

## Initial Draft of the Revised ECAC Strategic Plan

<b>Focus Area: Strong Families</b>		
<b>Goal: All families of young children are supported in their parenting and have the knowledge, skills, confidence, and resources they need to raise their children in healthy and nurturing environments.</b>		
<b>Objective 1:</b> Increase opportunities for all families to gain the knowledge, skills, confidence, and social supports needed to nurture the health, safety, and positive development of children.		
Strategies	Action Steps	Notes to Work Group/NYSPEP
<b>Strategy 1: (Priority action)</b> Support the New York State Parenting Education Partnership’s (NYSPEP) work to empower parents and caregivers through the provision of high-quality, accessible information that supports positive parenting practices, early learning and healthy development.	<ol style="list-style-type: none"> <li>1. Continue to work with NYSPEP to strengthen and expand evidenced-based parenting education.</li> </ol>	
<b>Strategy 2:</b> Increase the awareness, availability, quality and scope of parenting education activities.	<ol style="list-style-type: none"> <li>1. Complete the development of a New Parent Kit and implement a pilot distribution program.</li> </ol>	
<b>Strategy 3:</b> Develop and implement an outreach strategy that promotes parental understanding of child development and QUALITYstarsNY.	<ol style="list-style-type: none"> <li>1. Develop and implement a communications strategy to support positive parenting practices, high-quality early learning, healthy development, including the “Partners in Early Learning” letter and other QUALITYstarsNY promotional material.</li> <li>2. Work with Quality Improvement Work Group to develop and distribute new and existing materials on QUALITYstarsNY to parents.</li> </ol>	Work to implement this communications strategy will be coordinated/combined with the other communication strategies/marketing campaigns mentioned below.
<b>Strategy 4:</b> Improve coordination and access to evidence-based parenting education.	<ol style="list-style-type: none"> <li>1. Establishing a more structured approach to the mini-grant process.</li> <li>2. Embed parenting education training into professional development programming across the early childhood services system.</li> <li>3. Continue to provide professional development on evidenced-based practices for parenting educators.</li> <li>4. Supporting the development of parent leaders through the Community Cafés model.</li> </ol>	

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<b>Strategy 5: (Action)</b> Develop a statewide campaign to promote family supports and services that incorporate the core principles of parental resilience and enhancing protective factors as a framework for all health, education, and human service programs.	<ol style="list-style-type: none"> <li>1. Develop a set of key messages to initiate a public information campaign promoting the protective factors.</li> </ol>	<ol style="list-style-type: none"> <li>1. In partnership with NYSPEP, initiate/develop a public information campaign that is broad enough to include a set of key messages promoting the protective factors, the benefits of parenting education and the New Parent Kit.</li> <li>2. The 2015 series of Strong Roots focuses on the use of the Protective Factors when working with parents living with challenging situations (such as domestic violence, substance abuse, and mental health issues).</li> </ol>
<b>Strategy 6: (Action)</b> Develop recommendations for policy and program changes to promote adequate and equitable income for all families with young children.		<b>Lay dormant for future opportunities</b>
<b>Objective 2:</b> Increase the proportion of vulnerable/at-risk families that are identified and provided with needed supports and services.		
<b>Strategies</b>	<b>Action Steps</b>	<b>Notes to Work Group/NYSPEP</b>
<b>Strategy 1 : (Priority action)</b> Establish a system of universal family screening and expand assessment activities to identify families in need of additional supports and services at the earliest possible point.	<ol style="list-style-type: none"> <li>1. Promote development and use of a (uniform) assessment tool. (Uniform or shared/common domains).</li> <li>2. Identify points of contact where families can be screened and provide training on assessments.</li> <li>3. Promote development of consistent protocols for making connections to services and tracking outcomes.</li> </ol>	
<b>Strategy 2: (Priority action)</b> Develop a system for providing comprehensive home visiting services for vulnerable expectant and new families.	<ol style="list-style-type: none"> <li>1. Continue to work with the Schuyler Center Home Visiting Workgroup on the elements and vision of a system.</li> <li>2. Continue to develop methods to quantify the need for and capacity of home visiting in New York State</li> </ol>	

