



*City of Bristol
Bristol Early Childhood
Collaborative*

*INFORMATION TO ACCESS
THIS MEETING*

Ladies and Gentlemen:

The regular Bristol Early Childhood Collaborative meeting will be held on Wednesday, September 2, 2026, at 12:00 PM in Room 2 at the Bristol Public Library, 5 High Street, Bristol, CT.

1. Call to Order, Welcome and Introductions
 - a. Swearing-in by Town and City Clerk
2. Approval of Minutes
 - a. Regular Meeting - June 3, 2026 Regular Meeting
3. Committee Reports
 - a. Program Quality
 - b. Health and Wellness
 - c. Governance
 - d. Community Outreach
 - e. Special Education Hub
 - f. Transition to Kindergarten

4. Bristol Early Childhood Collaborative Liaison/Staff Report
 - a. Office of Early Childhood and Shine Updates
 - b. Local Updates
 - c. Parent Ambassador Updates
5. Local Needs Assessment (LNA) and Community Plan
 - a. Review LNA Results
 - b. Community Plan Template
 - c. Community Plan Guidance
6. Resignations
7. Appointments
 - a. Jeff Arduini, Bristol Parks, Recreation, Youth & Community Services
 - b. Chris Badenhop, Badenhop Consulting
 - c. Yolande Lazaruz-Guerrero, New Beginnings Early Learning Center
 - d. Lisa Rodriquez, Parent
8. New Business
9. Old Business
10. Community Sharing

11. Next meeting date October 7, 2026

12. Adjournment

PER ORDER OF THE CHAIRPERSONS, Maegan Adams and Sandra Godin

Bristol Early Childhood Collaborative
Regular Meeting
June 3, 2026

The regular meeting of the Early Childhood Collaborative (BECC), formerly School Readiness Council was held on June 3, 2026, at the Bristol Public Library and on the Zoom Meeting Platform, and called to order by Co-Chair Sandra Godin at 12:06 PM.

A **recording of this meeting** is at: https://bristolct-gov.zoom.us/rec/share/sUDg6yeBKVWL0bkqzDC7tqh4fSRlzFBQb3ly1ZIP1_IQI3hB8Hlyba0454Q9Y07P.tiejPi0BLIgR8YMP
Passcode: N1q5pb+H

Present: Maegan Adams, Kaitlyn Berardinelli, Janelle Cintolo, Stephanie Daniele, Michelle Fangiullo, Cecilia Garay, Sandra Godin, Cristina Gutierrez, Michelle Herens, Peter Kelley, Susan Adeife Lee, Amber Lipscomb, Zach Maher, Liz McGuire, Melissa Mendez, Brenda Moore, Valerie Pelletier, Whitney Shufelt, Kara Singleton, Claire Strillacci, Courtney Sugarman

Absent: Yesenia Fuentes, Donna Koser,

Also Present: Chris Badenhop, Donna Osuch, Jennifer St. John

- **Welcome and Introductions:**
- **Approval of Bristol Early Childhood Collaborative Meeting Minutes held May 6, 2026:**
 - ***Motion by BECC member Whitney Shufelt and seconded by Zach Maher, it was a unanimous vote to approve the minutes of the regular Bristol Early Childhood Collaborative Minutes held May 6, 2026.***
- **Committee Updates:**
 - Program Quality – Michelle Fangiullo
 - Programs discussed staffing and enrollment – a few preschool openings at Bristol Child Development Center and Imagine Nation
 - Programs shared the number of children who are staying and not starting Kindergarten, which is 44 across just 3 sites
 - Edgewood at Giamatti's last day of classes is June 12
 - Rest of updates shared during Liaison report
 - Next meeting is June 10 at 1:30 at BCDC and on Zoom
 - Health and Wellness Committee – Maegan Adams
 - Michelle discussed changes at the hospital for Labor and Delivery nurses
 - Jennifer provided an update on the homeless prevention program, Reinstitute
 - WIC and BECC will be at the Farmers Market August 8 for Community Baby Shower, and diaper drive will be held at WIC on July 25
 - Next meeting is June 9 at 2:00 at City Hall Room 1-3 and on Zoom
 - Governance – TBD – no report
 - Community Outreach – Jennifer St. John

