



COLORADO

Department of Early Childhood

Department Performance Plan

State Fiscal Year (SFY) 2023-2024

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Introduction

The Colorado Department of Early Childhood (CDEC) prepares a performance plan for each state fiscal year that outlines the strategies and activities CDEC plans to complete in the upcoming fiscal year (SFY 2023-24). The performance plan highlights progress toward achieving our mission and supporting goals. It includes accomplishments, project status, findings, data, and policy.

Colorado Department of Early Childhood (CDEC) Overview

The Colorado Department of Early Childhood (CDEC) is dedicated to increasing access to high-quality learning environments for young children, supporting early professionals across the sector, and strengthening families with the resources they choose to help nurture children in their care. CDEC staff are committed to managing a continuum of comprehensive programs and services for young children, families, and early childhood professionals, including the Colorado Child Care Assistance Program (CCCAP), Child Care Licensing, and Early Childhood Mental Health. Working in partnership with families, caregivers, educators, and communities, the department strives to ensure that all children in Colorado have access to high-quality early childhood education and comprehensive services that support their physical, cognitive, social, and emotional development.

CDEC is also responsible for implementing Colorado’s voter-approved [Universal Preschool Colorado](#), which provides State-funded voluntary preschool services for every child in the year before they are eligible for kindergarten ([HB22-1295](#)). Universal Preschool Colorado allows families to choose the right setting for their child, whether in a licensed community-based, school-based, or home-based preschool setting. Beginning in



the fall of 2023, enrolled children receive a minimum of 15 hours of preschool services, with additional hours available for children with qualifying factors, saving families an estimated \$164.9 million statewide. As of June 2023, 27,457¹ families were expected to enroll their children in Universal Preschool at one of the state's 1,900 Universal Preschool Colorado providers for the 2023-2024 school year.

CDEC's Strategic Plan

During SFY 2022-2023, the Colorado Department of Early Childhood (CDEC) completed a comprehensive strategic planning process, including feedback from survey responses and discussions with CDEC staff, stakeholders, and partners. The inaugural CDEC strategic plan identifies key goals and objectives that align with our vision, mission, and values. The strategic plan outlines CDEC's priorities for the next five years, from 2023 to 2028.

Vision

All Colorado children, families, and early childhood professionals are valued, healthy, and thriving.

Mission

The Colorado Department of Early Childhood ensures the delivery of an inclusive, community-centered, data-driven, high-quality, and equitable early childhood system that supports the care, education, and well-being of all Colorado's young children, their caregivers, and early childhood professionals in all settings.

Values

Equity

We accept responsibility to champion equity and inclusivity and commit to providing culturally responsive programs, services, and resources that recognize and respect individual differences and circumstances, ensuring that families and caregivers, our community partners, and our employees have the opportunity to reach their full potential.

Family and Community-Focused

We recognize that to support optimal growth and development in young children, we must collaborate with those who use our services, our community partners, and each other to cultivate a shared understanding that parents are the most important people in a child's life and ensure everything we do is responsive to diverse needs and circumstances.

Excellence

We foster an excellence mindset that we spread in every aspect of our culture and operations, encouraging our community partners and employees to seek better ways to deliver comprehensive, well-coordinated services, improve processes, eliminate inefficiencies, and achieve the best outcomes.

Innovation

We encourage families and caregivers, our community partners, and each other to think outside the box, challenge the status quo, generate bold ideas, solve problems, and push the boundaries of what is possible by exploring new or alternative approaches, solutions, and technology.

Strengths-Based

We embrace a strengths-based approach and recognize that including the diverse perspectives, experiences, and skills of families and caregivers, our community partners, and each other is necessary to support optimal growth and development in young children and to collectively achieve extraordinary outcomes and leave a legacy of positive change for future generations.

