

Hawai'i Early Childhood State Plan: Strategic Implementation Plans, 2020-2023 Overview

A Message from the State of Hawai'i Early Learning Board and Executive Office on Early Learning

In 2018, the Early Learning Board (ELB) and Executive Office on Early Learning (EOEL) successfully completed a multi-stakeholder planning process that resulted in the **Hawai'i Early Childhood State Plan, 2019-2024**. This community plan sets out five-year goals, key strategies, and priorities for collective action to create a stronger future for our keiki, their families, and our entire state.

In 2019, with the State Plan in place, the ELB and EOEL focused their collective efforts on moving into action. The generation of seven Strategic Implementation Plans for 2020-2023 is the result of a highly collaborative process involving many dedicated individuals and organizations, all committed to creating significant, positive change for Hawai'i's most vulnerable children and their families, as well as for early care and education providers of all types and in all settings.

The plans represent a tremendous investment of time, thought, and expertise from all areas of the Early Childhood sector. Members of the ELB and EOEL are deeply grateful to the partners and colleagues who contributed to the development of the Strategic Implementation Plans and to those individuals who volunteered to champion the implementation of the plans in the months and years to come.

Dr. Robert G. Peters
Chair, Early Learning Board

Lauren Moriguchi
Director, Executive Office on Early Learning

Setting the Stage for Action in Early Care and Education

The Hawai'i Early Childhood State Plan 2019-2024, formally adopted by Governor David Y. Ige and state department heads on January 30, 2019, is a cross-agency, cross-sector, community-informed plan that envisions high-quality health, safety, and early care and education for all of Hawai'i's children and their families, while acknowledging the particular challenges many face, such as unstable housing, language barriers, geographic access, and health needs.

The State of Hawai'i Executive Office on Early Learning (EOEL) sought and secured resources to help move the State Plan into implementation. In December 2018, the U.S. Department of Health & Human Services, Office of Child Care awarded the EOEL, through the Hawai'i Department of Human Services (DHS), a Preschool Development Grant, Birth through Five (PDG B-5). This grant was designed to fund states to develop in-depth strategic plans (each informed by a needs assessment) meant to enhance parent choice and the current mixed delivery system consisting of a wide range of provider types and settings. EOEL immediately recognized the opportunity presented by this unique PDG B-5 grant to move portions of the just-completed Hawai'i Early Childhood State Plan 2019-2024 into detailed action plans.

Securing the PDG B-5 grant enabled EOEL and the Early Learning Board, in collaboration with DHS, to jointly focus on several elements of the State Plan. Six work groups were convened to specifically focus on the following areas: access to resources; availability of early care and education; family engagement; health; transition supports; and workforce development.

In addition, the PDG B-5 grant supported the creation of multiple comprehensive, statewide birth to five needs assessments, each building on existing data available from a wide array of resources in the state. In an iterative process, the existing needs assessment data inform planning activities; the planning activities inform the next stage of needs assessments; and those needs assessments subsequently inform future planning efforts throughout 2020 and beyond.

Strategic Implementation Plans: Structure and Process

The Hawai'i Early Childhood State Plan 2019-2024 is the starting point for the Strategic Implementation Plans. The State Plan sets out a Vision, Core Values, and Guiding Principles, thereby launching a sustained effort to build a positive future for Hawai'i and its children. The State Plan is organized around five interrelated building blocks identified as crucial to creating a solid foundation for every child, beginning with the more vulnerable populations and regions:

- Building Block 1 – Child and Family Health, Safety, and Wellbeing
- Building Block 2 – Family Partnerships and Support
- Building Block 3 – Foundations for Early Learning
- Building Block 4 – A Well-Prepared, Well-Supported Workforce
- Building Block 5 – Coordination of the Early Childhood System

The State Plan, including detailed information on the focus and direction of each building block, can be found at <https://earlylearning.hawaii.gov/wp-content/uploads/2019/01/Hawaii-Early-Childhood-State-Plan-Comprehensive.pdf>.