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	(i.e. mapping program being developed for KWIC) to drive expansion. 3. Promote development of complementary programs and resources available in communities that support home visiting (i.e. mental health).	
<b>Strategy 3:</b> Take steps to ensure that family and care giver relationships are integral to the delivery of mental health treatment services for young children and their families.		
<b>Objective 3:</b> Focus state efforts on effectively engaging and increasing parent voice in state policies and programs.		
Strategies	Action Steps	Notes to Work Group/NYSPEP
<b>NEW Strategy 1:</b> Promote parent voice and effective family engagement strategies	<ol style="list-style-type: none"> <li>1. Develop a comprehensive strategy on family engagement, including professional development of all professionals who work with families.</li> <li>2. Consider multiple approaches for giving families voice.</li> <li>3. Study model programs (both state and national) to determine effective components to be integrated into practice (e.g., Georgia Family Engagement work).</li> <li>4. Consider involving other stakeholders who could inform this process (i.e., NYS Family Engagement Coalition, other community based initiatives, and SED).</li> </ol>	Work group activities: <ol style="list-style-type: none"> <li>1. Increase membership of work group to include three parents.</li> <li>2. Survey urban/rural/suburban parents about their experiences and their desires for better engagement experiences with providers (possibly use the Infancy Leadership Circles as a starting point).</li> <li>3. Explore the Boston Thrive in Five and see how it informs the municipality on ‘what families’ want.</li> </ol>

## Initial Draft of the Revised ECAC Strategic Plan

<b>Focus Area: HEALTHY CHILDREN</b>		
<b>Goal:</b> All young children are healthy and thriving, and have access to comprehensive health care services		
<b>Objective 1:</b> Promote optimal health and development in all domains, including social-emotional development, for young children.		
Strategies	Action Steps	Notes to Work Group
<b>Revised Strategy 1 (Priority action):</b> Promote strategies to support implementation of universal developmental screening of young children in pediatric/primary care practices consistent with AAP/Bright Futures guidelines.	<ol style="list-style-type: none"> <li>1. Identify barriers to children not receiving developmental screenings and develop and implement strategies for ensuring greater access.</li> <li>2. Identify and promote replication of successful strategies for increasing routine developmental screenings (i.e., Montefiore approach).</li> <li>3. Through a racial equity focus identify and address access and disparity issues including complications caused by language and the need for translation services</li> </ol>	
<b>Strategy2 (Priority action):</b> Build capacity among service providers in all child-serving systems to identify and respond to the social-emotional needs of young children and their families.	Support replication of innovative approaches for meeting children’s social-emotional development needs and providing support to parents (e.g., Healthy Steps ; Open Door Family Medical Center; Reach Out and Read; Pyramid Model)	
<b>Revised Strategy 3 (Action):</b> Increase efforts to ensure that children with adverse childhood experiences (ACES) (including children in foster care, children in homeless families, and children whose parents are struggling with addiction, mental illness, and/or domestic violence) are screened for developmental and social-emotional needs and given needed supports and services.	Align this work with efforts to promote universal screening and to improve the ability of the early childhood services system to address children’s social-emotional development needs.	What else needs to be done to ensure that targeted children get screened and provided services?
<b>NEW Strategy 4:</b> Develop and implement strategies for connecting primary care practices to early education services and special initiatives (i.e., Reach Out and Read) to ensure a comprehensive approach for infusing model	Identify model health initiatives and develop descriptions of the services they provide and make this information available to inform and engage primary care practices and early childhood education services.	

## Initial Draft of the Revised ECAC Strategic Plan

health practices throughout the early childhood services system.		
<b>NEW Strategy 5:</b> Identify opportunities to influence policy and practice that promote optimal health and development by leveraging health care reform initiatives.	Provide information to inform Medicaid Redesign and other opportunities on successful policies and practices in other states that have been shown to be effective in addressing the health needs of young children, both physical and social-emotional health including strategies for increasing access to developmental and maternal depression screening and providing services to meet children’s social-emotional development needs.	
<b>Objective 2:</b> Provide children with safe and healthy environments in which to grow and develop.		
Strategies	Action Steps	Notes to Work Group
<b>Strategy 1 (Action):</b> Strengthen and expand current efforts to promote health and safety in early care and education settings through the development of standards, training, and consultation.	Infuse CSEFEL/Pyramid Model training into the professional development system of the early childhood workforce (i.e., early childhood educators, primary care practices, psychologists and social workers etc)	
<b>Strategy 2 (Action):</b> Identify opportunities to collaborate with existing public health programs and initiatives on achieving key outcomes for young children, including healthy weight, nutrition, asthma, and social-emotional development.	<p>Establish a comprehensive approach to address children’s social-emotional development/mental health that includes; guidance to the field, training on promotion, prevention, treatment (CSEFL), the Michigan endorsement etc.</p> <p>Assist the Department of Health identify specific program and/or policy strategies to be implemented through the Maternal Child Health infrastructure to meet ‘new’ MCHBG priority of supporting children’s social-emotional health and development.</p>	Note: NYSDOH maternal-child block grant supports social-emotional development, etc. Support efforts to promote health in other areas (i.e., Head Start, DOH, child care).
<b>NEW Strategy 3:</b> Strengthen capacity for healthy promotion within early care and learning settings.	Enhance health promotion through CCDF/CCDBG please include details on Healthy Active Living Action Steps including asthma, outdoor activity, healthy weight and	