¹"Nearly 27,500 Families Accepted Matches in First Two Rounds of Universal Preschool Colorado, Saving Coloradans \$164.7 Million." State Of Colorado Department of Early Childhood, June 20, 2023, <https://cdec.colorado.gov/press-release/nearly-27500-families-accepted-matches-in-first-two-rounds-of-universal-preschool>

Strategic Goals and Objectives

The CDEC strategic plan centers around two types of goals: Mission-Driven Goals and Foundational Goals. Mission-driven goals describe the work CDEC must accomplish to achieve its mission. Foundational goals are important because the department can only successfully achieve mission-driven goals if simultaneously being successful in achieving the foundational goals.

Mission-Driven Goals (Goals 1-3)

Goal 1: Expand Access to Early Childhood Services.

Ensure all families, regardless of their background or circumstances, have equal access to Colorado's comprehensive system of early childhood services.

Objective 1.1: Increase early childhood service availability, quality, and continuity.

Implement policies and initiatives that support increased availability and quality of early childhood services, increase service continuity, and encourage successful transitions across all early childhood settings.

Objective 1.2: Address disparities and barriers to access, quality, and choice.

Identify and address disparities and barriers to access, quality, and choice due to individual characteristics, where people live, or family resources.

Objective 1.3: Improve program quality and the quality of services.

Ensure all children and families have equitable access to high-quality early childhood programs and services so every child has an equal chance to succeed.

Objective 1.4: Make relevant information available to families so they can make informed and empowered choices.

Provide families with relevant information and resources so they feel empowered to make informed choices about the programs and services available to meet their needs.

Goal 2: Invest in Colorado's Early Childhood Workforce.

Recruit, support, and retain highly competent, caring, and diverse professionals across the early childhood system.

Objective 2.1: Promote efforts to ensure a thriving and healthy early childhood workforce.

Promote systemic and structural opportunities to increase funding for compensation, benefits, and other mechanisms to support our early childhood workforce's economic, social, and mental well-being.

Objective 2.2: Simplify career pathways to support a diverse and competent early childhood workforce.

Create aligned and accessible credential and qualification pathways to foster a comprehensive early childhood professional workforce that reflects the children and families of Colorado communities.

Objective 2.3: Support early childhood workforce professional learning and growth.

Provide training, mentoring, coaching, and consultative opportunities for the early childhood workforce to identify and build on their unique strengths and skills and to engage in reflective practices that support their ongoing growth and development.

Objective 2.4: Reinforce competencies across the early childhood workforce in providing inclusive and responsive care to all children and families.

Provide the early childhood workforce with initial training and professional learning opportunities to build competencies that advance culturally sustaining early childhood practices.

Goal 3: Strengthen Families.

Recognize the crucial role families and communities play in creating supportive and inclusive environments for early childhood development and offer knowledge and skill-building opportunities that

support families around their goals of raising happy and healthy children despite the challenges that come their way.

Objective 3.1: Implement culturally responsive practices.

Implement culturally responsive practices that acknowledge and respect families' diverse values, beliefs, and experiences.

Objective 3.2: Connect families to skill-building and educational programs that support parents with knowledge and skills to raise healthy, happy children.

Connect parents with culturally responsive and linguistically appropriate family support programs that offer skill-building and educational opportunities to enhance parenting skills, promote positive family interactions, and increase child development knowledge.

Objective 3.3: Connect children and families to essential services and supports.

Address systemic inequities by connecting children and families to essential services and supports that improve economic security and mobility, such as affordable healthcare, housing assistance, mental health support, child care, educational opportunities, and other basic needs.

Objective 3.4: Provide families appropriate support and resources based on their identified needs.

Prioritize programs that have been proven effective for children, families, and communities who have experienced historic and systemic barriers.

Foundational Goals (Goals 4-7)

Goal 4: Build a Sustainable Early Childhood System.

Build, improve, and sustain an aligned and cohesive early childhood system with the resources, infrastructure, and policies supporting the long-term well-being of children, families, and communities.

Objective 4.1: Diversify partnerships to strengthen coordination and collaboration efforts.

