

Document Name	Document Link	Effective Dates	Purpose	Review Status	Notes (If Applicable)	Links to Strategic Plan	Links to/Overlaps with Other Plans, Documents, Contracts, etc.	Agency/Organization	Workplan Lead	Funding Source
NH's Strategic Plan for Early Childhood	<a href="https://councilforthrivingchildren.org/uploads/attachments/cleas0d90z7lktkachy9gb3-2023-strategic-plan-framework.pdf">https://councilforthrivingchildren.org/uploads/attachments/cleas0d90z7lktkachy9gb3-2023-strategic-plan-framework.pdf</a>	2023-2026	• Serve as a framework for improving and guiding the work of NH's Early Childhood (EC) system	Reviewed		N/A	N/A	Council for Thriving Children, DHHS and NHED	Christina Lachance, Director, Council for Thriving Children	N/A
Child Care Strengthening Plan	<a href="https://dhs-child-strengthening-plan.pdf">dhs-child-strengthening-plan.pdf</a>		• Increase equitable access to affordable, quality child care for families, strengthen the child care workforce, and strengthen the overall child care system (state and local infrastructure building; program strengthening)	Reviewed	More details found in associated contracts	See individual contracts	See individual contracts	DHHS Division of Economic Stability Office of Child Development and Head Start Collaboration	Debra Nelson, Administrator	ARPA-D
Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP-2023-DES-09-CCBEP)	<a href="https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/inline-documents/sonh/rfp-2023-des-09-ccbep.pdf">https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/inline-documents/sonh/rfp-2023-des-09-ccbep.pdf</a>	8/2023 - 9/30/2024 & option for 4-year renewal	• Provide support to businesses and their employees seeking access to equitable, affordable, and quality child care during traditional and nontraditional business hours	Reviewed		• Strategic Theme 1: 2b • Strategic Theme 1: 3a	• marketing materials to promote "Family Portal" is also in CCR&R and FO contracts	DHHS Division of Economic Stability; contract not yet awarded		ARPA-D
Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/017%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/017%20GC%20Agenda%20062823.pdf</a>	7/1/2023- 9/30/2024 & option for 2-year renewal	• Provide consultation services and recommendations to Child Care Program (CCP)-related operations and facilities management	Reviewed		• Strategic Theme 1: 2b	• Resource & Referral for NH Child Care Facilities (Child Care Aware must offer training in business best practices and TA in applying best practices) -> CCBIP must provide consulting in best business practices	DHHS Division of Economic Stability; SEED Collective, LLC (contractor)		ARPA-D
Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/016%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/016%20GC%20Agenda%20062823.pdf</a>	7/1/2023- 9/30/2024 & option for 2-year renewal	• Identify effective strategies that attract, retain, and increase the quality of EC and OST workforce • Provide a variety of self-help/wellness/mental health supports for the workforce • Provide professional development opportunities • Conduct a multi-tiered child care workforce recruitment marketing program	Reviewed		• Strategic Theme 2: 1a • Strategic Theme 2: 1b		DHHS Division of Economic Stability; Public Consulting Group LLC (Contractor)		ARPA-D
Child Care Strengthening Plan: Family Child Care Expansion Initiative (FCCEEP - Family Child Care Establish and Expand Project)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/022%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/022%20GC%20Agenda%20062823.pdf</a>	7/1/2023- 9/30/2024 & option for 3-year renewal	• Manage a family child care (FCC) expansion initiative to increase and stabilize the current FC workforce and increase the supply of and access to quality FCC programs statewide through training and professional development, mentoring, and technical assistance (TA)	Reviewed		• Strategic Theme 1: 2b • Strategic Theme 2: 1a	• CDFA also has MOU w/UNH PDG funds for the same services - should this be referred to as one initiative?	DHHS Division of Economic Stability; Community Development Finance Authority (CDFA) (contractor)		ARPA-D
Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<a href="https://media.sos.nh.gov/govcouncil/2023/0719/11%20GC%20Agenda%20071923.pdf">https://media.sos.nh.gov/govcouncil/2023/0719/11%20GC%20Agenda%20071923.pdf</a>	7/19/2023- 9/30/2024	• Act as a Facilitating Organization to assess systems, processes, and short-term results and benefits of the GSQ • Build capacity of NH's EC and OST programs to engage in CQI and provide equitable access to high quality services for children and families served • Credential Incentive Program pilot	Reviewed		• Strategic Theme 1: 2b • Strategic Theme 1: 4a • Strategic Theme 2: 1a • Strategic Theme 2: 2a • Strategic Theme 4: 1a	• Overlap w/OST Provider services contract and R&R contract re: professional development; ACROSS NH? • Overlap w/FO contract re: GSQ marketing • Overlap w/EC and OST Professionals Tuition Assistance contract with UNH	DHHS Division of Economic Stability; Keene State College Behavioral Health Improvement Institute (BHII) (contractor)		ARPA Child Care CCDF
Children's Funding Project	<a href="https://www.childrensfundingproject.org/">https://www.childrensfundingproject.org/</a>	2023	• Child and youth fiscal mapping	Requested		• Strategic Theme 3: 1a				
Comprehensive Family Support Services contract	<a href="https://sos.nh.gov/media/mtpj5pvs/005a-cc-agenda-092122.pdf">https://sos.nh.gov/media/mtpj5pvs/005a-cc-agenda-092122.pdf</a>		• Provide free, voluntary, community-based, prevention-focused home visiting to support achieving goals in areas of early childhood development, family mentoring and advocacy, life skills, literacy education, health education, parent education, etc.	In Review	• Contracts held by 11 FRCs (1 per DCYF catchment area)		• Data collection/FSDS is part of FO contract	DHHS Division of Public Health Services; 11 contracts	Virginia Jones, Family Support Program Specialist	Child Welfare Services Title IV-B Support 1; Promoting Safe & Stable Families Block Grant; Title IV-B Support 2; Social Services Block Grant; Temporary Assistance for Needy Families
Coordinated Community Plan to End Youth Homelessness in the NH Balance of State Continuum of Care	<a href="https://www.ctc.sp.crosswalk.shared.docs-OneDrive.sharepoint.com">CTC SP crosswalk shared docs - OneDrive (sharepoint.com)</a>	2022		Received						
Early Childhood and Out-of-School Time Professionals Tuition Assistance contract (RFA-2024-DES-02-EARLY)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/018%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/018%20GC%20Agenda%20062823.pdf</a>	6/28/2023- 6/30/2025 & option for 4-year renewal	• Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings	Reviewed		• Strategic Theme 2: 1a • Strategic Theme 2: 2a • Strategic Theme 4: 2c		DHHS Division of Economic Stability; University of NH (contractor)		CCDBG
Every Student Succeeds Act (ESSA) Consolidated State Plan	<a href="https://www.education.nh.gov/sites/g/files/ehbemt326/files/inline-documents/sonh/essa-consolidated-state-plan.pdf">https://www.education.nh.gov/sites/g/files/ehbemt326/files/inline-documents/sonh/essa-consolidated-state-plan.pdf</a>	2019 -		In Review		• Strategic Theme 1: 2b • Strategic Theme 1: 3a • Strategic Theme 2: 2a • Strategic Theme 4: 3a				
Facilitating Organization contract	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/024%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/024%20GC%20Agenda%20062823.pdf</a>	7/1/2021 - 06/30/2024	• Expand infrastructure and support for the statewide network of Family Resource Centers (FRCs) and Early Childhood Regional System Lead Agencies • Support FRC-Q designation efforts • Support training, TA, and Family Support Data System (FSDS) for Kinship Navigation, Community Health Workers, and Community Collaborations to Strengthen & Preserve Families communities • Marketing/outreach for child care resource and referral services, Scholarship program, workforce initiatives	Reviewed	• Per the contract, NHCT must submit an Early Childhood Regional System Work Plan with specific activities and timeline including performance measures across all regions, strategies to evaluate, plan for TA, plan for training, who is assigned to the project, and other partnerships engaged to support the regional networks	• Strategic Theme 1: 1a • Strategic Theme 1: 1b • Strategic Theme 1: 2a • Strategic Theme 1: 2b • Strategic Theme 1: 2c • Strategic Theme 1: 4a • Strategic Theme 1: 4b • Strategic Theme 4: 1a • Strategic Theme 4: 1b • Strategic Theme 4: 1c • Strategic Theme 4: 2a • Strategic Theme 4: 2b • Strategic Theme 4: 2c • Strategic Theme 4: 3a	• Scope requires maintaining or increasing Kinship Navigators positions in each year of the contract; this connects to Strategic Theme 2 (Early childhood workforce capacity and quality) Objective 1 Increase workforce but does not fit under Initiative 1a or 1b. Same for CHWs	DHHS Division of Public Health Services; NH Children's Trust (contractor)	Virginia Jones, Family Support Program Specialist	Federal & State Funds: 17.6% NH OD2A (CDC), 5.7% Kinship Navigator Programs (ACF), 7.5% Community Collaborations to Strengthen & Preserve Families (ACF), 26.9% Health Disparities Grant (CDC), 1.4% ARPA Child Care Stabilization (CCDBG), 8.5% ARPA Child Care CCDF (CCDBG), 1.4% JJ Funds (OJDP), 2.8% General Funds (Governor's Commission), 28.2% General Funds
NH 10-year Mental Health Plan	<a href="https://www.dhhs.nh.gov/programs-services/health-care/behavioral-health/10-year-mental-health-plan">https://www.dhhs.nh.gov/programs-services/health-care/behavioral-health/10-year-mental-health-plan</a>	2019-2029		Received						