- BECC will have a table and tent at Music in the Park every Tuesday this summer
 - BECC will be at the Farmers Market every other Saturday and at the library helping to distribute summer meals
 - 4th Annual Family Fun Day is June 27 at BAIMS from 11:00-2:00 with rain date 6/28
 - Next meeting is July 16, 2026 at 10:00 on Zoom
- Special Education Hub – Jennifer St. John
 - Committee hosted a Special Education Advocacy webinar on Zoom, on May 18, and it was recorded and edited by Kevin for sharing online
 - Discussed different activities to do weekly at Concerts in the Park, and reaching out to barbers to partner for sensory friendly haircuts for children
 - Next meeting is June 1, 2026 at 4:00 on Zoom
- Transition to Kindergarten – Courtney Sugarman
 - 269 children were registered as of June 1st, which is about 45 less than last year at this time; with the Kindergarten age change, the numbers might be on target
 - Fire Chief and Superintendent are pulling Fire Truck raffle winners June 26th
 - Parent Orientation was May 28 at most schools and June 3 at Stafford
 - Next meeting is June 15 at 3:45 on Zoom
- **Bristol Early Childhood Collaborative Liaison Report – Donna Osuch**
 - Office of Early Childhood (OEC) and Shine Early Learning Updates
 - Approximately \$300 million will go into Early Childhood Endowment
 - Shine gave Bristol an additional \$475 for Parent Ambassadors
 - Donna has a presentation about new State immigration protection law that limits ICE in certain protected areas; let her know if you want a copy
 - Local Updates
 - Edgewood had NAEYC visit May 21 and 22
 - Parent Trust Fund collaborative grant resulted in advocacy training in May at Imagine Nation with Peter Kelley and State Rep. Mary Fortier as guests
 - BECC received additional funding from Bike Bus World for \$250 and Bill and Janet Brownstein Charitable Fund through the Main Street Community Foundation for \$410 for Family Fun Day
 - ***Motion by BECC member Cristina Gutierrez and seconded by Michelle Fangiullo, it was a unanimous vote to accept the additional Shine money of \$475, and the new grants from Bike Bus World for \$250 and Bill and Janet Brownstein Charitable Fund at Main Street Community Foundation for \$410.***
 - Family Fun Day is June 27, from 10:00-1:00. Please note the time change.
 - BECC will be at the Pencil Hunt on August 19, from 5:00-8:00
 - Parent Ambassador Updates
 - BECC will be at the Farmers Markets throughout the summer, Concerts in the Park, Play & Learn Groups at South Side School, meals at the Library, and Family Day at Cambridge Park
- **Local Needs Assessment (LNA):**
 - Members walked around the room, or responded via a google doc, to Table 7: Additional Supports for Children and Families

- **Resignations:** none
- **Appointments:** none
- **Old Business:** none
- **New Business:** none
- **Community Sharing:**
 - Cecilia shared that the Reinstitute program to help prevent homelessness has helped 9 families, and Bristol Housing Authority is referring them for emergency housing vouchers; Journey Home is also helping with security deposits, first month rent, etc.
 - The Library is holding adaptive story times Tuesdays at 11:30; registration is required
 - Summer Reading starts at the Library June 22 and starts with an ice cream social on June 26
 - Summer meals at the Library starts July 6, from 11:30-1:30
 - Donna K shared that 860Gives is happening now to support United Way
- **Adjournment:** Meeting was adjourned at 1:20 PM

Next regular meeting: September 2, 2026 at Bristol Public Library and on Zoom

Respectfully Submitted,
Donna Osuch
BECC Liaison

Program Quality
Wednesday, July 8, 2026

Present: Maegan Adams, Sarah Ethier, Michelle Fangiullo, Donna Osuch, Jennifer St. John, Courtney Sugarman, Pam Testa

Absent: Renee Dailey, Laurie Nadeau, Val Pelletier

Welcome and set agenda:

Staffing and enrollment update:

- **Staffing:**
 - BCDC Burlington Ave. needs 1 assistant preschool teacher
 - BCDC West St. needs a preschool teacher in fall and might need an assistant
 - INMELC needs teacher assistants and subs
- **Enrollment:**
 - BCDC was full at both sites in June
 - BOE is overenrolled for 4-year-olds in September
 - INMELC was full in June but has 7 preschool openings now

Edgewood/Giamatti/Greene-Hills update:

- Courtney and office staff are moved into Greene-Hills

OEC and statewide updates:

- **Shine Local Needs Assessment Report** – submitted June 30 with 3 priorities:
 - Improve access to EC services after children are identified
 - Increase affordable infant and toddler child care
 - Strengthen family engagement, resource awareness and system navigation
- **Endowment received \$411.7 million** – increase from projected \$320 million
- **OEC updating several General Policies** – slide with summary of updates emailed with notes
- **OEC paying for background checks through December 2026** –
- **ECE Reporter** – June reports due by 7/10