## Initial Draft of the Revised ECAC Strategic Plan

	nutrition. QSNY	
<b>NEW Strategy 4:</b> Align with Strong Families Work Group efforts to promote safe, stable, nurturing relationships between parents/caregivers and children through workforce development and messaging campaigns.	Example: IMH endorsement to support work force infrastructure	
<b>Objective 3:</b> Expand the practice of healthy behaviors in the preconception, prenatal, and postpartum periods, including use of early and comprehensive prenatal care.		
<b>Strategies</b>	<b>Action Steps</b>	<b>Notes to Work Group</b>
<b>Strategy1 (Monitor):</b> Engage all pregnant women in high quality, comprehensive and early prenatal care, with an emphasis on reaching at-risk/vulnerable populations.		Continue monitoring; Need To Define Monitoring
<b>Strategy 2 (Monitor):</b> Support efforts to eliminate Fetal Alcohol Spectrum Disorders (FASD) in New York State through universal screening of pregnant women.		Continue monitoring
<b>Strategy 3 (Monitor):</b> Increase protection, promotion, and support for breast feeding when mothers return to the workforce.		Continue monitoring

## Initial Draft of the Revised ECAC Strategic Plan

Focus Area: Early Learning		
<b>Goal: All young children will be successful in school and life.</b>		
<b>Objective 1:</b> Align the current diverse set of early care and education programs and services to become a unified and integrated system.		
Strategies	Steps	Notes to Work Group
<b>Strategy1: (Priority action)</b> Establish QUALITYstarsNY as the framework for unifying New York State’s system of early care and education under a single set of program quality standards.	Develop and implement a plan to demonstrate the value of QUALITYstarsNY in improving practice and child outcomes.	
<b>Revised Strategy 2:</b> Support the use of New York’s Early Learning Framework (i.e., Core Body of Knowledge,, Early Learning Guidelines QUALITYstarsNY, Prekindergarten Foundation for the Common Core) at all levels, including higher education, professional development and early education childhood service delivery.	Ensure dissemination, integration, professional development, assessment, and quality improvement  Provide basic information on QUALITYstarsNY implementation, including written materials, workshops and interactive technical assistance opportunities that promote implementation of QUALITYstarsNY program standards in a variety of settings.	
<b>NEW Strategy 3:</b> Support OCFS in the development of the new Child Care and Development Fund plan	Work with OCFS to support the use of existing resources to meet the requirements of the plan.	
<b>Strategy 4: (Action)</b> Develop a more coherent statewide structure for the child care subsidy system that promotes greater efficiency, accessibility, and quality.	Conduct an analysis of the subsidy system to determine the feasibility of structural change and its impact at the local level.	<b>Note:</b> Consider this strategy for year 2 and beyond following implementation of new child care regulations.
<b>NEW Strategy 5:</b> Develop a comprehensive plan to increase the integration of support services into early childhood education programs.	Work group will complete	<b>Notes:</b> Develop further along with sub-strategies. Potentially select one support to begin with? Perhaps select strategies that will support CCDBG, other initiatives (i.e. screening). How does this strategy relate to work in other focus areas? Does the strategy need to be restated? Suggestion: Operationalize the strategy by offering