Leverage the collective strengths and expertise of community-based partners, philanthropic organizations, government agencies, healthcare providers, families, providers, policymakers, and other key stakeholders to maximize the impact of shared resources and create sustainable change.

Objective 4.2: Advocate for inclusive policies that prioritize family and community well-being.

Develop and implement inclusive policies, procedures, and standards that address the needs of Colorado's families within their communities and support family well-being.

Objective 4.3: Drive innovation through collaboration.

Intentionally create space that encourages everyone, regardless of rank or title, to generate new ideas, challenge the status quo, and use creative problem-solving methods to solve critical early childhood challenges.

Goal 5: Use Resources in Ways that Maximize Impact.

Align resources with strategic objectives and establish clear accountability, monitoring, and evaluation processes to make informed decisions and optimize our potential to create meaningful change.

Objective 5.1: Consider diverse perspectives when prioritizing resources.

Actively seek input and feedback from stakeholders directly impacted by our work to ensure diverse perspectives are considered when determining ways to prioritize using existing resources in ways that address critical early childhood issues.

Objective 5.2: Align and allocate resources to drive positive child and family outcomes.

Allocate and align federal, state, and local resources in ways that drive positive child and family outcomes and equitably address the specific needs and challenges of underserved communities.

Objective 5.3: Manage resources effectively.

Develop systems and processes to ensure transparency, continuously evaluate the impact of resource allocation decisions, track the impact of resource allocation efforts, and report progress toward achieving intended outcomes.

Objective 5.4: Adapt and optimize resource allocation strategies.

Intentionally create opportunities for continuous improvement, enabling us to refine and improve future resource allocation strategies based on emerging opportunities and changing circumstances.

Goal 6: Use Data to Inform Decisions and Drive Action.

Use data to inform and guide our decision-making processes, gain valuable insights, make more informed choices that align with our values, goals, and objectives, and improve overall performance.

Objective 6.1: Develop a framework to use data for decision-making.

Define the objectives and goals for using data to inform decisions, including establishing a common language, developing robust data governance practices to maintain data integrity and reliability, and actively seeking stakeholder input and feedback.

Objective 6.2: Build a system to collect and store relevant data.

Build an integrated early childhood data system to collect and store relevant data from diverse sources, ensuring data collection methods are inclusive and do not perpetuate biases or discriminatory practices. This involves collecting disaggregated data to identify disparities, seeking feedback from families with diverse backgrounds, and making necessary adjustments to ensure equitable outcomes.

Objective 6.3: Enhance data-sharing efforts.

Develop protocols and guidelines to ethically share data with relevant stakeholders to improve planning, increase alignment, ensure equitable practices, and strengthen decision-making.

Objective 6.4: Teach people to use data effectively.

Provide decision-makers and employees training and skill development opportunities to build data literacy to ensure they have the necessary knowledge and skills to interpret and utilize data effectively.

Objective 6.5: Embrace a culture of continuous improvement and adaptation.

Regularly review and refine the data-driven decision-making framework based on feedback, organizational needs, emerging data technologies, and industry best practices.

Goal 7: Build and Nurture a Workplace Culture of Excellence.

Build a workplace culture that empowers employees to express opinions and ideas without fear of discrimination or retaliation, promotes collaboration, and instills a passion for delivering exceptional results.

Objective 7.1: Build an environment where employees feel valued and respected.

Foster an inclusive environment that intentionally acknowledges employees' efforts and achievements and allows employees to freely express their opinions, concerns, and suggestions without fear of retribution.

Objective 7.2: Ensure employees have what they need to do their job effectively.

Clarify roles and responsibilities, communicate expectations, prioritize establishing and maintaining effective and efficient processes, and provide employees with the necessary resources, training, and support to excel.

Objective 7.3: Invest in employee growth and development.

Invest in opportunities that allow employees at all levels to pursue professional development opportunities, acquire new knowledge and skills, and share their expertise.

Objective 7.4: Prioritize employee well-being and work-life balance.