Local updates:

- Kindergarten Fire Truck winners:
 - Bhavya Adhikari, Hubbell
 - Laurel Gendron, West Bristol
- Local EC Resource Guide – send Jennifer a short description of your program to be included
- Upcoming events:
 - Farmers Market 7/18, 8/8, 8/22, 9/5, 9/19, 10/3, 11/14
 - Community Baby Shower with WIC at Farmers Market 8/8
 - Summer Concert Series 6/23 – 8/11
 - Diaper Drive at WIC 7/25, from 10:00-2:00
 - Mayor's Pencil Hunt at Muzzy 8/19 from 5:00-7:00
- Lunch at Library – Parent Ambassadors helping Mondays
- Planning to have an EC Community Closet next year in Greene-Hills office
 - Jenn will create a clothing drive flyer to collect through summer

Shared Professional Development

- Looking at program calendars to find shared time off

Other: none

Next Meeting Date Wednesday, September 9 at 1:30 p.m. at INMELC and Zoom

- No August meeting
- Wednesday, October 14, 2026 at HRA, Lake Ave

Respectfully Submitted,
Donna Osuch

Health and Wellness Committee Notes

July 14, 2026

On Zoom

Present: Donna Osuch, Jennifer St. John, Kaitlyn Berardinelli, Maegan Adams, Cristina Gutierrez, Janelle Cintolo

Welcome and introductions:

Update Health & Wellness committee goals, priorities, and activities:

Fall Planning:

- September “Lunch and Learn” on parental Mental Health, possibly led by Jo
- October: Focus on bullying prevention and illness prevention
- November: Food Collection drive for both November and December and donate to church partners with a focus on Gloria Dei

Community Closet is planned to be at Greene Hills in BECC office. Plan is to have some clothing available for children along with food and diapers

Community Baby Shower:

- Will be held at Farmers Market on August 8th- Parent Ambassadors will check free tag sale sites for baby items. All diapers collected at Diaper drive will be given away at baby shower

Diaper Drive:

- Set for Saturday August 25th 10am in front of the wic office
 - Arrive at 9:30 to set up table and tent
 - Advertise on social media as much as possible

Clothing Drive:

- Clothing drive will run through mid August with drop off at all early start locations plus library
- Pick Up Day will be August 17th at the library 10-1

Summer updates:

- Backpack program will continue during the summer months at Image Nation, and both BCDC helping roughly 25 families
- Wellness Wednesdays – Send any relevant information to Jennifer for posting

Next meeting is Tuesday, September 8th at 2:00, on Zoom or in person at the BECC Office (room 308 at Greene Hills 718 Pine St)

Respectfully Submitted,
Jennifer St. John

BECC Outreach Committee
July 16th 2026 - 4pm on ZOOM

Attendance: Maegan Adams, Donna Osuch and Jennifer St. John, Donna Koser, Cristina Gutierrez, Janelle Cintolo

Start up: After welcome and introductions, Introduced Cristina Gutierrez as new Co Chair

Community Outreach:

- BECC will continue to be at farmers market every other Saturday through October and then one Saturday in November
- Will continue to have table/tent at Music in the Park every Tuesday through August

Rebranding:

- New Logo has been developed and Merch is coming in. Still waiting n table cloths from Primo Press
- New Website is under construction, Donna, Jenn, Maegan and Sandra will meet with Pixel and Code soon
- Will use BECC before event titles to gain familiarity

Subcommittee Updates:

- **Family Fun Day 2026** – Saturday June 27th
 - Was a huge success! Committee met and reviewed ways to improve next year

Brainstorm how to reach families:

- Parent Council will be put on hold until the fall, will start collecting names over the summer
- Partner with the Bristol Elks again to bring another Little Free Library to Bristol
- Create a YouTube Channel
- Continue to take names and info for the Ready 4 K Platform
- Will work on creating a Resource Guide for Early Childhood
- Reach out to City Clerk for birth record mailing list to send BECC info

Parent Ambassador:

- Will need to hire 1 more Ambassador

Upcoming Meeting Date: October 15, 2026 at 4:00pm

Special Education Hub Meeting Minutes

June 1, 2026

4:00pm- 5:00pm

Meeting Attendance: Donna Osuch, Jennifer St. John, Cristina Gutierrez, Kevin Daly

Parent Ambassador Update

- Farmers Market every other week throughout the summer with different themes
- Community Baby Shower on August 8th
- Clothing Drive with a pick up date TBD
- Will attend FRC Play and Learn events at South Side School
- Ambassadors will pick one day a week to help pass out the lunches at the library