Document Name	Document Link	Effective Dates	Purpose	Review Status	Notes (If Applicable)	Links to Strategic Plan	Links to/Overlaps with Other Plans, Documents, Contracts, etc.	Agency/Organization	Workplan Lead	Funding Source
NH Child Care Advisory Council Strategic Plan			<ul style="list-style-type: none"> <li>Increase wages for childcare staff</li> <li>Ensure that items in the Governor's budget are enacted on a timely basis</li> <li>Increase awareness of childcare as a career and workforce recruitment</li> <li>Work with state leaders to increase access to affordable, licensed care</li> </ul>	Requested	In the middle of the planning process (no document yet)	<ul style="list-style-type: none"> <li>Strategic Theme 1: 2b</li> <li>Strategic Theme 2: 1a</li> </ul>	There are 5 other initiatives/contracts focused on workforce	NH Child Care Advisory Council	Marianne Barter,	
NH Child Fatality Review Committee Annual Report SFY2022	<a href="https://pencourt.state.nh.us/statstudcom/committees/72/reports/NH%20Child%20Fatality%20Report%20(2%20pages).pdf">https://pencourt.state.nh.us/statstudcom/committees/72/reports/NH%20Child%20Fatality%20Report%20(2%20pages).pdf</a>	SFY23?		Reviewed	<ul style="list-style-type: none"> <li>Who takes the recommendations and implements them? Is there a separate plan or are the recommendations automatically implemented given the "implementation activities" listed?</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Theme 1: 2b</li> <li>Strategic Theme 1: 1b</li> <li>Strategic Theme 2: 2a</li> <li>Strategic Theme 4: 2a</li> <li>Strategic Theme 4: 2b</li> </ul>	<ul style="list-style-type: none"> <li>NH 10-Year Mental Health Plan</li> </ul>			
NH Children's Trust Strategic Plan (will include FSNH) as Governor-designated CBCAP organization				Requested	<ul style="list-style-type: none"> <li>Goal statements from NHCT Strategic Plan provided NHCT Senior Leadership; no plan or action steps provided</li> </ul>			NH Children's Trust		CBCAP
NH Council on Housing Stability 2021-2024 Strategic Plan	<a href="https://nhchs.org/wp-content/uploads/2021/07/Council-on-Housing-Stability-2021%E2%80%942024-Strategic-Plan.pdf">https://nhchs.org/wp-content/uploads/2021/07/Council-on-Housing-Stability-2021%E2%80%942024-Strategic-Plan.pdf</a>			Received						
Council on Housing Stability 2022 Year in Review: Celebrations and Considerations (Strategic Plan)	<a href="https://www.nhchs.org/wp-content/uploads/2022/02/CHS-YearReview22-FINAL.pdf">CHS-YearReview22-FINAL.pdf</a> (nhchs.org)			Received						
NH Family First Title IV-E Prevention Plan	<a href="https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2/dcvf-family-first-prevention-plan.pdf">https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2/dcvf-family-first-prevention-plan.pdf</a>	6/2/2021-xx/xx/xxxx	<ul style="list-style-type: none"> <li>Keep families together and reduce entries/re-entries into foster care by providing high-quality prevention services</li> <li>Help families avoid further involvement with DCYF by providing prevention services to high-risk groups at first contact with Child Protective Services</li> </ul>	In Review	pull info on service activities from Section 3 p. 18 of 78			DHHS Division of Children, Youth, and Families		Title IV-E Family First Prevention Services Act
NH Infant Mental Health Plan				Requested	Does this include the Infant & EC finance strategy work					
NH State Health Improvement Plan	<a href="https://nhiveswell.org/wp-content/uploads/2023/08/NH-State-Health-Improvement-Plan_2023-2028.pdf">https://nhiveswell.org/wp-content/uploads/2023/08/NH-State-Health-Improvement-Plan_2023-2028.pdf</a>	2023-2028		Received	See high-level outcomes at <a href="https://nhiveswell.org/2023-2028-state-health-improvement-plan/">https://nhiveswell.org/2023-2028-state-health-improvement-plan/</a>					
Office of the Child Advocate's 2022-2025 Strategic Plan	<a href="https://www.childadvocate.nh.gov/documents/reports/NH-OCA-Strategic-Plan-2022-2025.pdf">https://www.childadvocate.nh.gov/documents/reports/NH-OCA-Strategic-Plan-2022-2025.pdf</a>	2022-2025		Received						
Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/026%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/026%20GC%20Agenda%20062823.pdf</a>	7/1/2023-6/30/2025 & option for 4-year renewal	<ul style="list-style-type: none"> <li>Provide out-of-school-time (OST) child care provider support services, including training &amp; TA services intended to increase statewide CC quality and capacity</li> </ul>	Reviewed		<ul style="list-style-type: none"> <li>Strategic Theme 1: 2b</li> <li>Strategic Theme 1: 4a</li> <li>Strategic Theme 2: 1a</li> <li>Strategic Theme 2: 2a</li> <li>Strategic Theme 4: 1a</li> <li>Strategic Theme 4: 2c</li> </ul>	<ul style="list-style-type: none"> <li>Resource &amp; Referral for NH Child Care Facilities =&gt; both offering training &amp; TA to providers and programs</li> </ul>	DHHS Division of Economic Stability; Boys & Girls Clubs of Central NH (contractor)		ARPA CCDF
Resource & Referral for NH Child Care Facilities (Child Care Aware)	<a href="https://media.sos.nh.gov/govcouncil/2023/0628/019%20GC%20Agenda%20062823.pdf">https://media.sos.nh.gov/govcouncil/2023/0628/019%20GC%20Agenda%20062823.pdf</a>	7/1/2023-9/30/2024 & option for 2-year renewal	<ul style="list-style-type: none"> <li>Assist families in securing high-quality early childhood and school-age care for their children</li> <li>Provide CCPs with training, TA, and access to resources to expand program capacity and meet unmet child care needs statewide including infant/toddler care, care for children w/special needs, and care during non-traditional hours</li> <li>Provide culturally responsive CCR&amp;R services statewide, regionally, and locally to families, providers, businesses, and community members</li> <li>Manage TEACH and the Dept. of Labor apprenticeship program</li> <li>Support CCPs with credentialing through Granite Steps for Quality</li> <li>Liaise with the 7 NH EC Regions for local connections</li> <li>Support child care programs' implementation of the Pyramid Model</li> <li>Support families in enrolling in the Family Communication Network</li> </ul>	Reviewed	<ul style="list-style-type: none"> <li>"Family Communication Network" in CCA contract - Dee Dee Thurber will follow-up when they are notified by BCDHSC what it is</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Theme 1: 1b</li> <li>Strategic Theme 1: 2a</li> <li>Strategic Theme 1: 2b</li> <li>Strategic Theme 1: 3a</li> <li>Strategic Theme 1: 4a</li> <li>Strategic Theme 1: 4b</li> <li>Strategic Theme 2: 1a</li> <li>Strategic Theme 2: 2a</li> <li>Strategic Theme 3: 2a</li> <li>Strategic Theme 4: 1a</li> <li>Strategic Theme 4: 2b</li> <li>Strategic Theme 4: 2c</li> </ul>	<ul style="list-style-type: none"> <li>Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP) =&gt; Child Care Aware must offer training in business best practices and TA in applying best practices</li> <li>OST CCP Support Services =&gt; both providing training &amp; TA to providers and programs</li> <li>Link with NH Children's Trust re: Family Communication/Information Network (NHCT doing marketing and outreach)</li> </ul>	DHHS Division of Economic Stability; Southern NH Services, Inc. (contractor)		CCDBG
State Plan for Support Collection and Establishment of Paternity Under Title IV-D of the Social Security Act	<a href="#">NH Bureau of Child Support Services State Plan 6.7.23.pdf</a>		<ul style="list-style-type: none"> <li>Establish and enforce child support obligations</li> </ul>	In Review				DHHS Bureau of Child Support Services	Lisa Dekutoski, Bureau Chief, Title IV-D Director	Title IV-D
Temporary Assistance for Needy Families (TANF) State Plan	<a href="https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2/tanf-state-plan.pdf">https://www.dhhs.nh.gov/sites/g/files/ehbemt476/files/documents/2/tanf-state-plan.pdf</a>	10/0/2020 - xx/xx/20xx	<ul style="list-style-type: none"> <li>Provide financial assistance to families with children</li> </ul>	In Review		<ul style="list-style-type: none"> <li>Strategic Theme 1: 1a</li> </ul>		DHHS Bureau of Family Assistance		
Title IV-B Plan					should be available through DCYF Bureau of Community, Family, and Program Support			DHHS Division of Children, Youth, and Families		Title IV-B

