 5.2: Increase availability of, access to, and use of data that can be disaggregated to drive informed decision making.</p>			
<p>Key Activities</p>	<p>Lead(s)</p>	<p>Timeline</p>	<p>Measure/Metric</p>
<p>Develop research questions that we want to answer about early childhood</p> <ul style="list-style-type: none"> - What have been the questions in the past? What have we been able to answer? What have we not been able to answer? <p>What questions do we anticipate from the upcoming session and what questions do we wish they would ask? STATUS: In process</p>	<p>All</p>	<p>Q3 2023</p>	<p>List/ Identification of questions</p>
<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"> - Need to develop existing list to determine what we can access (update from Children’s Data Center/ PDG efforts) 	<p>NICRP - Amanda</p>	<p>Q3 2023 Ongoing</p>	<p>Create data dictionary – data measures</p> <p>Central location of data dictionary for committee to access (update data warehouse??)</p>

<ul style="list-style-type: none"> - Encourage and work with partners that have data that are currently available to ensure it can be disaggregated by age, race, ethnicity, location, etc. <p>STATUS: In process</p>			
<p>Identify barriers to collecting data and getting data (usable, disaggregated) from sources</p> <ul style="list-style-type: none"> - What data do we need and is it accessible from the source? - What is the quality of the data that is available? <p>Is the data disaggregated?</p> <p>STATUS: In process</p>	All	Q3 2023 Ongoing	<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>
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
<p>Research and assess existing ECIDS efforts in other states.</p> <ul style="list-style-type: none"> - 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 link to Utah presentation <p>Create matrix of ECIDS in other states to compare/contrast features, functions, implementation, and costs</p> <p>STATUS: Started, not complete – will move to Year 2</p>	All	Q4 2023	Subcommittee completion of review
<p>Develop concept paper/policy brief on a NV ECIDS (including historical efforts)</p> <p>STATUS: Not started</p>		Year 2	Need to know the WHY, what do we need to answer

Educate key decision-makers on the purpose and process for implementing an ECIDS <i>STATUS: STATUS: Not started</i>		Year 2	
Intersections with Other Subcommittees/Initiatives:			
Barriers and/or Assistance Needed:			