Intentionally create policies, systems, and processes that support flexibility, promote physical and mental health, promote a sense of fulfillment and belonging, and help employees maintain a healthy work-life balance.

What Does CDEC Do?

Background and Context

In 2020, Colorado voters passed Proposition EE to support the state’s public education infrastructure, including implementing free universal preschool. Proposition EE expanded the nicotine tax, the revenue supporting the delivery of State-funded voluntary preschool to every child in their year before kindergarten. The state conducted an extensive stakeholder process to identify gaps and barriers in Colorado’s early childhood system. Findings show the system to be fragmented, complicated for families to navigate, and often cumbersome for service providers. At the directive of [HB21-1304](#), the Transition Working Group(s) (TWG) and Early Childhood Leadership Commission (ECLC) led additional stakeholder activities to develop [recommendations](#) to create a statewide Department of Early Childhood and implement the Universal Preschool Program. These recommendations were used as the basis for [HB22-1295](#), which codified the department and the Colorado Universal Preschool Program into law.

Budget Overview

As of July 1, 2023, CDEC has an appropriated budget of \$792,508,376 in total funds for SFY 23-24 and 231.7 Full Time Equivalent (FTE) staff to carry out its complex statutory responsibilities. In addition to managing State-funded programs, the department administers and oversees various federally funded programs, such as evidence-based home visitation and the Colorado Child Care Assistance Program (CCCAP). In SFY 2021-22, CDEC received over \$700 million in federal and state stimulus² funding to address pandemic recovery needs and advance efforts to strengthen Colorado’s early childhood sector. The Universal Preschool Program received a total appropriation of \$322 million - \$167.5 million in General Funds and \$154.5 million in Preschool Program Cash Funds - for the first year of implementation. Additional information on the department’s budget is provided in the table below.

Total Full-Time Equivalent (FTE) Employees	231.7
Total SFY 2023-24 Funds	\$792,508,376
General Funds	\$303,619,129 (38%)
Cash Funds	\$212,983,095 (27%)
Reappropriated Funds	\$13,954,712 (2%)
Federal Funds	\$261,951,440 (33%)