Document Name	Document Link	Effective Dates	Purpose	Review Status	Notes (If Applicable)	Links to Strategic Plan	Links to/Overlaps with Other Plans, Documents, Contracts, etc.	Agency/Organization	Workplan Lead	Funding Source
WIC Shopping Experience Improvement Project	<a href="#">RFP-2023-DPHS-11-WICSH: WIC Shopping Experience Improvement Project   New Hampshire Department of Health and Human Services (nh.gov)</a>	Upon G&EC Approval to 9/30/2024 & option for 2-year extension	<ul style="list-style-type: none"> <li>Conduct an evaluation and analysis of WIC benefit redemptions</li> <li>Identify strategies to increase WIC benefit redemption rates.</li> </ul>	Reviewed		<ul style="list-style-type: none"> <li>Strategic Theme 1: 1a</li> <li>Strategic Theme 4: 2a</li> </ul>		DHHS Division of Public Health Services		US Dept of Agriculture, WIC Special Programs Discretionary
WIC State Plan	<a href="https://www.dhhs.nh.gov/programs-services/population-health/women-infants-children-nutrition-program/wic-state-plan">https://www.dhhs.nh.gov/programs-services/population-health/women-infants-children-nutrition-program/wic-state-plan</a>		•	Received						
Wellness and Primary Prevention Annual Report 2022	N/A	2023	• Efforts to support primary prevention through a statewide system of Family Resource Centers	In Review						
ACROSS NH?			•							
CACFP?			•							
DCYF Core Strategic Priorities			•							
Employment Security			•							
FMLA			•							
Head Start Collab Plan?			•							
IDEA Part B?			•							
IDEA Part C?			•							
National School Lunch Program			•							
Newborn Screening Advisory Committee/Program			•							
Watch Me Grow			•							

