



STRATEGIC PLAN FOR EARLY CHILDHOOD DEVELOPMENT



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PARTICIPATION

The Impact Monadnock Early Childhood Development Initiative Steering Committee is comprised of over 30 Monadnock Region residents representing a wide variety of sectors influencing - and influenced by - early childhood development in the region.

IMPACT MONADNOCK STEERING COMMITTEE MEMBERS

Law Enforcement

Sheriff Eli Rivera	Cheshire County Sheriff's Office
Det. Bob Collinsworth	Keene Police Department

Early Childhood Education

Toni Ellsworth	Rise...for baby and family
Roberta Royce	Winchester Learning Center
Suelaine Poling	Keene Day Care Center
Jocelyn Goldblatt	The Orchard School, Alstead
Nancy Macalaster	Sophia's Hearth
Lisa Mahar	Monadnock Waldorf School

Higher Education

Prof. Kerry Belknap Morris	River Valley Community College
Dr. Dottie Bauer	Keene State College/Impact Monadnock Board
Prof. Susan Loman	Antioch University New England

Policy Making

Chuck Weed	Cheshire County Commissioner
Kris Roberts	State Rep/Keene Board of Education
Betty Tatro	Monadnock Regional School Board

Community Representatives

Liz Coppola	Keene Family YMCA
Cathy Gray	Cedarcrest Center for Children with Disabilities
Gail Zachariah	Keene Public Library
Karen Atkins	Division of Children, Youth and Families

Education

Cari Christian-Coates	Conval School District
Susan Meehan	Educator/ Special Educator

Business

Rich Randall
Katie Schwerin
Jay Pettapiece

Andrea Wright

Polyonics, Inc.
W.S. Badger Co. Inc.
Vision Financial Corporation/Hannah Grimes Center
Board
C&S Wholesale Grocers, Inc.

Health Care

Dr. Kathy Fisher
LeeAnn Clark
Dr. Art Simington

Cheshire Medical Center
Monadnock Community Hospital
Cheshire Medical Center (retired)

Social Services

Liz Chipman
Keith Thibault

Keene Housing Kids Collaborative
Southwestern Community Services

Philanthropy

Melinda Mosier

New Hampshire Charitable Foundation

Parents

Christine McCullough
Amy Theriault
Amber Connary Larareo

Peterborough
Peterborough
Keene

IMPACT MONADNOCK BOARD

Jan Barry
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Patricia I. Campbell, DO
Eileen Fernandes
Dick Hill
Josh Meehan
Jeff Miller
Helene Mogridge
Susan Newcomer
Joe Parisi
Barbara Tremblay
Penny Vaine, BSW



COLLECTIVE IMPACT BACKBONE AND CONSULTANT SUPPORT

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EXECUTIVE SUMMARY

The Impact Monadnock Early Childhood Development Initiative Strategic Plan is the culmination of a community-led and data-driven process designed to fundamentally improve the overall well-being of the Monadnock Region by focusing on the most compelling determinant of a thriving community: **Early Childhood Development**. The process is rooted in a comprehensive community needs assessment in 2011 that involved community leaders from all sectors and backgrounds and was built on the premise that solutions that are evidence-based and locally identified will prove to be the most successful.

The Impact Monadnock Steering Committee convened in September 2015 to ground itself in the community-wide work done to date, add their own expertise, freshen data on needs, and develop current, timely and effective solutions. After an eight-month research, exploration, and strategy development process the Steering Committee recommended, and the Board of Impact Monadnock adopted, the following goals:

Emotional and Behavioral Health

Monadnock Region children age 0-5 and families who need emotional and behavioral health services are easily and regularly accessing care for their needs.

Early Childhood Supports

Families of young children in the Monadnock Region are connected to the services, supports, and early education opportunities they need to strengthen their families.

Family Supports

The Monadnock Region supports young children and their families, advocates for a continuum of services, and is widely recognized as an optimal place to raise children.

The Early Childhood Initiative strategic planning process was developed utilizing and anticipating continued use of the collective impact model, a process that brings people together in a structured way to achieve meaningful social change. The goals and strategies in this plan are designed to be integrated with systems and organizations already conducting work in the community. Impact Monadnock plans to begin implementation of the plan in 2016 and welcomes the participation of all citizens and institutions wishing to share their energy toward improving the lives of **all** who live in the Monadnock Region by investing in our young children age 0-5 and their families.