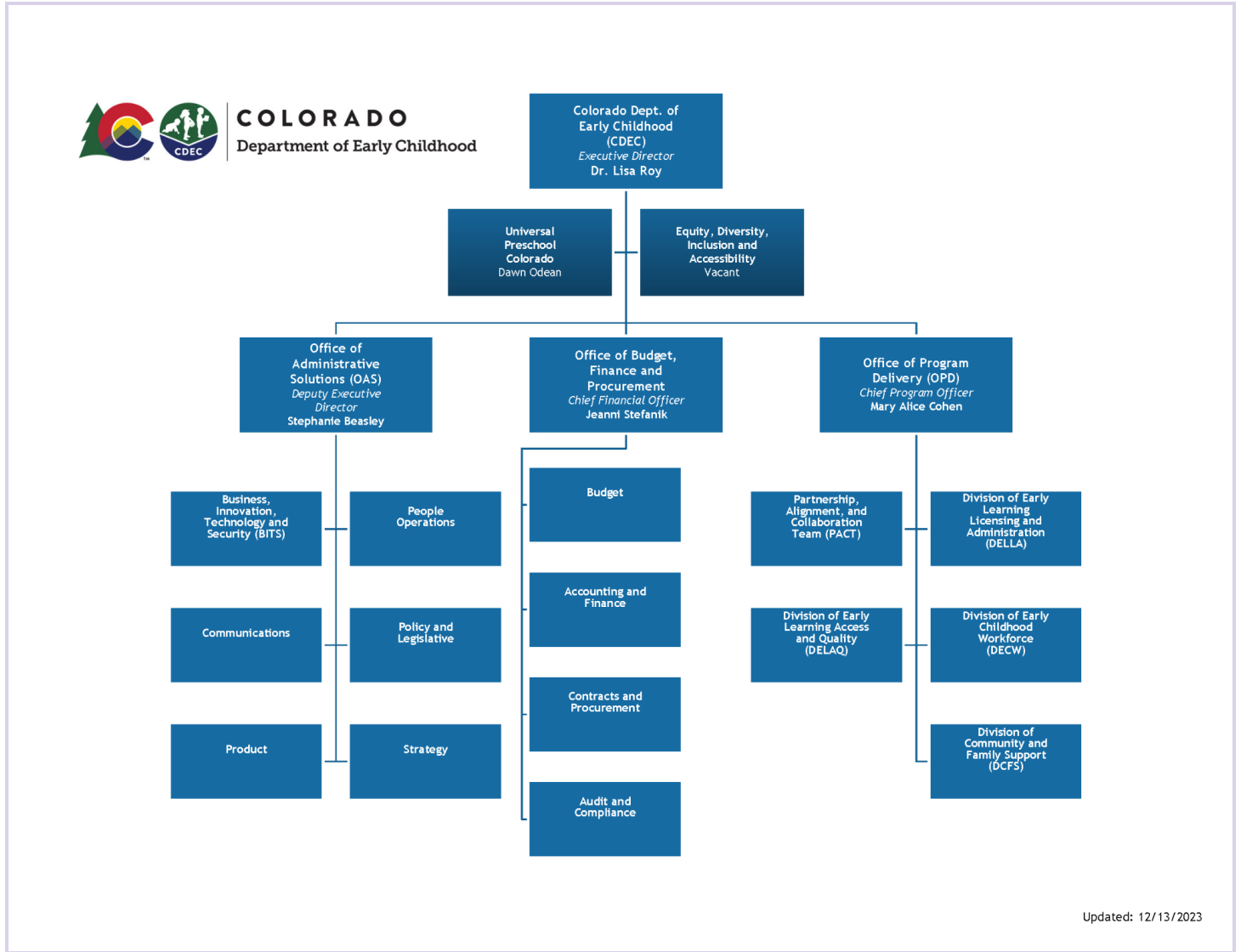
Department Structure

The Colorado Department of Early Childhood (CDEC) is organized into four Offices, which house the Divisions that oversee the State’s early childhood programs and services for young children, families, and early childhood professionals.

² "Strengthening Colorado's Early Childhood Sector Stimulus Funding Strategy". (2022, June 6). Colorado Department of Early Childhood. <https://sites.google.com/state.co.us/cdec-stimulus-grant-activity/home>

- The Executive Director’s Office (EDO)
- Office of Administrative Solutions (OAS)
- Office of Budget, Finance, and Procurement
- Office of Program Delivery (OPD)

The graphic below provides a high-level overview of how the department is organized. Descriptions of each office are also included below.



Executive Director’s Office (EDO)

The Colorado Department of Early Childhood (CDEC) is led by Executive Director Dr. Lisa Roy, appointed by Governor Polis in 2022. The Executive Director’s Office (EDO) is led by the CDEC Executive Director (ED) and the CDEC Deputy Executive Director (DED), Stephanie Beasley. The EDO teams support the Executive Director and Governor’s Office priorities and set the strategic direction for the early childhood initiatives that support the department in achieving its vision and mission. This includes developing and tracking the department’s strategies, goals, and performance metrics. This office leads the department’s partnership work, including collaborative efforts to develop and strengthen authentic national, state, community, and local partnerships. The EDO also oversees the statewide Universal Preschool Program implementation.

Office of Administrative Solutions (OAS)

The Colorado Department of Early Childhood (CDEC) Office of Administrative Solutions (OAS) is led by the CDEC Deputy Executive Director (DED), Stephanie Beasley. It houses central functions required to run the department and support CDEC program delivery, including Strategy, Program Product, Business Innovation, Technology, and Security Management (BITS), People Operations, Policy, and Communications. The OAS teams oversee the department's people operations, strategy and performance management, product design, legislative agenda, and public affairs. This Office is tasked with driving the department to be as efficient, effective, and impactful as possible while meeting statutory obligations and ensuring proper administration and compliance.