DRAFT

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success
Strategic Theme 1: Quality, consistent, equitable access to opportunities and services for all NH families	1. Increase early intervention and primary prevention	1a. Normalize utilization of early intervention and primary prevention services among all families	Facilitating Organization contract	<ul style="list-style-type: none"> <li>Manage database (Family Services Data System - FSDS) for Community Collaborations to Strengthen &amp; Preserve Families grant in Manchester, Winnepesaukee Public Health Region (Lakes), and Coos County that uses community-specific data to drive future primary prevention activities</li> <li>Increase marketing and outreach activities that support access to resources for families</li> <li>Maintain NH Connections (consumer education website)</li> <li>Marketing/outreach to increase awareness and utilization of resource and referral services and NH Child Care Scholarship program</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their child's development</li> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> <li>Ensure children achieve early childhood developmental and educational goals</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>	<ul style="list-style-type: none"> <li>% of eligible families receiving state-funded DHHS home visiting*</li> <li># of families who receive home visiting through DHHS MIECHV through Health Families America and Family-Centered Early Supports and Services*</li> <li># of children enrolled in preschool special education*</li> <li>% of families who understand the process for special education services*</li> <li>% increased utilization of child care scholarship**</li> </ul>	
			TANF State Plan	<ul style="list-style-type: none"> <li>Implement the Family Assistance Program for families in which children do not receive the care of both parents due to continued absence or disability to eliminate associated harmful effects by providing financial and medical assistance</li> <li>Implement Nutritional Supplement for Working Families (NSWF) for families who are low-income and receiving SNAP benefits</li> <li>Provide Emergency Assistance to TANF-eligible individuals to obtain or retain safe and healthy housing and utilities, as well as family preservation when a child is experiencing an emergency due to child abuse, neglect, abandonment, or imminent risk of removal from home as determined by DHHS DCYF</li> <li>Provide Comprehensive Family Support Services funding to assist pregnant and parenting women by promoting wellness, decreasing family stressors and preventing child abuse and neglect through community-based programs designed to enable families to access the services they need and want in their own communities</li> <li>Provide comprehensive support and barrier resolution so parents and caretakers can work</li> </ul>			
			WIC Shopping Experience Improvement Project	<ul style="list-style-type: none"> <li>Identify strategies to increase WIC benefit redemption rates.</li> </ul>			<ul style="list-style-type: none"> <li>Increase utilization of WIC benefits</li> </ul>
		Facilitating Organization contract	<ul style="list-style-type: none"> <li>Increase marketing, outreach, and training opportunities that support access to resources for child care providers, employers, and other stakeholders</li> <li>Marketing/outreach to increase stakeholder awareness and utilization of resource and referral services, NH Child Care Scholarship program</li> <li>Educate policymakers, communities, and community groups on FRC best practices</li> <li>Prioritize and implement outreach strategies that engage and educate EC providers about FRCs the services provided.</li> <li>Increase awareness of the FRC-Q quality designation among child care center and/or providers through content and/or collateral development and targeted messaging and/or outreach.</li> </ul>	<ul style="list-style-type: none"> <li>% Increased awareness of FRC-Q and FRC program/service quality indicators</li> </ul>			
		Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Provide TA to CCPs to support implementation of the Strengthening Families Approach</li> </ul>				
		Facilitating Organization contract	<ul style="list-style-type: none"> <li>Marketing/outreach to increase awareness and utilization of resource and referral services and NH Child Care Scholarship program</li> </ul>				
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Ensure all Child Care Aware staff are familiar with and can explain how families can access scholarships</li> </ul>					
	Family Child Care Expansion Initiative (FCCEP - Family Child Care Establish and Expand Project)	<ul style="list-style-type: none"> <li>Manage a family child care (FCC) expansion initiative to increase the supply and access to FCC programs statewide</li> <li>Provide comprehensive business supports to FCC to include offering training, CCP start-up training &amp; mentoring, business TA, referral to DHHS funding</li> <li>Increase access to quality home-based child care (infant/toddler care as priority)</li> <li>Increase the # and capacity of FCC providers</li> <li>Retain, support, and educate FCC professional to maintain a stabilize NH's current FCC workforce</li> <li>Expand professional development and networking and mentoring opportunities for new and existing FCC providers</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their child's development</li> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> <li>Ensure children achieve early childhood developmental and educational goals</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>		<ul style="list-style-type: none"> <li>Increased awareness of FRC-Q and FRC program/service quality indicators**</li> <li>% or # Increase in eligible families accessing child care scholarship**</li> <li>35% of FCCPs enrolled in the Business Health Assessment show improvement at post-test**</li> <li>% or # increase in FCCP slots**</li> <li>% or # increase in Infant/Toddler FCCP slots**</li> </ul>		
	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<ul style="list-style-type: none"> <li>Pilot a Mixed Delivery Community-Based Pre-K Model</li> </ul>					
	Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP-2023-DES-09-CCBEP)	<ul style="list-style-type: none"> <li>Conduct a statewide child care needs study to assess NH businesses' and their employees' child care-related needs via a survey and literature review</li> <li>Conduct 5 child care provider pilot programs designed to identify the best practices in supporting employees in accessing child care during traditional and non-traditional business hours</li> <li>Establish a Child Care Business and Employer Working Group in conjunction with the 4 Collaborative Economic Development Regions (CEDRs)</li> <li>Create a "NH Business and Child Care Partnership Guide" designed for employers and CCPs to partner to promote equitable, accessible, and affordable quality child care</li> </ul>					
	Every Student Succeeds Act (ESSA) Consolidated State Plan	<ul style="list-style-type: none"> <li>Support local education agencies as they work to empower parents and students and increase access to effective, personalized, and rigorous learning experiences</li> </ul>					
	Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Provide out-of-school-time (OST) child care provider support services</li> <li>Provide training &amp; TA services to OST CCPs to increase statewide CC quality and capacity</li> </ul>		<ul style="list-style-type: none"> <li>% Increase in OST CC slots (target of 15%)**</li> </ul>			
	Child Care Strengthening Plan: Child Care Business Improvement Project (RFP-2023-DES-06-CCBIP)	<ul style="list-style-type: none"> <li>Facilitate a business health assessment to evaluate strengths/weaknesses of CCPs' current operations</li> <li>Provide consultation services and recommendations to CCPs-related operations and facilities management</li> <li>Facilitate the CCPs' development, improvement, &amp; sustainability plan</li> <li>Assist CCPs in applying for grants for operational and facility improvements</li> <li>Provide child care business professional development opportunities;</li> <li>Provide CCPs with a mentor to facilitate the implementation, development, improvement, and sustainability plan</li> <li>Develop a resource guide for future CCPs' operational and improvement services</li> </ul>		<ul style="list-style-type: none"> <li>% of CCPs enrolled in the Business Health Assessment that show improvement at post-test (target 35%)**</li> <li>% of enrolled CCPs that have a Development, Implementation, and Sustainability Plan (target 40%)**</li> </ul>			
	Facilitating Organization contract	<ul style="list-style-type: none"> <li>Enhance the quality of and increase access to ECCE and community-based family support and expand the use of evidence-based or evidence-informed practices</li> </ul>					
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Provide child care programs with training, technical assistance, and access to resources</li> <li>Provide child care programs with technical assistance to expand program capacity to meet unmet child care needs statewide including infant/toddler care, care for children with special needs, and care during non-traditional hours</li> </ul>	<ul style="list-style-type: none"> <li>% or # of Increased options for and access to CCPs**</li> </ul>				
	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Support families in enrolling in the Family Communication Network through NH Connections</li> </ul>					
	Child Care Strengthening Plan: Child Care Business and Employer Partnership Program Contract (RFP-2023-DES-09-CCBEP)	<ul style="list-style-type: none"> <li>Distribute marketing materials to promote the use of the Family Portal</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their</li> </ul>				
	3a. Establish a Statewide Family						