Family Fun Day

- Saturday June 27 10-1, Rain date Sunday June 28
 - Kevin to volunteer at table for Special Education during FFD
 - Will hand out coloring books and flyers to children and families

Ideas:

- Sensory Friendly Haircuts- Kevin will research vendors who would be willing to give sensory friendly haircut time slot to families via ASRC and 211
- Swag- ASRC emoji balls, look into ordering them to hand out
- Emotion Board- have kids color individual emotion faces, tape together and put up on a large poster board

Social Media

- Sent flyer for Special Ed event to BPS to share
- Group was reminded to share any special education content onto the Facebook page or email it to jenniferstjohn@bristolct.gov
- Promote SPARKLER app more to families- start putting out a sign up sheet
- Make a QR code to link to the Special Education video from Kevin and Amy

Next Meeting Monday September 7th at 4pm on zoom

Transition to Kindergarten Committee

June 15, 2026

The regular meeting of the Transition to Kindergarten Committee was held May 18, 2026 on Zoom Meeting Platform and called to order by Donna Osuch.

Welcome and Introductions:

Attendees: Dulce Bravo, Janelle Cintolo, Michelle Fangiullo, Cristina Gutierrez, Donna Koser, Christina Macioci, Donna Osuch, Misty Palaia, Jennifer St. John, Courtney Sugarman

Transition to Kindergarten Activities

- June activities
 - Central Registration opened for Kindergarten Registration on February 1
 - BPS students automatically registered
 - 269 children registered by 6/1, which is 47 less than last year; discussion about next year's projected smaller class
 - Continue the process to educate PK4 parents on social media and website using videos made in 2023
 - Transition to Kindergarten media blitz
 - Invite Kindergarten teachers to visit pre-K classrooms – principals will ask if Kindergarten teachers are interested
 - Pull firetruck raffle winner with Superintendent and Fire Chief on June 26
- Kindergarten Orientation and survey debrief:
 - Orientation was May 28 at most schools and June 3 at Stafford
 - Concern that orientations were lightly attended at schools represented at meeting, and families didn't know despite efforts shared by district and BECC
 - Ideas for next year include:
 - Click "incoming" in ParentSquare for newly registered students so principals can communicate with them
 - Ask school secretaries to create email and phone list of incoming families, and have principals send messages through email (not everyone has PS)
 - Can schools do robo call to incoming families?
 - Suggest that district pick orientation date(s) by February 1st and share "Save the Dates" in orientation packet
 - Ask families in beginning of year what they learned at orientation and what they wish had been covered
 - Parent Survey – Donna and Jennifer will analyze and share in September
- Transition of children with IEPs:
 - Survey of participating staff to get perspective

Update Goals

- Continue to improve transition to Kindergarten process and outcomes
- Play-based learning – Zach shared that there will be a shift in instructional minutes to allow time for intentional learning related to play next year with training in the fall

Ready4K

- 498 parents receiving texts

Next steps

- Donna will share feedback from orientation with Central Office

Next Meeting September 14, 2026 at 3:45 on Zoom



BECC

Bristol Early Childhood Collaborative

Together, We Listened. Together, We Learned.

Together, We're TAKING ACTION!



The Bristol Early Childhood Collaborative (BECC) is proud to share the **OUTCOMES** of our Local Needs Assessment!

We listened to families, gathered data, and partnered with community organizations to better understand the strengths and needs of our community.

THANK YOU to everyone who shared their voice!

What We Learned

Bristol is a caring community with strong partnerships, dedicated early childhood professionals, and many high-quality programs. We also heard about important challenges that families face every day.



From the information we gathered, 3 TOP PRIORITIES Emerged

1

Improve Access to Early Childhood and Special Needs Services after Children are Identified



Early support makes a big difference!

- ✓ Families shared challenges connecting to developmental and early intervention services after a need is identified
- ✓ Long wait times, complex processes, and limited providers create barriers
- ✓ We will work together to make the process easier, faster, and more family-friendly

2

Increase Affordable Infant and Toddler Child Care



Every child deserves a healthy start!

- ✓ Families told us it is hard to find affordable child care for infants and toddlers
- ✓ Cost, availability, and long waitlists were top concerns
- ✓ We will work towards expanding options and support for all families

3

Strengthen Family Engagement, Resource Awareness, and System Navigation



Information is POWER!

- ✓ Families want more help finding and understanding the resources available to them
- ✓ It can be overwhelming to know where to start
- ✓ We will make information easier to find and connect families to trusted support



Why It Matters

These priorities will guide our Community Action Plan and the work of the Community Table, Partners and Families, so every child in Bristol has the best possible start!