The Strategic Implementation Plans are rooted in the State Plan; each one draws its focus from one or more of the State Plan's 5-Year Key Strategies or 5-Year Priorities for Collective Action, and are noted parenthetically throughout the implementation plans by referencing in italics the Building Block (BB#), followed by the Key Strategy (A-D) or Priority number (i-viii), while aligning with the foci of the PDG B-5 grant. A total of seven plans were developed by the six working groups, with the goal of moving all five building blocks forward into action.

Implementation Plans	Building Block 1	Building Block 2	Building Block 3	Building Block 4	Building Block 5
Access to More Resources for Children and Families		✓			
Availability of More Seats for Children and Families			✓		
Early Childhood Health and Family Wellbeing	✓				
Maximizing Family Knowledge and Engagement in Child Development		✓	✓		
Quality Workforce Development and Supports				✓	
Transition Supports			✓		✓
Early Childhood Integrated Data System					✓

Building on the collaborative planning process established during the development of the State Plan, the six work groups, each with 20-35 participants, were organized with careful attention to statewide representation from all areas of early care and education, services, and programs, and providers from all settings. Work group participants were drawn from the business and community sectors; ELB and its State Advisory Council; EOEL; higher education; nonprofit organizations; the state departments of Education, Health, and Human Services; and included other content experts, as appropriate. (Appendix A: Work Group Participants)

Over a period of five months, each work group met for a half-day, five or six times to:

- Review needs assessment information and identify additional information that would benefit ongoing planning activities
- Articulate the best case scenario for action in the next two- to three-years
- Agree on Objectives and Champions to focus on them
- Outline Action Steps to achieve the Objectives
- Set general deliverable dates
- Identify existing and needed resources required to fulfill the Actions and achieve the Objectives
- Agree on Indicators of Success resulting from the Actions and Objectives

At the end of every session, participants provided feedback on what went well and what could be done to improve future meetings and to improve stakeholder engagement. In the interim periods between meetings, work group members communicated with their colleagues and constituencies regarding the plan content, and brought their community feedback to each successive planning session. The end products from each work group represent the collective best thinking in each area of focus.

Strategic Implementation Plans: Distinguishing Features

Informed by Needs Assessments

The Strategic Implementation Plans start with careful consideration of existing needs assessment information and the identification of gaps in the work group's knowledge and understanding of community needs. The input on gaps further informs the acquisition of additional grant-funded needs assessment information secured in concert with the planning activities. This two-stage needs assessment process enables the work groups to develop well-informed implementation plans while

simultaneously generating a deeper, richer, more informed investigation of early care and education concerns.

Informed by Data

The State Plan articulates carefully constructed Vital Signs that can be documented through existing sources of information. Results that are directly informed by data serve as objective measures of progress as well as springboards for planning. The Strategic Implementation Plans similarly identify pragmatic, short-term indicators of success in keeping with the two- to three-year timeframe for which the plans are designed. In some cases, work groups chose to note long-term indicators of success to more fully express their desired direction and anticipated outcomes.

Acknowledgment of Existing, Ongoing Work

The existing initiatives and work already going on in the state are visible and valued within the Strategic Implementation Plans; the intention going forward is to build on that excellent work and add value to it. The fact that many of the organizations participating in crafting the Implementation Plans are deeply involved in ongoing work in early care and education underscores the relevance of tapping into existing resources. Readers who are interested in learning about ongoing efforts can reference the Early Childhood State Plan 2017-2022 Environmental Scan <https://earlylearning.hawaii.gov/wp-content/uploads/2019/01/Hawaii-Early-Childhood-State-Plan-Environmental-Scan.pdf>.

Agreement on Terminology

Given the broad multi-stakeholder engagement that generated the Implementation Plans, the challenge of common terminology and intended meaning was ever present. Unless otherwise noted in individual Implementation Plans, the term “early care and education” is meant to comprehensively include all those working on behalf of children and their families in all types of services and programs delivered by all types of providers and in all types of settings. For further clarification of terms, reference the State Plan at <https://earlylearning.hawaii.gov/wp-content/uploads/2019/01/Hawaii-Early-Childhood-State-Plan-Comprehensive.pdf> or *Definitions and Acronyms* found on the Early Childhood Action Strategy website at <https://hawaiiactionstrategy.org/definitionsandacronyms>.