ABOUT IMPACT MONADNOCK

Phase I

Determining Community Needs

In 2011 the Monadnock United Way and New Hampshire Charitable Foundation commissioned an assessment of the determinants of social wellbeing and community needs in the Monadnock Region. The Center for Public Policy Studies conducted the assessment which compared a broad range of regional data to statewide benchmarks and expectations of community leaders.

The resulting 2012 report, [*Phase I Report: Community Well-Being in the Monadnock Region*](#) identified three areas of greatest concern: educational attainment, economic opportunity, and child welfare.

Phase II

Focus for Change: Early Childhood Development for Children Age 0-5

With the Phase I findings establishing areas of need, Phase II undertook to define root causes to be addressed, a shared understanding and agenda for change, the principles that would guide ongoing work, and an administrative structure that would support the effort.

A committee of community leaders from multiple sectors met for six months in 2013 to gather further community perspective on the areas of need and make recommendations for change. The committee determined that focusing on *improvements in childhood development for children age 0-5 are the greatest leverage point for improving overall community well-being*.

The committee's 2013 report, [*Phase II Report: An Investment in Community Well-Being. Preparing Monadnock Area Children for the Future*](#), outlines its recommendations in detail.

The Vision for Children and Families

The committee established the following vision as a guide for the community's work:

All children in the Monadnock Region and
their families are healthy, learning and
thriving, now and in the future

Means for Making the Change: The Collective Impact Model

The committee also recommended undertaking the improvements utilizing the collective impact model of community change. Under this model, a cross-sector group of change agents agrees to a common agenda for change. Beyond working collaboratively (which already occurs regularly in the Monadnock Region), under collective impact all participating organizations and individuals integrate their individual work with established common goals.

The Birth of Impact Monadnock

In 2014 Impact Monadnock was formed as an independent non-profit committed to achieving significant improvement in community well-being through the Early Childhood Development Initiative recommended in the Phase II report. A twelve-member board of directors was established to lead the organization.

The Impact Monadnock Board took initial steps to ensure capacity for carrying the work forward by selecting a team comprised of [Monadnock United Way](#) and [Spark NH](#) as the backbone support for the Early Childhood Development Initiative. Monadnock United Way provides administrative and outreach support to the effort and Spark NH provides content-related support. A Project Director was hired to put the Initiative into action.

Phase III: The Strategic Plan for Early Childhood Development

As recommended in the Phase II report, once backbone support was established, Impact Monadnock moved to its next phase of work: creating a strategic plan to improve lives for Monadnock Region children age 0-5 and their families.

In 2015 Impact Monadnock established a 30-member Strategic Plan Steering Committee comprised of community members from multiple sectors including business, policy making, health care, early childhood practitioners, and parents. Working from the prior phases of work and supported by strategic planning, evaluation, and local and state content experts, the Steering Committee worked for eight months to develop a series of goals and strategies designed to significantly improve overall community well-being through a focus on early childhood development. To select its areas of focus, the Steering Committee worked within Spark NH's Framework for Action (Appendix A), a data-driven policy document that addresses all aspects of children's development in New Hampshire – health, learning, family economic stability, and coordinated, integrated and effective early childhood systems. The document has ten public policy recommendations that address each of these areas. Spark NH is a governor-appointed advisory council created

to promote a comprehensive system of early childhood programs and services in New Hampshire. Spark NH's members have extensive professional experience in early learning and development, health, and family support.

THE STRATEGIC PLANNING PROCESS

The Steering Committee's Process

The Project Director for Impact Monadnock's Early Childhood Development Initiative conducted initial identification of 25 Steering Committee members representing eleven sectors of the community including business, policy making, health care, early childhood practitioners, parents, and others. The group met semi-monthly from September 2015 through April 2016. Additional group members were added over this period as initial group members identified new perspectives needed for the work.

Key components of the process included:

- Presentations from local and state experts on the state of early childhood in New Hampshire and in the Monadnock Region
- A gap analysis identifying what is working well in the region, what existing regional plans touch on early childhood development, and where gaps in systems and services warrant attentionⁱⁱⁱ
- Compilation of best practices and national data
- Identification of criteria for prioritizing goals and strategies including working within Spark NH's Framework for Action
- Facilitated dialogue about the information presented combined with the experience of Steering Committee members
- Solicitation of perspective from over 150 community stakeholders with an interest in Impact Monadnock's work



AREAS OF FOCUS AND VALUES

Based on the expert presentations, the gap analysis and dialogue, and Spark NH's Framework for Action, the Steering Committee identified three areas of focus for the strategic plan. The Steering Committee embraced the fact that these areas intersect deeply. The Steering Committee identified a "desired state" or description of its vision for success in each focus area.