Together, we can build a Brighter Future for Bristol's Children and Families!



BECC

Get Involved!

Your voice helps shape our community. There are many ways you can get involved!

Follow Us!

Stay connected and follow us on social media for updates, events and resources!



Bristol Early Childhood Collaborative



BristolECC



InfoBECC@Bristolct.gov

LGP Community Plan Customizable Framework

Directions

After reviewing the Community Plan Guidance, use this customizable framework to complete your LGP's Community Plan. The framework is organized into core sections to identify how your LGP will focus its efforts in supporting young children and families.

Community Plans will naturally look different from one LGP to the next, reflecting each community's unique local or regional context. However, each Community Plan must include the following core components:

- Focus areas grounded in Local Needs Assessment (LNA) findings
- Action steps for each focus area
- Current realities, challenges, or barriers
- Resources needed
- A progress monitoring approach

Your LGP can use the framework below to outline its plan or adapt it to include the same core components listed above in a way that best fits your community's needs. There are three tables included below for your LGP to complete, based on the three focus areas identified in your LNA. You can copy and paste additional tables for additional focus areas.

Initial Community Plans are due by October 31, 2026. LGPs must upload their Community to their LGP-specific Google folder managed by Shine Early Learning, the LGP intermediary. Each LGP's Community Plan must receive final approval from their Fiduciary prior to submission.



LGP Information

LGP name:

Town(s) included:

Primary Community Plan contact person:

Primary Community Plan contact email:

LGP Fiduciary approval (name of Fiduciary contact and date Community Plan approved):

Date submitted to Shine:

Customizable Framework

Focus Area 1: Where is your LGP focusing its efforts and how does it connect to LNA findings?	
Action Steps: What specific steps will your LGP take to make progress achievable? Action steps should be specific enough to guide implementation while allowing flexibility to adjust as new data and conditions emerge. (i.e., SMART objective or goal)	

Current Reality, Challenges, or Barriers: What conditions or constraints could affect implementation?	
Resources Needed: What resources (people, funding, partnerships, data, support) will your LGP need and use to advance the work?	
Plan for Progress Monitoring: How will your LGP know you've met its goal? How will progress be reviewed and discussed over time, and how will adjustments be made as needed?	



Focus Area 2: Where is your LGP focusing its efforts and how does it connect to LNA findings?	
Action Steps: What specific steps will your LGP take to make progress achievable? Action steps should be specific enough to guide implementation while allowing flexibility to adjust as new data and conditions emerge. (i.e., SMART objective or goal)	
Current Reality, Challenges, or Barriers: What conditions or constraints could affect implementation?	
Resources Needed: What resources (people, funding, partnerships, data, support) will your LGP need and use to advance the work?	

Plan for Progress Monitoring: How will your LGP know you've met its goal? How will progress be reviewed and discussed over time, and how will adjustments be made as needed?	
Resources Needed: What resources (people, funding, partnerships, data, support) will your LGP use to advance the work?	

Focus Area 3: Where is your LGP focusing its efforts and how does it connect to LNA findings?	
Action Steps: What specific steps will your LGP take to make progress achievable? Action steps should be specific enough to guide implementation while	

allowing flexibility to adjust as new data and conditions emerge. (i.e., SMART objective or goal)	
Current Reality, Challenges, or Barriers: What conditions or constraints could affect implementation?	
Resources Needed: What resources (people, funding, partnerships, data, support) will your LGP need and use to advance the work?	
Plan for Progress Monitoring: How will your LGP know you've met its goal? How will progress be reviewed and discussed over time, and how will adjustments be made as needed?	

Community Plan Guidance 2026

Local Governance Partners

Overview

Congratulations on completing the Local Needs Assessment (LNA)! Hearing from your community, reviewing quantitative and qualitative data, and identifying local strengths, gaps, and challenges are the foundation of a strong Community Plan.

The Community Plan is the next step after the LNA. While the LNA identifies the needs, trends, barriers, and assets affecting young children and families, the Community Plan translates those findings into shared priorities and coordinated actions for your Local Governance Partner (LGP).

Each Community Plan should be grounded in LNA findings, including relevant data, stakeholder input, and identified needs and opportunities. The plan should reflect a longer-term vision for young children and families in your community while also identifying near-term action steps that are achievable and measurable.