Strategic Implementation Plans: Leading the Implementation of “Living” Plans

Creating systemic change across the complex, multi-stakeholder landscape of the early care and education sector requires both independent and coordinated leadership using the State Plan and the Strategic Implementation Plans as “living” documents that can be looked to for guidance and direction.

The **Early Learning Board** (Appendix B) and the **Executive Office on Early Learning** (Appendix C) have leading roles in sustaining a coordinated, statewide approach to strengthening the early care and education system in Hawai'i. The ELB members include state agencies and entities that work with or on behalf of Hawai'i's young children and families, as well as a range of appointed stakeholders such as

parents, charitable foundations, private schools, Hawai'i's four recognized early childhood settings, and Hawaiian language medium and culture providers. The ELB and EOEL will provide ongoing support and the opportunity to convene semi-annually to check in on the progress of implementation of the plans.

Through the PDG B-5 grant, leadership opportunities to support the development of the Strategic Implementation Plans expanded to include the **State Advisory Council (SAC)** (Appendix D), a subcommittee of the ELB. The SAC members are drawn from the ELB, EOEL, key state departments, and community organizations focused on early care and education concerns. SAC members advise EOEL on all aspects of activity related to the grant and its fulfillment, and participate in at least one Strategic Implementation Plan work group.

Implementing multi-stakeholder-generated plans requires the dedicated leadership of **Champions** (Appendix E) — organizations willing to prioritize the plan in their workplaces, dedicate staff time, share resources when appropriate, and convene and work collaboratively with other champions and partners to ensure the objective and associated action steps are engaged. Champions *are not* expected to do the work by themselves, but through their leadership can generate the sustained energy and focus required for systemic change to come to fruition.

The Strategic Implementation Plans are intended to be “living” documents that change over time as Champions and their partners take action and innovate based on emerging opportunities, barriers encountered, and lessons learned. Beginning in 2020, the ELB/EOEL/SAC will convene Champions on a semi-annual basis to share achievements, challenges, and collective wisdom, as well as to identify opportunities for future funding of initiatives.

Individual Strategic Implementation Plans are available for review in full and in summary form on the EOEL website through the following links:

Access to More Resources for Children and Families

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Availability of More Seats for Children and Families

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Early Childhood Health and Family Wellbeing

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Maximizing Family Knowledge and Engagement in Child Development

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Quality Workforce Development and Supports

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Transition Supports

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

Early Childhood Integrated Data System

[Insert Link to Full Plan](#)

[Insert Link to Summary](#)

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Appendix A: Work Group Participants

Work Group Members

⌘ Early Learning Board Member ⦿ Steering Committee Member ° State Advisory Council Member

Abbreviations:

- Executive on Early Learning (EOEL)
- Department of Education (DOE)
- Department of Health (DOH)
- Department of Human Services (DHS)

Access to More Resources for Children and Families Work Group

1. **Dana Balansag**[⦿], Child Care Program, DHS
2. **Ka'ina Bonacorsi**[⌘], Maui Early Childhood Resource, Maui County of Mayors
3. **Jordana Ferreira**, Early Childhood Action Strategy
4. **Nalani Galariada**, INPEACE/Parents As Teachers
5. **Rochelle Hall**, PATCH and Hawai'i Island
6. **Chris Jackson**[⦿], Head Start State Collaboration, EOEL
7. **Lisa Kimura**, Aloha United Way and Hawai'i 2-1-1
8. **Jeff Larson**, EOEL
9. **Alohilani Maiava**, EOEL
10. **Donna Manibog**, Homeless Concerns Office, DOE
11. **Kathy Matayoshi**, Hawai'i Medical Services Association
12. **Edie Mayeshiro**, Med-QUEST, DHS
13. **Melanie Murakami**[°], WIC Program, DOH
14. **Laura Nevitt**, Hawai'i Children's Action Network
15. **Loreen Okamura**, Child Care Program, DHS
16. **Ke'ōpū Reelitz**, EOEL
17. **Carrie Shoda-Sutherland**[⦿], Kamehameha Schools
18. **Jordan Smith**, Hawai'i Children's Action Network
19. **Sharon Thomas**[°], Med-QUEST, DHS
20. **Kerrie Urosevich**[⦿], Early Childhood Action Strategy
21. **Hide Wu**, Early Childhood Action Strategy
22. **Susan Yoo Kim**, Zero to Three Early Court, Judiciary