Early Childhood Supports and Services

Desired State for Early Childhood Supports and Services

The wellbeing of young children in the Monadnock region is recognized as a top priority by the community, with high-quality resources available to support the healthy development of young children.

Parent and Family Supports

Desired State for Parent and Family Supports

The community supports the needs of young children and their families, and embraces and invests in community well-being and support structures.

Emotional and Behavioral Health

Desired State for Emotional and Behavioral Health

All families and children in the Monadnock region have timely access to emotional behavioral health services and supports.

Values for Guiding the Work

In developing goals and strategies toward each desired state, Impact Monadnock was guided by, and will continue to practice, the following values:

- Parent participation
- Community involvement
- Communal responsibility
- Data based decision making
- Cultural competency
- Sustainability
- Privacy / parent self-determination

GOALS AND STRATEGIES

CRITERIA FOR SELECTING GOALS AND STRATEGIES

Once clear desired states were identified, the Steering Committee began the task of selecting specific goals and strategies designed to result in progress toward each. Recognizing that needs and options for addressing those needs would outweigh the capacity to make change, the Steering Committee also identified a set of criteria for selecting the goals and strategies to be included in the strategic plan. The Steering Committee tailored the Monadnock United Way “Impact Area Prioritization Criteria” and used Spark NH’s Framework for Action for the early childhood development strategic plan.

Criteria for Selecting Goals and Strategies
<p>1. Community awareness of the issue/ Good fit for the Monadnock region:</p> <ul style="list-style-type: none">• Is of genuine concern to the region• Is supported by evidence-informed and data-driven processes• Addresses gaps and barriers in the region including health equity• Culturally competent• Adequate data available around the issue• Enough community will to support it
<p>2. Potential Solutions</p> <ul style="list-style-type: none">• Proven solutions exist that are feasible and practical• Addresses root causes of the issue• Addresses pre-natal as well as 0 – 5 years• Breaks destructive generational cycles• Impacts a large group of people• Aligns with current statewide and/or national initiatives
<p>3. Regional Capacity</p> <ul style="list-style-type: none">• Leverages and/or aligns with work already being performed which can include bringing a current program to scale• Engages a wide variety of people and organizations in the solution
<p>4. Able to Measure and Evaluate</p> <ul style="list-style-type: none">• Progress can be measured• High quality indicators exist to monitor outcomes• Strategies can be evaluated
<p>5. Sustainability</p> <ul style="list-style-type: none">• Cost-effective (this includes cost-effectiveness in the long term)• Might have the potential to attract resources and serve as a catalyst for community investment
<p>6. Timing</p> <ul style="list-style-type: none">• Can make significant progress in 1 year• Can make significant progress in 3 years – 5 years

GOALS, STRATEGIES AND ACTIVITIES

The Strategic Plan Steering Committee developed goals, strategies, and activities for a multi-year period in each of the three focus areas. A summary follows.

Initial work on implementing the strategic plan will include:

- Detailed plans for partnerships and collaborations to successfully carry out activities
- Success metrics and evaluation plans for all goals, strategies and activities
- Funding plans for goals, strategies and activities



EMOTIONAL AND BEHAVIORAL HEALTH

Goal

Monadnock Region children age 0-5 and families who need emotional and behavioral health services are easily and regularly accessing care for their needs.

Strategies

- Create coordinated, family-centered care management system for new parents and children age 0-5 who have emotional and behavioral health needs.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<p>1. Begin integration of Impact Monadnock and System of Care (SOC)* Collaborative work through delegating Impact Monadnock representatives to the SOC, as called for in the SOCC strategic plan goal 1A.</p> <p>2. Partner with System of Care Collaboration to create a comprehensive system of care approach for early identification and intervention for children age 0-5 with emotional and behavioral health challenges, as called for in SOCC strategic plan Goal 2D.</p>	<p>1. Build out the coordinated care plan: establish roles for institutions, staff and infrastructure needs, funding needs</p> <p>2. Begin pilot for children age 0-5 in the town where SOCC will be piloting the system for older children in elementary schools (currently planned for Winchester)</p>	<p>Evaluate pilot program results, refine program design as needed, continue implementation</p>

*Monadnock Regional System of Care Collaborative, a plan to develop an integrated System of Care for children with serious emotional disturbances using a wraparound approach with consolidated cost management and children and families as central tenets of this approach