Business Innovation, Technology, and Security Management (BITS) Unit

BITS has three crucial teams responsible for managing CDEC's information technology (IT) providers, including relations with the Governor's Office of Information Technology (OIT) and vendors: the Enterprise Application Technology Team, the Data Management, Privacy, and Governance Team, and the Technology Operations Team. The unit is the main point of contact for departmental issues involving technology resources and needs. It coordinates activities with the program staff for IT support operations, maintenance, modernization, and implementation of new IT systems.

People Operations Unit

This unit provides the full range of human resource services to attract, develop, engage, and retain the skilled and engaged talent needed to deliver CDEC business. Core functions include recruitment/selection, job evaluation, pay and benefits administration, absence management, workforce planning, performance management, employee relations, dispute resolution, employee and organizational development, compliance with personnel rule and employment law, consultation and guidance to managers and employees, maintenance of official position and employee files and HR metrics reporting.

Communications Unit

This unit is responsible for providing families, caregivers, early childhood professionals, child advocates, and the general public with information to make informed decisions, access resources, and engage with each other and children from birth to 8 years old. This includes communications related to the Universal Preschool Program (UPP). This unit supports all CDEC communications, both internal and external, handles email marketing, social media, media requests, strategic communications plans, digital communications, marketing, and websites, and manages multiple contracts related to office communications. The unit is responsible for managing email marketing, social media, media requests, strategic communications plans, digital communications, marketing, websites, and multiple contracts related to department communications. The unit is also responsible for ensuring CDEC provides equitable and inclusive communication that reaches all stakeholders, regardless of location, situation, or language.

Policy and Legislative Unit

This unit is responsible for advancing policy, legislative, legal, and regulatory interests to achieve CDEC's strategic mission and vision in partnership with the Governor's Office and the Colorado General Assembly. The unit works on behalf of CDEC's leadership team, coordinating and facilitating the legislative agenda and policy implementation process, articulating the Department's position on legislative and fiscal matters, promulgating administrative rule, ensuring statutory and legal compliance, promoting transparency in government, and regularly engaging with external stakeholders, partners, and advocates to accomplish the Department's strategic objectives. The Policy and Legislative unit achieves its purpose through policy, legislative, legal, and rulemaking functions.

Product Unit

This unit supports the CDEC's long-term product vision. It works closely with program leadership, CDEC's administrative teams, the Governor's Office of Information Technology (OIT), external technology vendors, and users to ensure that these technologies meet the needs of providers, families, children, and State program administrators. It is also responsible for managing the entire portfolio of products and making decisions about resource allocation, prioritization, and ongoing support.

Strategy Unit

This unit oversees the department-wide strategic planning and performance management efforts. It is responsible for establishing the infrastructure to support department-wide strategic planning efforts, developing and maintaining CDEC's Strategic Plan, translating strategy into action, and addressing factors that impact strategy. This unit is also responsible for ensuring compliance with the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act, including implementing the department's performance management strategy and aligning strategic priorities with Wildly Important Goals (WIGs).

Office of Budget, Finance, and Procurement

The Colorado Department of Early Childhood (CDEC) Office of Budget, Finance, and Procurement is led by the CDEC Chief Financial Officer (CFO), Jeanni Stefanik. The Office has four main Units that collectively ensure the completion of financial processes, procurement processes, budget development and implementation, financial compliance & auditing for the Department.

Procurement & Contracts Unit

This Unit is responsible for the facilitation of solicitations, review, and processing of contracts and purchase orders on behalf of the Department, in accordance with Office of State Controller (OSC) policy.

Accounting & Finance Unit

This Unit is responsible for completing financial transactions on behalf of the Department, ensuring financial information is reported and recorded in compliance with state and federal regulations, monitoring and establishing internal controls for the Department's financial assets and liabilities through centralized accounting and reporting at both the state and federal levels.