Availability of More Seats for Children and Families Work Group

1. **Shannon Asato**, Hawaiian Electric Company, Inc.
2. **Leilani Au**[⌘], University of Hawai'i Children's Center
3. **Dana Balansag**[⦿], Child Care Program, DHS
4. **Monet Becker**, PATCH and Maui
5. **Ka'ina Bonacorsi**[⌘], Maui Early Childhood Resource, Maui County of Mayors
6. **Robyn Chun**[⦿], Graduate Early Childhood Education Programs, UH
7. **Jordana Ferreira**, Early Childhood Action Strategy
8. **Deanne Goya**, State Public Charter School Commission
9. **Doug Imig**, Early Childhood Action Strategy
10. **Chris Jackson**[⦿], Head Start State Collaboration, EOEL
11. **Jeff Larson**, EOEL
12. **Dayna Luka**, Child Care Program, DHS
13. **Donna Lum-Kagawa**[⦿], DOE
14. **Alohilani Maiava**, EOEL
15. **Camille Masutomi**, DOE
16. **Lauren Moriguchi**[⌘], EOEL
17. **Kathy Murphy**[°], Hawai'i Association for the Education of Young Children
18. **Benjamin Naki, III**[⌘], Hawai'i Head Start Association
19. **Mary Ann Nemoto**[°], Learning to Grow
20. **Ke'ōpū Reelitz**, EOEL
21. **Melodie Vega**[⌘], Keiki O Ka 'Āina

Early Childhood Health and Family Wellbeing Work Group

1. **Justina Acevedo-Cross**[⌘], Hawai'i Community Foundation
2. **Dana Balansag**[⦿], Child Care Program, DHS
3. **Cathy Bell**, MD, The Kahala Clinic - Psychiatry
4. **Lydi Bernal**, Hawai'i Public Health Institute/Hawai'i Farm-to-School Hui
5. **Ka'ina Bonacorsi**[⌘], Maui Early Childhood Resource, Maui County of Mayors
6. **Tammy Chase-Brunelle**, Chronic Disease Prevention & Health Promotion Division, DOH
7. **Lisa Dau**, Kapi'olani Medical Center for Women & Children and Keiki Injury Prevention Coalition
8. **Jennifer Elia**, Early Childhood Action Strategy
9. **JoAnn Farnsworth**, Maternal and Infant Health Consultant
10. **Jordana Ferreira**, Early Childhood Action Strategy
19. **Mae Kyono**, MD, American Academy of Pediatrics – Hawaii Chapter
20. **Bernadette Lane**, Child Welfare Services, DHS
21. **Dale Matsumoto-Oi**, Children with Special Health Needs Branch, DOH
22. **Katie Matsushima**, Chronic Disease Prevention & Health Promotion Division, DOH
23. **Edie Mayeshiro**, Med-QUEST, DHS
24. **Traci Murakawa**, Honolulu Community Action Program/Head Start
25. **Kristy Sakai**, Kamali'i Ola 'Āina Foundation
26. **Devindra "Dave" Sharma**, Kauai District Health Office, DOH
27. **Cherilyn Shiinoki**, Family Hui Hawai'i
28. **Jordan Smith**, Chronic Disease Prevention & Health Promotion Division, DOH

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11. **Deborah Gardner**, Healthcare Policy and Leadership Consultant
12. **Traci Garma**, Honolulu Community Action Program/Head Start
13. **Patricia Heu**, MD, Children with Special Health Needs Branch, DOH
14. **Doug Imig**, Early Childhood Action Strategy
15. **Chris Jackson**[◊], Head Start State Collaboration, EOEL
16. **Nagisa Kimura**, Public Health Nursing, DOH
17. **Stacy Kong**, Early Intervention Section, DOH
18. **Keith Kuboyama**, Family Programs Hawai'i
29. **Cathy Sorensen**, Maternal and Child Health Branch, DOH
30. **Maylyn Tallett**, Hawai'i Island District Health Office, DOH
31. **Spencer Tengan**, Honolulu Community Action Program/Head Start
32. **Sharon Thomas**[◊], Med-QUEST, DHS
33. **Kerrie Urosevich**[◊], Early Childhood Action Strategy
34. **PoKwan Wong**, Newborn Hearing Screening Program, DOH
35. **Hide Wu**, Early Childhood Action Strategy