- Integrate developmental screening and surveillance for children age 0-5 into medical well-child visits in the Monadnock Region as a means of identifying parents of young children and their families in need of emotional and behavioral health services.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<ol style="list-style-type: none"> 1. Create an inventory of potential screening entities and identify which are already screening on a routine basis, and what the barriers to screening are in those providers not screening regularly. 2. Interview health insurance companies to understand their policies on covering screening, and understanding of the costs and benefits from screening 3. Begin educating potential screening providers on the benefits to clients/ patients of screening 4. Develop a plan to integrate screening standards into professional systems and practices, based on successful models such as 5-2-1-0. This may involve a pilot approach. 	<ol style="list-style-type: none"> 1. Continue educating potential screeners 2. Begin implementing the program to integrate screening standards into professional systems and practices. This may involve a pilot approach - determination will be made after learning more about the successful 5-2-1-0 model. 3. Begin tracking, monitoring progress 	<ol style="list-style-type: none"> 1. Track progress, begin to report on outcomes

- In order to reduce toxic stress and increase emotional health (such as positive attachment) for families of young children, increase screening of parents of young children for parental depression and connect them with supports and services.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	Convene potential screening professionals (pediatricians, primary care providers, obstetricians, general practitioners, social workers) to agree on evidence-based screening tool/s and standards for screening of parents	<p>Determine most effective parties to work with medical providers toward integration of screening practices, using 5-2-1-0 as a potential model for the process</p> <p>Integrate screening tools (such as Edinburgh Postnatal Depression Scale, PHQ2, and/ or PHQ9) into routine practices of screening institutions</p> <p>Begin comprehensive and routine screening</p>	Continue screening

EARLY CHILDHOOD SUPPORTS

Goal

Families of young children in the Monadnock Region are connected to the services, supports, and early education opportunities they need to strengthen their families.

Strategies

- Increase access to high quality, affordable childcare for families with young children in the Monadnock Region so all families in need of quality childcare have a safe and supportive learning environment for their children.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<p>1. Identify: a) where demand for child care is greater than supply (paying attention to physical space, geographic distribution, hours, quality); b) which childcare agencies are in a position to expand services (not just slots, but staffing and services similar to other high quality providers in the region) and what they would need to accomplish this.</p> <p>2. Define: quality childcare, and what affordable childcare is for the region.</p> <p>3. Assess the factors shaping staffing resources in the region (particularly related to pay).</p>	<p>1. Building on Year 1 (#1 - #3), identify opportunities for braided funding via current or new grant opportunities that would help address current needs and collaborate with partners to apply.</p> <p>2. Create strategies for improving long term financial viability of the child care profession in the region (addressing issues of public perception on the value of the profession, gaps in pay with similar professions, etc.)</p> <p>3. Define what business support for high quality affordable childcare might look like</p>	<p>Continue with Year 2-3 activities. Document current needs for access to high quality and affordable childcare.</p> <p>Building on Year 2-3 (#3), identify businesses willing to more directly support family access to high quality affordable childcare. Work with partners to define and implement these partnerships.</p> <p>2. Pursue implementation of strategies defined in Year 1 (#3)</p>

- Ensure community and commercial organizations support families through developmentally appropriate, child-friendly environments

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<p>1. Define what a family friendly atmosphere looks like (from the perspective of families who might frequent a restaurant, retail store, library, etc.)</p> <p>2. Survey businesses about current practices they utilize to create a family-friendly atmosphere, and/or perceived barriers</p> <p>3. Identify high use areas (e.g. waiting areas, public gathering places) where families might best be exposed to appropriate resources.</p> <p>4. Create common sense guidelines for high quality, developmentally appropriate environments</p>	<p>1. Develop a series of informational brochures that provide examples of what different business types could do to improve a family friendly atmosphere (e.g. one for restaurants, one for retail shops, etc.)</p> <p>2. Identify and collaborate with businesses / managers of public spaces to support implementation / distribution of recommended resources.</p> <p>3. Create a child friendly certificate / recognition program for participating businesses.</p> <p>4. Develop / Implement a strategy for documenting impact of adopting family friendly policies among participating businesses.</p>	<p>1. Continue documentation of impact of adopting family friendly policies among participating businesses.</p> <p>2. Expand participation of organizations agreeing to support implementation /distribution of resources</p>