Budget Unit

This Unit is responsible for the annual Department budget submission to the legislature, developing and submitting fiscal notes, and provides budgetary and financial support per the Department's spending authority requirements.

Audit & Compliance Unit

This Unit is responsible for internal audits performed within the Department to ensure compliance with state and federal regulations, verifying that internal accounting procedures and financial operations run efficiently, preventing fraud by recommending practices to reduce risk and monitoring sub-recipients to ensure compliance with grant awards on behalf of the Department.

Office of Program Delivery (OPD)

The Office of Program Delivery (OPD) is the largest CDEC office, led by Director Mary Alice Cohen. It has four programmatic Divisions that collectively ensure the early childhood programs administered by CDEC are delivered effectively across the state:

Division of Early Learning Licensing and Administration (DELLA)

This Division is the State's lead agency in planning and implementing public child care policy. DELLA promulgates regulations that set the minimum health and safety standards for all less-than-24-hour child care facilities in the state. In addition, the Division is responsible for licensing and monitoring less-than-24-hour licensed child care facilities through annual inspections.

Division of Early Learning and Access and Quality (DELAQ)

This Division focuses on increasing access to affordable, quality early learning environments through the Colorado Child Care Assistance Program (CCCAP), the state-supervised, county-administered child care subsidy program. This Division supports early childhood programs with continuous quality improvement and sustainability, including coaching, technical assistance, professional development, educational materials, and improvement grants.

Division of Early Childhood Workforce (DECW)

This Division takes the lead for the State in honoring, professionalizing, and growing early care and education professionals to ensure that we recruit and retain a diverse, well-compensated, highly competent, and thriving Early Childhood Educator (ECE) workforce across all Colorado communities.

Division of Community and Family Support (DCFS)

This Division provides families and communities across Colorado with the resources needed to support young children to be healthy, valued, and thriving where they spend their time, beyond child care and preschool.

Performance Management

The State Measurement for Accountable, Responsive, and Transparent Government Act, known as the SMART Act (Title 2, Article 7, Part 2, C.R.S), drives Colorado's Performance Management system. The SMART Act was enacted in 2010 to create an accountable and transparent state government built on clear, measurable, performance-based goals (HB 10-1119). Significant changes to the Act were made in 2013 to provide more guidance to departments, incorporate process improvement methods and employee training, and include regular performance updates posted online (HB 13-1299). Currently, the SMART Act requires goals to be developed annually and published publicly as performance plans, agencies to present those plans and prior accomplishments in front of the General Assembly, and those goals to be used during the annual budget development.

The Executive Branch uses the term Wildly Important Goals, or WIGs, for both the Governor's statewide priorities and the annual goals set by the Directors of executive branch agencies. This terminology comes from the 4 Disciplines of Execution (4DX), which advocates that leaders should focus on the wildly important, act on lead measures to track progress and create a cadence of accountability to achieve bold goals. Lead measures capture the daily, weekly, and/or monthly activities the department engages in to achieve the WIGs.

WIG and Lead Measures include baselines and one-year targets to track progress toward achieving success. The SMART Act requires that performance plans also include three-year targets. The value of three-year targets is to encourage long-term thinking about the outcomes of interest, which typically take more than one year to influence.

CDEC's Performance Management Strategy

The CDEC Strategy Unit has three staff members dedicated to strategic planning and performance management. The team engages with the Executive Director, CDEC leadership, and other stakeholders to update the performance management strategy and to ensure the project and performance processes accommodate the functions and priorities of the new department. This includes establishing the infrastructure to support department-wide strategic planning efforts, developing and maintaining the Department's Strategic Plan, translating plans into action, and addressing factors that impact strategy. This unit is also responsible for implementing the department's Performance Management strategy and ensuring department priorities align with strategic goals and the Governor's Wildly Important Goals (WIGs). CDEC prioritizes strategic planning and performance management to identify successful initiatives, select areas for improvement, and yield the most significant outcomes for the people of Colorado.