Maximizing Family Knowledge and Engagement in Child Development Work Group

1. **Justina Acevedo-Cross**[Ⓢ], Hawai'i Community Foundation
2. **Anthony Arce**, PATCH Resources & Referral Program
3. **Teresa Bill**, Bridge to Hope, University of Hawai'i
4. **Ryan Catalani**, Hawai'i Children's Action Network
5. **Kasey Galariada**, Partners in Development Foundation/Family-Child Interaction Learning Program
6. **Kim Guieb**[◊], Hawai'i P-20 Partnerships for Education
7. **Chris Jackson**[◊], Head Start State Collaboration, EOEL
8. **Bernadette Lane**[◊], Child Welfare Service, DHS
9. **Jeff Larson**, EOEL
10. **Regina Lee**, Maui Economic Opportunity, Inc./Head Start and Maui
11. **Brianna Levy**, Homeless Concerns Office, DOE
12. **Alohilani Maiava**, EOEL
13. **Kawika Matttos**, Maui Family Support Services and Maui
14. **Keiko Nitta**[◊], Children with Special Needs Branch, DOH
15. **Wanya Ogata**, Hawaiian Electric Company, Inc.
16. **Ke'ōpū Reelitz**, EOEL
17. **Rosie Rowe**, Leadership in Disabilities & Achievement of Hawai'i
18. **Cherilyn Shiinoki**[Ⓢ], Family Hui Hawai'i
19. **Deborah Zysman**[◊], Hawai'i Children's Action Network

Quality Workforce Development and Supports Work Group

1. **Dana Balansag**[◊], Child Care Program, DHS
2. **Alexandra Domingo**, Maui Economic Opportunity, Inc./Head Start and Maui
3. **Lynn Hammonds**, Hawai'i Teacher Standards Board
4. **Mitzie Higa**, Hawai'i State Teachers Association
5. **Yan Yan Imamura**, Early Childhood Education and Montessori Programs, Chaminade University
6. **Brian Ito**, Office of Curriculum and Instructional Design, DOE
7. **Stacy Kong**, Early Intervention Section, DOH
8. **Terry Lock**, College of Education, University of Hawai'i at Mānoa
9. **Lauren Moriguchi**[Ⓢ][◊], EOEL
10. **Kathy Murphy**[◊], Hawai'i Association for the Education of Young Children
11. **Mary Ann Nemoto**[◊], Learning to Grow
12. **Lora Perry**, Partners in Development Foundation
13. **Robert Peters**[Ⓢ][◊], Early Learning Board
14. **Carrie Shoda-Sutherland**[◊], Kamehameha Schools
15. **Caroline Soga**, Early Childhood Education, Honolulu Community College
16. **Melodie Vega**[Ⓢ][◊], Keiki O Ka 'Āina
17. **Wimmie Wong Lui**[◊], EOEL

Transition Supports Work Group

1. **Jayne Arasaki**, Rainbow Schools
2. **Sheri Arima**, 619 Coordinator, DOE
3. **Michelle Bumanglag**, 619 Coordinator, DOE
4. **Kim Guieb**[◊], Hawai'i P-20 Partnerships for Education
5. **Chris Jackson**[◊], Head Start State Collaboration, EOEL
6. **Jeff Larson**, EOEL
7. **Alohilani Maiava**, EOEL
8. **Kili Namau'u**, 'Aha Pūnana Leo and Maui
9. **Nāmaka Rawlins**[Ⓢ][◊], 'Aha Pūnana Leo and Hawai'i Island
10. **Ke'ōpū Reelitz**, EOEL
11. **Charlene Robles**[◊], Early Intervention Section, DOH
12. **Silvia Sharrar**, PACT Head Start/Early Head Start
13. **Carrie Shoda-Sutherland**[◊], Kamehameha Schools
14. **Bobbi-Jo Tadeo-Moniz**, IMUA Family Services and Maui
15. **Sharon Thomas**[◊], Med-QUEST, DHS
16. **Dr. Mari Uehara**[Ⓢ][◊], Pediatrician and Hawai'i Chapter of the American Academy of Pediatrics
17. **Wimmie Wong Lui**[◊], EOEL