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success	
3. Increase family awareness, voice, influence, engagement and knowledge	3. Increase family awareness, voice, influence, engagement and knowledge	Engagement Framework including feedback loops	Every Student Succeeds Act (ESSA) Consolidated State Plan	<ul style="list-style-type: none"> <li>Embed principles and approaches for family and youth engagement and voice within a multi-tiered systems approach in all areas of education</li> <li>Include family engagement and voice in teacher training programs</li> <li>Ensure a coordinated effort to support the implementation of family and youth engagement strategies and professional development opportunities</li> </ul>	child's development			
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>Promote the use and understanding of the newly developed Family Information Network accessible through NH Connections website and hosted in the NHCIS</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' access to integrated quality early childhood opportunities and services</li> </ul>	<ul style="list-style-type: none"> <li># of referrals</li> <li># or % of referral type</li> </ul>		
		3b. Expand universal home visiting to every baby in New Hampshire				<ul style="list-style-type: none"> <li>Increase comprehensive wellness of children</li> </ul>	<ul style="list-style-type: none"> <li># of families engaged in program</li> <li># or % of referrals/of families connected to resources</li> </ul>	
	4. Enhance quality of early childhood programs and services	4a. Increase participation in NH QRIS	Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)		<ul style="list-style-type: none"> <li>Further develop and implement the GSQ system components including: coordinating and providing professional development activities to programs and staff; providing financial incentives and resources; onboarding programs into the system; supporting programs to engage on CQI; and recommending system enhancements</li> <li>Support the Environmental Rating Scales (ERS) and Pyramid Model Pathways by developing a process to assist providers who have applied for a GSQ step to receive services from professional development specialists</li> <li>Develop a process to recruit, train, and retain professional development specialists</li> <li>Develop criteria for the GSQ Family Child Care Pyramid Model Pathway</li> <li>Align processes of the ERS and Pyramid Model Pathways</li> <li>Implement a Social-Emotional Learning model for OST programs for GSQ in collaboration with DHHS, NHED, and ACROSS NH</li> <li>Provide criteria, recommendation for incentives, and opportunities for programs to obtain GSQ Endorsements in at least 4 areas from: Developmental screening; Nutrition and Physical Activity Self-Assessment for Child Care (NAPSACC); formative assessment; curriculum; business practices, environmental health; and/or additional requirements for the existing GSQ Family Engagement endorsement.</li> <li>Design an evaluation plan to assess the GSQ system</li> <li>Design a GSQ system validation study</li> <li>Provide TA to programs to attain or maintain national accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their child's development</li> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> </ul>		
				Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Provide child care programs with training, technical assistance, and access to resources</li> <li>Support CC providers with credentialing and program professionalism through Granite Steps for Quality</li> <li>Liaise with the 7 NH EC Regions for local connections</li> <li>Support providers in establishing, accessing, and updating their professional profile</li> </ul>	<ul style="list-style-type: none"> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>		<ul style="list-style-type: none"> <li>% Increase in # of CCPs awarded a GSQ step (target 25%)**</li> </ul>
				Facilitating Organization contract	<ul style="list-style-type: none"> <li>Conduct marketing and outreach activities for Granite Steps for Quality</li> </ul>			<ul style="list-style-type: none"> <li># of outreach by type</li> <li># of social media engagements/interactions</li> </ul>
				Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Provide training &amp; TA services to OST CCPs to increase statewide CC quality and capacity</li> </ul>			<ul style="list-style-type: none"> <li>% Increase in OST CCPs attaining a new credential (target 15%)**</li> <li>% Increase in OST CCPs renewing credential (target 25%)**</li> <li>% Increase in # of CCPs awarded a GSQ step (target 15%)**</li> </ul>
				Facilitating Organization contract	<ul style="list-style-type: none"> <li>Educate policymakers, communities, and community groups on FRC best practices</li> <li>Manage the NH Connections consumer education website</li> </ul>			<ul style="list-style-type: none"> <li>% of families aware of EC services for families w/young children*</li> <li>% of Increase in awareness of FRC-Q and FRC program/service quality indicators**</li> </ul>
			Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care</li> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>			<ul style="list-style-type: none"> <li>% of families aware of EC services for families w/young children*</li> <li>% Increase in # of families provided resource and referral services (target 25%)**</li> </ul>	
			Facilitating Organization contract					