- Expand home visiting opportunities for families of young children so that all families can obtain coaching and support to build strong and resilient families.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<p>1. Define home visiting supports that are evidence informed, such as Healthy Families America</p> <p>2. Document where home visiting supports do and don't exist in the region. Identify areas within the region most in need of enhanced access to home visiting supports.</p> <p>3. Assess what training supports are needed in the region for home visiting staff. Identify training resources available to the region and form linkages where feasible.</p>	<p>1. Identify, apply, and advocate for increased funding for home visiting in the region as well as training supports</p> <p>2. Develop training for home visiting personnel including volunteers</p> <p>3. Create a welcome packet for families who sign up for a program (book, toy, etc.)</p> <p>4. Expand visiting in a target area</p>	<p>1. Continue activities from Years 2-3</p> <p>2. Reassess where gaps exist in home visiting supports and adapt outreach / implementation plans.</p> <p>3. Create more awareness</p> <p>4. Increase # of towns with active visiting programs</p>

FAMILY SUPPORTS

Goal

The Monadnock Region supports young children and their families, advocates for a continuum of services, and is widely recognized as an optimal place to raise children.

Strategies

- Build understanding in the community about early brain development and encourage community investment in early childhood.

	Year 1	Year 2 – 3	Year 3 - 5
Activity	<p>1. Show “Raising NH” video and hold discussions in varied settings throughout the community</p> <p>2. Revamp Impact Monadnock web site, Facebook and LinkedIn pages; create Twitter page/site, design Public Service Announcements</p> <p>3. Develop “talking points” on Impact Monadnock goals, work to date and its integration into current services that can be used by providers, businesses, and in all key communications</p>	<p>1. Sharing resources video, panel discussion, elicit support, how you can help, sign ups</p> <p>2. Schedule 10 public service announcements per month on this topic</p> <p>3. Build information on early brain development into United Way campaigns and presentation to educate employers and employees</p> <p>4. Develop a media campaign around the importance of early brain development</p>	<p>1. Assure that the curriculum of pre-natal classes and visits includes early brain development information</p> <p>2. Assure that the curriculum of high school Consumer Ed/Health/Home Economics includes information on early brain development</p> <p>3. Evaluate the number of settings and frequency in which the information about Impact Monadnock has been shared</p> <p>4. Evaluate the number of families that have participated in sessions to see “Raising NH” or “Raising America” and/or participated in discussions about the importance of early brain development</p>

- Ensure families have access to and utilize a continuum of resources that provide learning opportunities for young children in diverse settings that are both formal and informal in nature.

	Year 1-2	Year 2 - 3	Year 3 - 5
Activity	<ol style="list-style-type: none"> 1. Showcase availability of VROOM* and Mind in the Making** materials through community meetings with parents 2. Provide access to VROOM/Mind in the Making in public places throughout the community 3. Design easy-to-use information about access to VROOM/Mind in the Making system and distribute to families in multiple settings and varied ways (paper, electronic, other) 4. Establish Reading Nooks in community-based settings that promote early literacy opportunities for young children & their families in collaboration with reading tutor partners 	<ol style="list-style-type: none"> 1. Inventory current available resources and resource guides and determine utilization. Determine barriers to utilization. 2. Design public awareness initiatives to inform parents about how to access resources and supports catalogued and inventoried by current systems 3. Increase awareness of the resources through schools, parents groups, and childcare centers 4. Add parent education into community activities 5. Promote and expand the Reading Nooks program 	<ol style="list-style-type: none"> 1. Re-evaluate utilization of tools and content and medium of resources and adjust to meet the need and improve efficiency 2. Create Impact Monadnock resource guide web page or links to existing resource guides 3. Encourage businesses to develop family-friendly services and sites. 4. Increase access to home visiting by pregnant and new families 5. Promote family resource centers and increase availability in under-served regions with web site and easy-to-use user friendly links

* VROOM is an evidence-based program of activities developed by scientists and community leaders with input from community organizations and families. It provides parents and caregivers with tools to boost early learning

**Mind in the Making (MITM), a learning campaign led by researcher Ellen Galinsky of the Families and Work Institute (FWI) to disseminate information about the science of how young children (birth to eight) learn best

- Promote the benefits of family-friendly workplace policies for the healthy development of children age 0-5 years and the greater population.