Others

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Graphic design provided by Heather Bloom, h.bloomdesign

Appendix B: Early Learning Board Members

1. **Justina Acevedo-Cross**^{§§}, Representative of Philanthropic Organizations that Support Early Learning
2. **Bruce Anderson**, MD, Director of Department of Health, represented by **Matthew Shim** and/or **Keiko Nitta**, Children with Special Needs Branch
3. **Leilani Au**, Representative of Center-Based Program Providers
4. **Edeluisa Baguio-Larena**, Representative of Home-Visiting Program Providers
5. **Pankaj Bhanot**, Director of Department of Human Services, represented by **Dana Balansag**, Child Care Program Office
6. **Ka'ina Bonacorsi**, Representative of Hawai'i Council of Mayors
7. **Christina Kishimoto**, Superintendent of Department of Education, represented by **Camille Mastutomi**, Chief of Staff, and/or **Davis Robert**, Complex Area Superintendent
8. **David Lassner**, President of the University of Hawai'i, represented by **Steven Schatz**, Hawai'i P-20 Partnerships for Education
9. **Benjamin Naki, III**, Representative of Hawai'i Head Start Providers
10. **Robert Peters**, Early Learning Board Chair and Executive Director of the Hawai'i Association of Independent Schools
11. **Nāmaka Rawlins**, Representative of Hawaiian Medium Early Learning Providers
12. **Cherilyn Shiinoki**, Parent Representative
13. **Mari Uehara**, MD, Representative from the Hawai'i Chapter of the American Academy of Pediatrics
14. **Kerrie Urosevich**, Representative from the Early Intervention Coordinating Council
15. **Melodie Vega**, Representative of Family-Child Interaction Learning Program Providers
16. **Jack Wong**, Chief Operating Office of Kamehameha Schools, represented by **Wai'ale'ale Sarsona**, Vice President-Hi'ialo Group

Appendix C: Executive Office on Early Learning Staff Members on Planning Team

1. **Lauren Moriguchi**, Director
2. **Chris Jackson**, Program Specialist, Head Start State Collaboration
3. **Jeff Larson**, Research Statistician
4. **Alohilani Maiava**, Program Specialist and Planning Project Coordinator
5. **Ke'ōpū Reelitz**, Communications Specialist
6. **Wimmie Wong Lui**, Policy Analyst

Appendix D: State Advisory Council Members

1. **Leilani Au**, Director, University of Hawai'i Children's Center
2. **Dana Balansag**, Administrator, Child Care Program, Department of Human Services
3. **Ka'ina Bonacorsi**, Coordinator, Maui Early Childhood Resource, Maui County of Mayors
4. **Robyn Chun**, Director, Graduate Early Childhood Education Programs, University of Hawai'i
5. **Kim Guieb**, P-3 Project Manager, Hawai'i P-20 Partnerships for Education
6. **Chris Jackson**, Director, Head Start State Collaboration, Executive Office on Early Learning
7. **Donna Lum-Kagawa**, Department of Education
8. **Kamakana Kaimulua**, Vice President of Strategic Partnerships, Alliances & Military Affairs, Chamber of Commerce Hawai'i
9. **Richard Kebo**, Commission on Fatherhood, Department of Human Services
10. **Aaron Kimata**, Monitory and Compliance Office, Department of Education
11. **Bernadette Lane**, Program Specialist, Child Welfare Services, Department of Human Services
12. **Lauren Moriguchi**, Director, Executive Office on Early Learning
13. **Melanie Murakami**, WIC Branch Chief, Department of Health
14. **Kathy Murphy**, Executive Director, Hawai'i Association for the Education of Young Children
15. **Benjamin Naki, III**, Vice President of Early Childhood Education Programs, Parents and Children Together and President, Head Start Association of Hawai'i
16. **Mary Ann Nemoto**, Project Administrator, Learning to Grow
17. **Keiko Nitta**, Early Childhood Coordinator, Children with Special Needs Branch, Department of Health
18. **Robert Peters**, Early Learning Board Chair and Executive Director of the Hawai'i Association of Independent Schools
19. **Nāmaka Rawlins**, Director of Strategic Partnerships, 'Aha Pūnana Leo
20. **Charlene Robles**, Supervisor, Early Intervention Section and Part C Coordinator, Department of Health
21. **Cherilyn Shiinoki**, Executive Director, Family Hui Hawai'i
22. **Carrie Shoda-Sutherland**, Manager of Strategic Implementation, Kamehameha Schools
23. **Sharon Thomas**, Med-QUEST, Department of Human Services
24. **Mari Uehara**, MD, Pediatrician and Hawai'i Chapter of the American Academy of Pediatrics
25. **Kerrie Urosevich**, Action Strategy Coordinator, Early Childhood Action Strategy
26. **Melodie Vega**, Early Childhood Education Director, Keiki O Ka 'Āina
27. **Wimmie Wong Lui**, Policy Analyst, Executive Office on Early Learning
28. **Marlene Zeug**, Director, Community Engagement Office, Department of Education
29. **Deborah Zysman**, Executive Director, Hawai'i Children's Action Network