\*Highlighted initiatives are priority recommendations

\* = from 2023 Strategic Plan Appendix F

\*\* = from associated contract, document, work plan

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success
Strategic Theme 2: Early childhood workforce capacity and quality	1. Increase workforce	1a. Promote early childhood careers and career path	Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	<ul style="list-style-type: none"> <li>Conduct study and pilot programs to identify effective strategies that attract, retain, and increase the quality of EC and OST workforce</li> <li>Provide a variety of self-help/wellness/mental health supports for the workforce</li> <li>Provide professional development opportunities through scholarships, training programs, internships, and apprenticeships</li> <li>Conduct a multi-tiered child care workforce recruitment marketing program</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Increase quality early childhood opportunities and services</li> </ul>	<ul style="list-style-type: none"> <li># of new child care workers**</li> <li>% of child care workforce retained**</li> <li>% increase in statewide child care provider workforce (target 15%)**</li> <li>% decrease in statewide recidivism rate in child care workforce (target 10%)**</li> </ul>
			Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	<ul style="list-style-type: none"> <li>Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework</li> </ul>			<ul style="list-style-type: none"> <li>% and # Increase of IHEs participating in NH's Tuition Assistance Program**</li> <li>% Increase in qualifications and career advancement of ECE &amp; OST providers**</li> <li>% Increase in success of children in early childhood and OST settings**</li> </ul>
			Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<ul style="list-style-type: none"> <li>Provide 500 tuition assistance grants (\$2000/course) to EC and OST teachers</li> <li>Expand the number of approved courses to choose from</li> </ul>			<ul style="list-style-type: none"> <li>% increase in tuition assistance participation rate**</li> </ul>
			Family Child Care Expansion Initiative (FCCEEP - Family Child Care Establish and Expand Project)	<ul style="list-style-type: none"> <li>Provide comprehensive business supports to FCC to include offering training, CCP start-up training &amp; mentoring, business TA, referral to DHHS funding</li> </ul>			
			Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Partner w/high schools, IHEs to provide info and access to OST career opportunities through internships, credentialing, career fairs/events, etc.</li> <li>Support CC providers with credentialing and program professionalism through Granite Steps for Quality</li> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>			<ul style="list-style-type: none"> <li># of TEACH recipients supported annually (target 25 recipients)**</li> <li>% Increase in newly awarded credentials (target 25%)**</li> <li>% Increase in renewed credentials (target 25%)**</li> </ul>
			Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Manage TEACH</li> <li>Manage the Dept. of Labor apprenticeship program</li> <li>Support CC providers with credentialing and program professionalism through GSQ</li> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>			<ul style="list-style-type: none"> <li># of new apprentices in the EC Apprenticeship Program (target 5 apprentices)**</li> <li># TEACH recipients supported annually (target 25)**</li> <li>% Increase newly awarded credentials (target 25%)**</li> <li>% Increase in renewed credentials (target 25%)**</li> </ul>
			Child Care Strengthening Plan: Child Care Workforce Recruiting, Retention and Effective Strategies Project (RFP-2023-DES-07-CHILD)	<ul style="list-style-type: none"> <li>Conduct study and pilot programs to identify effective strategies that attract, retain, and increase the quality of EC and OST workforce</li> <li>Provide a variety of self-help/wellness/mental health supports for the workforce</li> <li>Provide professional development opportunities through scholarships, training programs, internships, and apprenticeships</li> <li>Conduct a multi-tiered child care workforce recruitment marketing program</li> </ul>			<ul style="list-style-type: none"> <li># of new child care workers**</li> <li>% of current child care workforce retained**</li> <li>% increase in statewide child care provider workforce (target 15%)**</li> <li>% decrease in statewide recidivism rate in child care workforce (target 10%)**</li> </ul>
	2. Increase workforce knowledge regarding early childhood development	2a. Equip the early childhood workforce with knowledge of child development and evidence-based practices to meet the needs of children and families	Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	<ul style="list-style-type: none"> <li>Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> <li>Ensure children achieve early childhood developmental and educational goals</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> <li>Ensure children achieve early childhood developmental and educational goals</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>	<ul style="list-style-type: none"> <li>% increase and # of child care workers enrolling in ECE and OST courses**</li> <li>% or # Increase qualifications of ECE &amp; OST staff to support the success of children in EC &amp; OST settings</li> <li>% Increase or # of new child care workers**</li> </ul>
			Every Student Succeeds Act (ESSA) Consolidated State Plan	<ul style="list-style-type: none"> <li>Underscore the use of research and evidence-based frameworks as best practice for creating and sustaining educational environments that are personalized to the needs of each learner</li> </ul>			
			Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Provide training &amp; TA services to OST CCPs to increase statewide CC quality and capacity</li> <li>Conduct an annual Back to School Conference and a spring/summer Readiness Conference</li> </ul>			<ul style="list-style-type: none"> <li>% Increase in OST CCPs attaining new credential (target 15%)**</li> <li>% Increase in OST CCPs renewing credential (target 25%)**</li> <li>% Increase in OST CCPs taking 1+ trainings annually (target 35%)**</li> <li>% of OST CCPs using TA report a measurable effective impact (target 60%)**</li> <li>60% of OST CCPs workforce participating in training report a measurable effective impact</li> <li>30% of OST workforce participate in 1+ trainings or conferences in contract Scope of Work</li> </ul>
			Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<ul style="list-style-type: none"> <li>Expand access to GSQ-related and non-GSQ-related professional development for EC and OST providers, interns, and affiliates including via online courses and modules</li> <li>Update/revise the NH Early Childhood and Family Mental Health (ECFMH) Credential and expand the number of professionals receiving their intermediate or advanced ECFMH credential</li> <li>Develop a Credential Incentive Program</li> <li>Collaborate and coordinate with CMHCs, NHAIMH, Pyramid Model Consortium, DHHS Bureau of Children's Behavioral Health, and other qualified EC and school-age children's mental health professionals to provide consultation and resources to programs regarding child-specific behavioral health needs requiring intensive support</li> </ul>			<ul style="list-style-type: none"> <li># of professional receiving their intermediate or advanced ECFMH credential**</li> <li># of EC and OST programs that received MH consultation and support**</li> <li># of children retained in programs after MH consultation and support**</li> </ul>
			Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Provide child care programs with training, technical assistance, and access to resources</li> <li>Manage TEACH</li> <li>Manage the Dept. of Labor apprenticeship program</li> <li>Support child care programs' implementation of the Pyramid Model</li> </ul>			<ul style="list-style-type: none"> <li>% of CCP workforce participating in 1 or more training opportunities annually (target 50%)**</li> <li>% of CCP utilizing TA report a measurable effective impact (target 60%)**</li> <li>% of CCP workforce participating in training report a measurable effective impact (target 60%)**</li> </ul>