Community plans will naturally look different from one LGP to the next, reflecting each community's unique local or regional context. However, each Community Plan must include the following core components:

- Focus areas grounded in LNA findings
- Action steps for each focus area
- Current realities, challenges, or barriers
- Resources needed
- A progress monitoring approach

These components align with the SMART Goal structure in the CT Office of Early Childhood's (OEC's) [Elevate Program Plan](#) and the planning approach described in Head Start's [Foundations for Excellence](#). LGPs may use the customizable framework provided with this guidance or create their own format for the Community Plan, as long as all required components are included.

Community Plans are living documents and should be used within a continuous improvement cycle. LGPs should revisit and refine focus areas, action steps, and needed

resources at regular intervals based on updated data, stakeholder input, and changes in policy or local context.

The Community Plan should guide the work of the LGP moving forward. The focus areas and action steps included in the plan should become the priorities that organize the LGP’s efforts, partnerships, and implementation activities over time.

Community Plans should reflect a multi-year vision while also identifying near-term action steps for the first implementation period. Not every action step under a given focus area needs to be completed by June 2027; some may continue or evolve over multiple years. This is an iterative process and LGPs should update the community plan and action steps annually, and as changes arise.

Process

There are 3 steps to the Community Plan process.

1. Organize the process
2. Design the Community Plan
3. Submit and communicate the Plan



Step 1: Organize the process

As your LGP begins the Community Plan process, review this guidance document, along with the connected resources and TA supports available. Establish a timeline for completing your LGP’s initial Community Plan, which is due by October 31, 2026. The Core LNA Planning Team should determine any adjustments to the composition of the planning group and establish meeting times to engage in the development of the Community Plan.

Resources

- **OEC Elevate Plan:** Much of the structure of the Community Plan aligns with the [Elevate Program Plan](#). We encourage LGPs to review the Elevate Plan website with

an emphasis on the [SMART goal](#) resources, where there is alignment with the components of the Community Plan.

- **[Head Start Foundations for Excellence](#):** The Foundations for Excellence resource outlines Head Start’s program planning process, to which the content of the Community Plan is also aligned. [Putting it all together](#) outlines the goal setting process, and includes [examples](#) of community goals, action plans, and assessments.

Available TA supports

There will be an introductory webinar shared with LGPs in June outlining the Community Plan process with examples. The OEC has contracted with the six Regional Educational Service Centers (RESCs) to provide additional support to LGPs on their Community Plans through at least the end of August 2026. Your LGP can reach out to your assigned RESC with content-related questions and for 1:1 support. The LGP intermediary, Shine Early Learning, is also available to provide ongoing support and coordination.

Timeline

Initial Community Plans are due to the LGP intermediary by October 31, 2026. Community Plans must be uploaded to their LGP-specific Google folder by this date. Contact the LGP intermediary with questions about the submission process or any other contract requirements. A backward planning approach from this date can help ensure your LGP has adequate time to include insights from the Core LNA Planning Team and complete your Community Plan on time.

Sample benchmarks (for illustrative purposes only; LGPs should adapt these benchmarks to reflect their local context):

- June 15, 2026:
 - Review the Community Plan guidance document and the Community Plan customizable framework
 - Determine any adjustments to the Core LNA Planning Team
- June 30, 2026:
 - Determine the timeline that works for the LGP and the Core Planning Team’s schedule
 - Schedule a series of meetings with the Core Planning team to engage in the Community Plan process over the next several months
- July - August 2026:

- o Review the LNA your LGP submitted and all available resources in the Community Plan Toolkit
 - o Meet with Core Planning Team to refine focus areas, and determine action steps, challenges and barriers, resources needed, and a plan for progress monitoring
 - o Schedule time with your assigned RESC to get individualized 1:1 support
- September 2026:
 - o Draft the Community Plan and incorporate input and feedback from the LGP Community Table and other community partners
 - o Create a process to share the findings with your LGP and community
- October 31, 2026
 - o Upload the Community Plan to the LGP intermediary via your LGP-specific Google folder.
- November 2026 and beyond
 - o Plan interactive ways to share the Community Plan with members of your community (e.g., hosting in-person and virtual sessions, engaging community partners, making the plan accessible online)
 - o Implement the plan and have the focus areas drive the efforts of the LGP
 - o Monitor progress toward the benchmarks outlined in the Community Plan

Step 2: Design your Community Plan

To begin designing your Community Plan, the Core Planning Team should review your LGP's LNA findings with a specific focus on the strengths, gaps, and focus areas. For each focus area identified, name action steps, current realities, challenges, or barriers, resources needed, and a plan for progress monitoring.