Appendix E: Champions for Plan Objectives

Champions (Listed by Objective, e.g., Objective 1 = O1)	Strategic Implementation Plans						
	Access to More Resources for Children & Families	Availability of More Seats for Children & Families	Early Childhood Health & Family Wellbeing	Maximizing Family Knowledge & Engagement in Child Development	Quality Workforce Development & Supports	Transition Supports	Early Childhood Integrated Data System
Aloha United Way/2-1-1	O1, O2, O3						
Department of Education							
Homeless Concerns Office						O1, O2	
Migrant Education						O1, O2	
Office of Student Support Services						O1, O2	
Special Education Section						O1, O2	
Department of Health		O1	O1				
Children with Special Health Needs Branch			O4				
Early Intervention Section						O1, O2	
Family Health Services Division			O3				
Department of Human Services	O1, O2, O3	O1		O2			
Early Childhood Action Strategy			O4	O3			
Team 1 Healthy & Welcomed Births	O3			O2		O2	
Team 2 Safe & Nurturing Families	O3		O2	O1, O2		O2	
Team 3 On-Track Health & Development	O3		O1	O1, O2			
Team 4 Equitable Access to Programs & Services	O3	O1, O3		O1, O2, O3			
Child Homelessness Action Team Subcommittee				O4		O2	
Infant & Toddler Subcommittee		O2					
Keiki Central Subcommittee	O1, O2						
Team 5 High Quality Early Learning Programs	O3			O2			
Family Partnership Guidelines Subcommittee						O2	
Team 6 School Readiness for Successful Transitions	O3			O2			
Early Childhood Community Teams Subcommittee						O1	
Words Matter (LENA) Subcommittee				O1, O3			
All Network				O2			
Funders' Hui	O3	O1					
Policy Team	O3						
Early Learning Board	O3						Develop plan
Executive Office on Early Learning	O1, O2	O1		O1	O1, O3	O1	Develop plan
Family Hui Hawai'i			O1	O1, O3			
Hawai'i Association for the Education of Young Children					O1		
Hawai'i Careers for Young Children					O2		
Hawai'i Children's Action Network			O1	O1, O3, O4			
Little Minds Matter Steering Team				O1			
Hawai'i Community Foundation			O4				

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Hawai'i Head Start Association		O3					
Hawai'i P-20 Partnerships for Education, P-3 Initiatives						O1, O2	
Hawaiian Electric Company, Inc.				O3			
Kamali'i Ola i ka 'Āina/Farm to ECE			O2				
Kamehameha Schools		O1					
Kaulanakilohana					O1, O2		
Maui County		O1					
Partners in Development Foundation – Ka Pa'alana				O1			
PATCH	O2	O2		O2			
University Health Alliance				O3			
University of Hawai'i, Community Colleges, Early Childhood Education Program		O2					

DRAFT