## Initial Draft of the Revised ECAC Strategic Plan

		QUALITYstarsNY points for providing comprehensive services, referral.
<b>Objective 2: Increase the knowledge and competencies of the early care and education workforce.</b>		
Strategies	Action Steps	Notes to Work Group
<b>Strategy 1: (Priority action)</b> Develop a unified competency-based professional development system for the early care and education workforce.	<ol style="list-style-type: none"> <li>1. Promote the New York State Early Learning Trainer Credential as a key strategy for ensuring that trainers meet a minimum level of qualifications and an opportunity to demonstrate their competence as a trainer.</li> <li>2. Continue to integrate each of the foundational documents to promote a unified-competency based professional development system.</li> <li>3. Develop and implement a series of Coaching Institutes across the state to build the state’s coaching capacity and expertise.</li> <li>4. Develop an assessment process for a coaching designation under the current credentialing system.</li> </ol>	
<b>Strategy 2: (Action)</b> Develop a data system to approve training and track the qualifications and professional development of the early care and education workforce.	<ol style="list-style-type: none"> <li>1. Build participation and educate the field on how Aspire and New York Works for Children support professionals both with career planning and their on-going professional development.</li> <li>2. Identify key data and generate reports on the early childhood education workforce to help inform future decision making and policies.</li> </ol>	
<b>Strategy 3: (Action)</b> Articulate career pathways and build accountability and quality into leadership development and pre- and in-service teacher preparation/education.	<ol style="list-style-type: none"> <li>1. Developing policy recommendations for higher education and articulation between two and four year schools based on the data from the recently completed Higher Education Inventory (UC Berkeley). [This work has begun in 6 other states and provides an opportunity for a benchmark in NY].</li> <li>2. Advocate for NYS AECTE and ACCESS recommended</li> </ol>	

## Initial Draft of the Revised ECAC Strategic Plan

	<p>B-2 certification extension requirements.</p> <p>3. Support school leaders in gaining the knowledge they need to support effective early learning programs both through ensuring there is appropriate coursework as part of their preparation programs and through on-going professional development.</p> <p>4. Identify and support opportunities to promote leadership development that grows diverse leadership at every decision making level and across the state.</p>	
<b>Strategy 4:</b> Establish recruitment and retention strategies, including recognition and adequate compensation.	<p>1. Create the key messages.</p> <p>2. Design the campaign components.</p> <p>3. Identify funds to support the plan.</p>	
<b>Revised Strategy 5:</b> Continue integration and use of the New York State Core Body of Knowledge.	Continue the distribution and support mechanisms established to ensure access to the Core Body of Knowledge.	
<b>Objective 3:</b> Increase the ability of communities to effectively respond to the needs of young children and their families		
Strategies	Action Steps	Notes to Work Group
<b>Strategy 1:</b> Develop strategies for increasing community awareness of the importance of early learning opportunities and for taking responsibility to increase those opportunities within their community (e.g., libraries, parks, museums, pediatrician offices, etc.)	<p>1. Leverage primary care resources, home visiting, etc.</p> <p>2. Organize community-based assets (cultural institutions, museums, public television, libraries, etc.) to collaborate on uniform messages and paradigms of support.</p>	Pittsburgh BUILD Meeting is the kickoff
<b>NEW Strategy 2:</b> Through participation in QUALITYstarsNY support programs in engaging and empowering parents and caregivers and support positive parenting practices that enhance early learning.	Consider positive parenting programs, parenting education and support (See Strong Families Objective 1 – Strategy 3)	

Initial Draft of the Revised ECAC Strategic Plan

<b>Focus Area: Coordinated and Responsive Systems</b>		
<b>Goal: Public and private sectors that serve young children and their families are committed to collecting and utilizing data to inform decisions; developing a sustainable infrastructure and a fully-trained, properly-compensated, and well-supported workforce; and establishing policies for accountable approaches that promote healthy children, strong families, and early learning.</b>		
<b>Objective 1:</b> Maintain a public-private body to provide strategic direction to the State of New York, the Governor and the Commissioners of the Health, Education and Human Services agencies on early childhood issues and to assist public and private entities seeking to improve early childhood systems and services.		
<b>Strategies</b>	<b>Next Steps</b>	<b>Notes to Work Groups</b>
<b>Revised Strategy 1:</b> Maintain a strong state-level interagency group responsible for the coordinated planning and provision of comprehensive services for young children and their families.		
<b>Revised Strategy 2:</b> Conduct an analysis of structural governance options with representatives from Office of Children and Family Services (OCFS), State Education Department (SED), Department of Health (DOH) & Office of Mental Health (OMH).		Note: Ensure that this new governance structure is established with meaningful staff capacity.
<b>Strategy 3:</b> Develop an interagency resource to disseminate information on and encourage public investment at the federal, state, and local level in evidence-based strategies for addressing the needs of families with young children.		
<b>Strategy 4:</b> Develop recommendations for shaping the standards of care for service delivery in all child-serving initiatives through the development of evidenced-based standards of practice to be incorporated into existing contracts, RFPs, trainings, and other opportunities.		