Focus Areas:

For the purposes of this guidance, the term **focus area** refers to the major priorities the LGP will carry forward from the LNA. These may also be referred to locally as program goals or LGP goals. Focus areas are based on the LNA findings and are where the LGP will begin focusing their efforts. The focus areas are centered on the needs of children, families, and communities, and may or may not be related to Early Start or other state-funded programs.

Your LGP identified at least three focus areas in your LNA which you will carry over to the Community Plan. For example, a sample focus area could be strengthening the

Kindergarten transition process for children in your community. Focus areas are most effective when efforts are guided by your community, enabling your LGP to meaningfully affect outcomes and focused effort to yield measurable results.

One of your LGP's focus areas may relate to strengthening the LGP structure itself, especially if governance, coordination, partner engagement, or implementation capacity emerged as needs during the LNA. Even if LGP structure is not selected as a formal focus area, LGPs should use the reflections from Table 10 of the LNA to consider how their structure will support implementation of the Community Plan.

Action steps:

Action steps are the specific steps within each focus area that you will take to make progress achievable and should align with the [SMART](#) format. Action steps should be specific enough to guide implementation while allowing flexibility to adjust as new data and conditions emerge. For our purposes, we use the term action steps, while in other processes (such as the Head Start program planning process), they may be referred to as “objectives.”

Current reality, challenges, or barriers:

In order to have strong implementation of the Community Plan, it is helpful to anticipate factors that might impact implementation, including **challenges or barriers**. Reflect on what existing conditions, systemic constraints, resource limitations, or community dynamics could affect implementation, slow progress, or influence the ability to achieve desired outcomes. Consider factors such as funding, staffing capacity, infrastructure, policy environment, community readiness, coordination across partners, and external economic or social pressures. As you reflect, consider the following optional prompts:

- What are we able to influence as an LGP, and where do we have opportunities to act?
- Who is missing from the Community Table or LGP structure, and how can we ensure their voices are included?
- What challenges may require partnership, advocacy, or systems-level support beyond the LGP's scope of work?
- What strengths, relationships, community assets, or existing efforts can we build from?
- Where are there opportunities to leverage collaboration, shared leadership, or community voice to move work forward?

- What barriers are most urgent, and which are longer-term systemic issues that may require ongoing planning and coordination?
- What barriers can be addressed locally, and which may require advocacy, policy change, or additional regional or state-level support?

Resources needed

The Community Plan does not need to be carried out solely by the LGP, or using LGP resources. It's helpful to consider what **additional resources** may be needed. Reflect on what people, funding, partnerships, data, technical assistance, organizational capacity, or community supports will be needed to advance this work effectively. Consider the staff and volunteers, cross-sector collaborations, federal/state/local funding, access to reliable information and metrics, community engagement, policy support, communications, and operational infrastructure needed to support and sustain implementation over time.

While identifying resource needs, it is equally important to recognize existing strengths, relationships, and opportunities that can support implementation. Community Plans are strengthened when they build from community assets, shared responsibility, and collaborative partnerships rather than relying on a single organization or funding source to carry out the work alone. As you reflect, consider the following optional prompts:

- What strengths, relationships, or community assets already exist that can support this work?
- Who is already doing related work, and how might efforts be aligned or coordinated rather than duplicated?
- What resources already exist within the community that may not yet be fully leveraged?
- What other resources or changes at the state, regional, or local level might support implementation? Consider shared services that would support local community efforts.
- Where can small or achievable steps create momentum while larger resources or system changes are pursued?
- What expertise, lived experience, partnerships, collaboration, and/or leadership should be included to strengthen implementation?
- How can families, providers, and community members continue to play a meaningful role in shaping and advancing this work?
- What supports may help sustain this work over time?

Progress monitoring:

Finally, it's important to understand how the work outlined in the Community Plan is progressing throughout implementation. Consider how **progress will be reviewed** and discussed over time, and how adjustments will be made as needed. Identify how milestones, outcomes, and community feedback will be tracked; who will be responsible for reviewing progress; how often updates and discussions will occur; and how lessons learned, changing conditions, or emerging needs will inform adjustments to strategies, priorities, and implementation approaches over time.

Step 3: Communicate and incorporate

Submitting your plan

Upload the Community Plan to the LGP intermediary via your LGP-specific Google folder by October 31, 2026. Each LGP's Community Plan must receive final approval from their Fiduciary prior to submission. After submitting, you will receive an acknowledgement from Shine indicating that you have successfully submitted all components of the Community Plan.