\*Highlighted initiatives are priority recommendations

\*\* = from 2023 Strategic Plan Appendix F

\*\* = from associated contract, document, work plan

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success	
Strategic Theme 3: Investment in early childhood programs and services	1. Leverage and sustain new and existing funding	1a. Create and implement a comprehensive early childhood system funding plan including federal, state, local, and private sources	Children's Funding Project	• Child and youth fiscal mapping	<ul style="list-style-type: none"> <li>• Increase families' partnership in, knowledge of, and choices for their child's development</li> <li>• Increase families' access to integrated quality early childhood opportunities and services</li> <li>• Increase comprehensive wellness of children</li> <li>• Ensure children achieve early childhood developmental and educational goals</li> <li>• Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>			
		1b. Develop and implement a comprehensive study of compensation, benefits, and incentives across the various roles within the early childhood field		•				
	2. Increase business and community support for early childhood programs and services	2a. Create and implement a plan to increase businesses' financial investment in the early childhood system				•		
			Resource & Referral for NH Child Care Facilities (Child Care Aware)	• Provide an Employer Liaison to connect with business leaders, business associations, state-sponsored work groups and task forces, and other activities per DHHS				
		2b. Create and implement a plan to increase community awareness of and engagement in building the capacity of the early childhood system	Every Student Succeeds Act (ESSA) Consolidated State Plan	• While prioritizing the role of parents in their children's education, listen to input from a diverse group of stakeholders including, but not limited to, families, students, school staff, district staff, policymakers, business organizations, and staff at NHED to inform all facets of education for NH students				

\*Highlighted initiatives are priority recommendations

\* = from 2023 Strategic Plan Appendix F  
\*\* = from associated contract, document, work plan

DRAFT

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success	
Strategic Theme 4: Systems integration	1. Increase state, regional, and local collaboration and program integration	1a. Affirm and institutionalize the early childhood regions and networks, ensure ongoing support, and foster collaboration with families and local communities	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their child's development</li> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> <li>Ensure children achieve early childhood developmental and educational goals</li> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>		Regional Leads understand the importance of and access to CCPs**	
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>Promote Family Leadership membership within Regional Systems</li> <li>Ensure EC Regions have processes in place to evaluate, monitor, establish, and measure Direction (agreement on overall goals, aims, and mission), Alignment (organization and coordination of knowledge and work), and Commitment (shared responsibility for the group).</li> <li>Establish and maintain an infrastructure to support the 7 EC Regional system networks</li> </ul>				
			Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>			Regional Leads understand the importance of and access to OST CCPs**	
		Child Care Strengthening Plan: Granite Steps for Quality Capacity Building Project contract (RFP-2023-DES-06-GRANI)	<ul style="list-style-type: none"> <li>Work with community partners to improve educational, social service, behavioral health practice, equity, and outcomes for oppressed, marginalized, and underserved populations</li> </ul>					
		Facilitating Organization contract	<ul style="list-style-type: none"> <li>Improve and strengthen state-regional communication including sharing of community priorities and needs as well as NHED and DHHS priorities and initiatives</li> </ul>					
		Facilitating Organization contract	<ul style="list-style-type: none"> <li>Plan, coordinate, and align data collection efforts for FRC programs, including: Comprehensive Family Support Services (CFSS); NH Maternal, Infant, and EC Home Visiting (MIECHV); Health Families America (HFA) Home Visiting; Community Collaborations to Strengthen and Preserve Families (CCSPF); the Early Childhood Regional System; and any other new programs administered through FRCs</li> <li>Provide TA re: data integrity</li> <li>Provide training to all new users of FSDS</li> <li>Develop reports re: data collection</li> <li>With the EC Regional System, identify shared measures of success including data collection and strategy mapping, performance measures, needs and gaps assessments conducted or used by regions, training, TA provided, and quarterly reporting.</li> </ul>			# of improvements to data collection, quality, and reporting capacity**		
	2. Enhance family navigation of integrated programs and services	2a. Establish and promote a comprehensive and inclusive system leveraging existing tools for families to navigate and access resources	Child Support?					
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>Kinship Navigators available statewide to families providing kinship care for relative or fictive kin (children) in formal or informal placement (DCYF placement, guardianship, adoption, informal arrangements; DCYF does not need to be involved to be eligible)</li> <li>Train FRC staff and CHWs in becoming providers of NH Easy</li> <li>Allow and encourage CHWs to participate in the NH CHW Coalition, CHW Community of Practice, and Area Health Education Centers trainings</li> <li>Support capacity building for the EC Regional system to establish and maintain a process to maximize awareness of community resources available in the state, regionally, and nationally in order to reduce gaps and duplication, increase localized planning and coordination to connect families with needed</li> </ul>		<ul style="list-style-type: none"> <li># of CHWs at FRCs**</li> <li># and type of trainings provided to FRC staff and CHWs**</li> <li># of FRC staff and CHWs enrolled as providers of NH Easy**</li> </ul>		
			WIC Shopping Experience Improvement Project <i>not sure if this should be here</i>	<ul style="list-style-type: none"> <li>Conduct an evaluation and analysis of WIC benefit redemptions</li> <li>Identify strategies to increase WIC benefit redemption rates.</li> </ul>		% Increase in WIC benefit redemption rates**		
		2b. Increase individualized support for families in navigating the system	Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care</li> <li>Provide culturally responsive CCR&amp;R services statewide, regionally, and locally to families, providers, businesses, and community members</li> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>		% Increase in # of families provided resource and referral services (target 25%)**		
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>Ensure a sufficient number of Kinship Navigators to provide statewide coverage</li> <li>Establish a workforce of Community Health Workers (CHWs) to provide direct services to priority populations impacted by COVID-19 and health disparities</li> <li>Ensure Family Support staff and CHWs provide case management and connections to community services and referrals, assist families with maintaining and/or applying for social services within their community, identify and help mitigate barriers to accessing healthcare, and connect families with agencies and supports through closed loop and/or warm hand-off referrals</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' partnership in, knowledge of, and choices for their child's development</li> </ul>	<ul style="list-style-type: none"> <li># of Families engaged in the child welfare system who have access to Kinship Navigators**</li> <li># of Families that who access to FRC staff and CHWs that provide individualized support in navigating public assistance and other programs and services**</li> <li># of cases per CHW**</li> <li># of encounters per CHW</li> <li>% of types of needs identified for families served in CESS, COVID Health</li> </ul>		
		2c. Build cultural and linguistic competence of the early childhood system and professionals to better support families	Early Childhood and Out-of-School Time Professionals Tuition Assistance (RFA-2024-DES-02-EARLY)	<ul style="list-style-type: none"> <li>Provide tuition assistance to qualifying early childhood education and out-of-school time staff to take relevant post-secondary coursework to develop professional qualifications needed to support the success of children in early childhood and OST settings</li> </ul>		% Increase qualifications of ECE & OST staff to support the success of children in EC & OST settings**		
			Out-of-School Time Child Care Provider Support Services (RFA-2024-DES-03-OUT OF)	<ul style="list-style-type: none"> <li>Provide culturally competent and responsive training to diverse language and cultural backgrounds, including knowledge and understanding of te cultural variations across NH to individualize services according to NH EC Regions</li> <li>Participate in annual cultural competence training from DHHS</li> <li>Include conversation on cultural diversity in NH and opportunities to support diversity during team meetings</li> </ul>	<ul style="list-style-type: none"> <li>Increase families' access to integrated quality early childhood opportunities and services</li> <li>Increase comprehensive wellness of children</li> </ul>	<ul style="list-style-type: none"> <li>% of Contractor staff demonstrating cultural competence**</li> <li>% of Contractor staff demonstrating understanding of regional and local diversity of communities**</li> </ul>		
			Resource & Referral for NH Child Care Facilities (Child Care Aware)	<ul style="list-style-type: none"> <li>Assist families in securing high-quality early childhood and school-age care for their children by providing a centralized network of services for families in need of child care</li> <li>Provide culturally responsive CCR&amp;R services statewide, regionally, and locally to families, providers, businesses, and community members</li> <li>Liaise with the 7 NH EC Regions for local connections</li> </ul>	<ul style="list-style-type: none"> <li>Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>	<ul style="list-style-type: none"> <li>% of Contractor staff demonstrating cultural competence</li> <li>% of Contractor staff demonstrating understanding of regional and local diversity of communities**</li> </ul>		
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>Work with DHHS and FRCs to determine culturally appropriate process and outcome data collection and analysis</li> <li>Support FRC Family Support staff and CHWs with training and technical assistance on cultural competency</li> <li>Print outreach and education materials in additional languages to support FRC engagement w/families</li> <li>Use DPHS' Equity Review Toolkit for guidance on ensuring equity, including Race, Ethnicity, and Linguistic (REaL) and Sexual Orientation and Gender Identity (SOGI) data collection, as well as community engagement, as core pieces of the work, to inform work plan development and/or implementation of programming</li> </ul>		# of implemented strategies to educate FRC staff and CHWs on the importance of data to address disparities**		



Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success
	3. Increase community voice and influence in design of programs and services	3a. Create approaches to specifically engage under-represented groups to influence decisions about programs and services that affect them	Every Student Succeeds Act (ESSA) Consolidated State Plan	<ul style="list-style-type: none"> <li>• Embed principles and approaches for family and youth engagement and voice within a multi-tiered systems approach in all areas of education</li> <li>• Include family engagement and voice in teacher training programs</li> <li>• Ensure a coordinated effort to support the implementation of family and youth engagement strategies and professional development opportunities</li> <li>• While prioritizing the role of parents in their children's education, listen to input from a diverse group of stakeholders including, but not limited to, families, students, school staff, district staff, policymakers, business organizations, and staff at NHED to inform all facets of education for NH students</li> </ul>			
			Facilitating Organization contract	<ul style="list-style-type: none"> <li>• Prioritize and implement strategies that provide engagement and education of incarcerated parent families in FRC services provided through partnerships of activities with the Family Connections Center at the NH Department of Corrections</li> </ul>			<ul style="list-style-type: none"> <li>• # or % of referrals made to FRCs from Family Connections Center</li> <li>• # or % of families engaged in FRC with past or current Family Connections Center participation</li> </ul>

\*Highlighted initiatives are priority recommendations

\* = from 2023 Strategic Plan Appendix F  
 \*\* = from associated contract, document, work plan

DRAFT

Themes	Objectives	Initiatives	Workplan/Contract	Workplan Activities	Priority Outcomes	Additional Outcomes/Outputs	Potential Measures of Success
Strategic Theme 5: Office of Early Childhood	1. Ensure a cohesive and collaborative approach to a mixed-delivery, early childhood system	1a. Establish a collaborative process to define the role of the Office of Early Childhood, including authority, functions, structure, and resources		•	<ul style="list-style-type: none"> <li>• Increase families' partnership in, knowledge of, and choices for their child's development</li> </ul>		
		2a. Coordinate messaging across key early childhood champions to ensure a diverse set of voices that will expand public understanding of the importance of early childhood experiences for all children and families		•	<ul style="list-style-type: none"> <li>• Increase families' access to integrated quality early childhood opportunities and services</li> <li>• Increase comprehensive wellness of children</li> <li>• Ensure children achieve early childhood developmental and educational goals</li> </ul>		
		2b. Clarify and communicate roles and responsibilities of the early childhood system to include early childhood agencies, families, policy makers, and service providers		•	<ul style="list-style-type: none"> <li>• Increase providers' and educators' knowledge and access to resources for quality programs and services</li> </ul>		

\*Highlighted initiatives are priority recommendations

\* = from 2023 Strategic Plan Appendix F  
\*\* = from associated contract, document, work plan

DRAFT