	Year 1	Year 2 - 3	Year 3 - 5
Activity	<p>1. Assemble information from current/past work groups that promote family-friendly workplace practices and promote the groups' work</p> <p>2. Gather information from employers about perceived and actual barriers to providing family-friendly workplace policies</p> <p>3. Partner with Healthy Monadnock to utilize and/or expand its inventory of family-friendly workplace policies</p> <p>4. Inventory available resources and utilization and determine barriers to utilization</p>	<p>1. Increase the number of businesses with family-friendly policies by 15%</p> <p>2. Recognize businesses that made transition in concert with Business Ambassadors group of Impact Monadnock, Healthy Monadnock and local chambers of commerce</p>	<p>1. Increase the number of businesses with family-friendly policies by 25%</p> <p>2. Develop a supportive group of businesses with family-friendly workplace policies that meets on a regular basis to encourage these practices throughout the community.</p>

IMPLEMENTATION PLAN

The core of a collective impact endeavor is community leadership and involvement. Impact Monadnock is developing an implementation plan and infrastructure, including work teams, to begin rolling out activities. Impact Monadnock welcomes the energy and perspective of all community members committed to improving the lives of children age 0-5 and their families. If you would like to get involved or be on an implementation work team please contact:

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EVALUATION PLAN

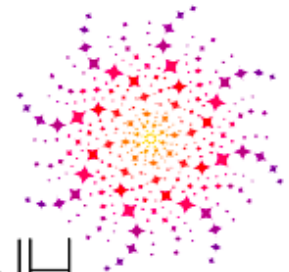
Successful implementation of the Strategic Plan will be supported by an Implementation Evaluation Team comprised of an Evaluation Consultant as well as a range of diverse partners from the Monadnock Region. The team will meet on a regular basis to achieve several goals including:

- Developing reliable indicators and data collection strategies to assess progress and impact
- Providing technical support for data collection carried out during implementation
- Helping to ensure a continual flow of useful information between those carrying out the work and members of the implementation work teams via quarterly updates on project progress and an annual report on what was learned from the evaluation

The mission of the Evaluation Team will be to assist Impact Monadnock in assessing the impact of its work and to support the organization by helping participants better understand why aspects may or may not be working as planned and to assist in the development of data-based recommendations for improving upon the implementation of project activities.



A Framework for Action for New Hampshire's Young Children



Spark NH is the Governor-appointed Early Childhood Advisory Council for the State of New Hampshire. These ten recommended actions for New Hampshire's youngest children are the path to realizing its vision:

SparkNH
Early Childhood Advisory Council

All New Hampshire children and their families are healthy, learning, and thriving now and in the future.

Healthy Children and Families

Goal: Children and families throughout our state have the best opportunities for early and life-long health.

- ✓ Ensure access to affordable health care for families.
- ✓ Strengthen New Hampshire's capacity to promote healthy social emotional development of infants, toddlers, other young children and their families and to provide mental health services and supports.
- ✓ Develop/Expand community-based programs targeting sources of toxic stress, such as violence, crime, abuse, neglect, extreme poverty, substance abuse and severe caregiver mental illness, and ensure effective treatment for those who need it.

Positive Early Learning Experiences

Goal: Effective learning opportunities are provided in all settings including the home, child care and afterschool programs, preschools and elementary schools from birth through the primary grades.

- ✓ Expand access to proven and effective early childhood education for all infants, toddlers and other young children through grade three.
- ✓ Increase opportunities for learning outside of the school day, including summer.
- ✓ Ensure all children are screened for developmental concerns and receive the services needed to promote their optimal development.

Strong Families

Goal: Families have the skills, basic resources, and supports to promote their children's development and learning starting before birth and continuing through the primary grades.

- ✓ Ensure housing and energy assistance to low-income families.
- ✓ Expand access to proven and effective home visiting and family support programs.
- ✓ Ensure hard work pays by raising the minimum wage, supporting parents' job readiness and expanding access to higher education.

A Coordinated Early Childhood System

Goal: New Hampshire's young children and their families have the benefit of well-coordinated early childhood programs and services that work effectively together on their behalf.

- ✓ Establish an integrated, cross-agency statewide early childhood data system to improve program effectiveness and child and family outcomes.

ENDNOTES

ⁱNew Hampshire Center for Public Policy Studies. 2012. "Community Well-Being in the Monadnock Region." www.impactmonadnock.org.

ⁱⁱ2013. "An Investment in Community Well-Being, Preparing Monadnock Children for the Future." www.impactmonadnock.org.

ⁱⁱⁱ Full Circle Consulting. 2016. "Where are the Gaps? A Gap Analysis for Impact Monadnock Early Childhood Development Initiative." Presented to Impact Monadnock Early Childhood Development Steering Committee. 2016.