Communicating your plan

Sharing the Community Plan with families, providers, community partners, and others who contributed to the LNA and planning process is an essential part of closing the loop and sustaining community engagement. The Community Plan will drive the work of the LGP, so it is important to communicate it clearly and accessibly. Begin thinking early about where, how, and when your LGP will share the plan so families, providers, and community partners can understand what was learned, see how their input shaped the plan, validate what resonates, and understand how the information will be used. Using multiple formats (e.g., a short slide deck, one-page summary, provider convening, family-friendly infographic, and community conversation) can help make the information accessible and meaningful for different audiences.

OEC's role in the Community Plan process

The OEC will review the initial Community Plans submitted by all LGPs to understand the focus areas and intended action steps of each community. The OEC will look for trends, shared challenges, innovative solutions, and partnerships to understand what is happening across the state based on data and each community's unique perspective. This overview will inform statewide programmatic priorities and investments.

SAMPLE Community Plan:

Focus Area 1: Where is your LGP focusing its efforts and how does it connect to LNA findings?	Supporting FCC educators to prepare to apply for ESCT Based on the data, we saw only a small percentage of our FCC educators were in the Early Start CT (ESCT) system. In our focus groups, we heard that home-based educators had trouble accessing the system and understanding the process, and few had the necessary qualifications for ESCT.
Action Steps: What specific steps will your LGP take to make progress achievable? Action steps should be specific enough to guide implementation while allowing flexibility to adjust as new data and conditions emerge. Action Steps should be aligned to SMART goals.	1. Gather direct input from FCC educators By January 2027, we will establish monthly touch points with local family child care educators to hear their perspectives on the state-funded early childhood system, including barriers to accessing Early Start CT spaces. We will aim to engage at least 15 FCC educators over the course of the year and summarize key themes quarterly to inform local planning, partnership decisions, and implementation supports. 2. Strengthen pathways to CDA and NAFCC Accreditation By March 2027, we will partner with the regional Staffed Family Child Care Network (SFCCN) and local agencies that support FCC providers to map existing CDA and NAFCC Accreditation supports, identify gaps, and develop a clear referral and support pathway for FCC educators. By the end of April 2027, we will share the pathway with local FCC providers and connect at least 10 educators to CDA or accreditation-related information, coaching, coursework, or financial assistance. 3. Support FCC educators with technology and state contracting readiness By April 2027, we will identify local and/or state resources to offer foundational training for FCC educators on basic technology skills and what it means to contract or subcontract with the state. We will offer at least 2 training sessions, including accessible options such as evening or weekend sessions, Spanish-language support, and

	interpretation as needed. Following each session, we will provide 1:1 follow-up to participating FCC providers to answer questions, assess readiness, and connect them to next steps or additional supports.
Current Reality, Challenges, or Barriers: What conditions or constraints could affect implementation?	Language access is a significant barrier for many families and providers, particularly Spanish-speaking participants. To support meaningful engagement, we will build in dedicated resources for Spanish interpretation and translation throughout the process. This includes translating key written materials, offering interpretation during meetings or community engagement activities, and identifying bilingual staff or partners who can help ensure communication is clear, accessible, and culturally responsive. We will collect ongoing feedback from Spanish-speaking providers on where language access supports are working well and where additional improvements are needed, and we will use that feedback to adjust our approach over time.
Resources Needed: What resources (people, funding, partnerships, data, support) will your LGP use to advance the work?	We will need to strengthen partnerships with our regional SFCCN, other local agencies that support family child care providers, and FCC educators themselves to ensure the work is coordinated, responsive, and grounded in provider experience. These partnerships will help us better understand provider needs, avoid duplication of services, and connect educators to the right supports and opportunities. Additional funding will also be needed to support high-quality professional development that is accessible to FCC educators. This includes offering sessions in Spanish or providing interpretation and translation, as well as covering child care or other participation supports for evening and weekend sessions. These resources are essential to reducing barriers to participation and ensuring that FCC educators can engage fully in learning opportunities that strengthen their practice and support children and families.

Plan for Progress Monitoring: How will your LGP know you've met its goal? How will progress be reviewed and discussed over time, and how will adjustments be made as needed?	We will monitor the number of trainings we are able to offer, the number of FCC educators who engage with us (new and returning educators), the quality and relevance of training through surveys, and the number of educators who apply for and receive ESCT funding (new and returning). Bimonthly, at our Community Table Meetings, we will review each of these metrics, and determine if we are making progress. If we are not, we will examine why not, and adjust supports accordingly. We only had 2 FCC educators receive ESCT funding this past round. Our goal for the next round of ESCT funding will be 10 ESCT FCC educators.
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