## Initial Draft of the Revised ECAC Strategic Plan

<b>Objective 2:</b> Increase the knowledge, skills confidence, and support of staff and administrators of health, education, and human services so that they are able to promote the health, safety, and positive development of young children and their families.		
Strategies	Action Steps	Notes to Work Group
<b>Strategy 1:</b> Develop training for all professionals who come into contact with young children and their families on children’s health, learning, and social-emotional development		
<b>Strategy 2:</b> Increase awareness of all child-serving professionals of the array of community resources available for children and families.		
<b>Revised Strategy 3:</b> Develop and implement strategies to address racial equity in the design and implementation of programs and services for young children and their families.	Ensure that all reports, recommendations, and policies developed by the Early Childhood Advisory Council support efforts to achieve racial equity.	
<b>Objective 3:</b> Increase public-private investments in early childhood and blend these investments with existing resources to maximize impact.		
Strategies	Action Steps	Notes to Work Group
<b>Revised Strategy 1:</b> Maintain a finance work group charged with maximizing resources for increasing access to early childhood services and improving the planning, coordination, and quality of the early childhood services system.	<ol style="list-style-type: none"> <li>1. Develop a tax credit package to support early childhood education that can be advanced to the Governor.</li> <li>2. Research alternative financing models (e.g., tax credits, social impact bonds).</li> <li>3. Fiscal Model: Work with Budget Office staff to get them familiar with the Fiscal Model; identify ways to use the Fiscal Model with other state data tools; and update the data.</li> <li>4. Social Impact Bonds/Pay for Success: Connect with the Harvard Fellow on Social Impact Bonds that is in Governor’s Office to develop opportunities for using social impact bonds for early childhood services..</li> </ol>	Dina Lieser will reach out to the Nurse Family Partnership in Nassau (re: social impact bonds)

## Initial Draft of the Revised ECAC Strategic Plan

	<ol style="list-style-type: none"> <li>5. SED has an Office of Early Learning – we could support this and also look at other states.</li> <li>6. Braiding and Blending of Funds: Identify and promote examples of how braiding and blending of funds has been used to help expand capacity.</li> </ol>	
<p><b>Strategy 2:</b> Develop a series of data reports on a limited set of early childhood health and development key indicators to track progress toward accomplishing plan objectives and strategies.</p>		
<p><b>Objective 4:</b> Increase early childhood program accountability through program standards and tracking identified outcome indicators</p>		
Strategies	Action Steps	Notes to Work Group
<p><b>Strategy 1:</b> Develop recommendations for the creation of a statewide, unified early childhood data system</p>	<ol style="list-style-type: none"> <li>1. Obtain additional clarity on confidentiality laws and how other states like Pennsylvania have developed an early childhood data system and have successfully addressed the confidentiality issue.</li> <li>2. Develop common nomenclature - collect and analyze data dictionaries from all early childhood data systems.</li> </ol>	
<p><b>Objective 5:</b> Increase support among civic and business leaders for early childhood initiatives at the state and local level.</p>		
Strategies	Action Steps	Notes to Work Group
<p><b>Strategy 1:</b> Develop and implement a public engagement campaign to inform and obtain the support of leaders and the general public for early childhood initiatives.</p>		
<p><b>NEW Strategy 2:</b> Develop a business leader advisory group to support the ECAC’s efforts to meet the needs of young children and their families.</p>		

## Initial Draft of the Revised ECAC Strategic Plan

Objective 6: To engage communities working to improve access to and the quality of supports and services for young children and their families in state system building efforts.		
Strategies	Action Steps	Notes to Work Group
<b>N EW Strategy 1:</b> Conduct a series of community meetings across the state to discuss the work of the ECAC, local efforts to improve services for young children and their families, and how the ECAC can support those efforts.		
<b>NEW Strategy 2:</b> Provide support to statewide initiatives designed to support communities in developing and implementing strategies to improve services for young children and their families.		
<b>NEW Strategy 3:</b> Participate in BUILD efforts to support states in implementing strategies designed increase connections between state and local early childhood system building efforts.		
<b>NEW Strategy 4:</b> Identify and promote community-based initiatives designed to benefit young children and their families.	<ol style="list-style-type: none"> <li>1. Learn from current efforts (Cradle to Career, CORE, Promising Neighborhoods, etc) including how to collect data, focus on early childhood, etc., and then determine what else is needed (technical assistance, creating a learning community) as well as ECAC’s opportunity to enhance this work (share products that have been developed by ECAC). Highlight examples to replicate.</li> <li>2. Develop an on-line directory of community-based initiatives.</li> </ol>	