The performance measures described below are the CDEC WIGs and Lead Measures that CDEC reports publicly via the [Governor's Dashboard](#). By measuring the impact of our efforts, CDEC makes informed, collaborative, and evidence-based decisions to align efforts and resources to affect positive change.

CDEC's Wildly Important Goals (WIGs)

The department identified four WIGs for SFY 2023-24:

WIG #1: Universal Preschool Family Satisfaction

Description: Increase the Universal Preschool family uptake rate by 5%, from 59% in school year 2023-2024 to 64% in school year 2024-2025 by June 30, 2024.

Three-Year Target: Maintain the Universal Preschool family uptake rate of at least 75% by June 30, 2026. Colorado's Universal Preschool program launched in the Fall of 2023, so SFY 23-24 is the first year for this department-wide goal.

Context: Successful completion of this goal will increase equitable access to Universal Preschool. This goal also helps CDEC measure family satisfaction with the first year of Universal Preschool, assuming that if families are satisfied with the program, more will enroll in subsequent years. The program has a 59% (36,969) uptake rate for the 2023-24 school year as of July 17, 2023. An increased uptake rate of 5% represents a Year 2 enrollment of 40,575, accounting for a net increase of 3,606 Universal Preschool families. CDEC intends to continue tracking family satisfaction for future years and will assess strategies to increase Universal Preschool uptake between 2023 and 2026 while garnering stakeholder feedback to ensure Universal Preschool meets the needs of Coloradans.

Strategies (Lead Measures):

- **Lead Measure #1.1:** Reduce the time it takes families who apply for Universal Preschool in the primary round to accept their placements from 8 weeks to 5 weeks by June 30, 2024.
- **Lead Measure #1.2:** Develop three communication strategies for continued outreach to current and future Universal Preschool families by June 30, 2024.

WIG #2: Universal Preschool Provider Satisfaction

Description: Retain 94% of Universal Preschool providers from school year 2023-2024 to school year 2024-2025 by June 30, 2024.

Three-Year Target: Increase the Universal Preschool provider retention rate to 96% by June 30, 2026. Colorado's Universal Preschool program launched in the Fall of 2023, making SFY 23-24 the first year for this department-wide goal.

Context: Successful completion of this goal will ensure that participating providers are satisfied with the Universal Preschool program and continue participating in subsequent years, thus maintaining the necessary preschool capacity. This measure will also help inform the department on how to best support participating providers. School districts account for roughly 60% of providers, while community and home-based providers represent 40%. CDEC recognizes that providers have varying needs and works closely with providers and Local Coordinating Organizations (LCOs) to develop a refined system for all Universal Preschool partners. CDEC will continue working with providers to meet their needs and increase their satisfaction with the Universal Preschool program retention over the next three years.

Strategies (Lead Measures):

- **Lead Measure #2.1:** Ensure community, home, and school-district Universal Preschool providers can provide input into the Universal Preschool process by planning, hosting, and facilitating 20 provider meetings between July 1, 2023, and June 30, 2024.
- **Lead Measure #2.2:** Ensure 100% of Local Coordinating Organizations (LCOs) achieve the goals outlined in their technical assistance plans and meet with their community and home-based providers on a monthly basis.

WIG #3: Increase Infant and Toddler Child Care Capacity

Description: Increase the infant and toddler (0-36 months) licensed child care capacity by 5% from 36,583 to 38,412 by June 30, 2024.

Three-Year Target: Increase the infant and toddler licensed child care capacity by a total of 15% between July 1, 2021, and June 30, 2024. SFY 23-24 is the third year CDEC is tracking this goal, set initially as a Lead Measure for increasing birth to five-year-old child care capacity by the Early Childhood Working Group in SFY 21-22.

Context: Successful completion of this goal will increase licensed child care capacity to help meet the high demand for infant and toddler child care across Colorado. Historically, limited affordability and availability have heavily impacted infant and toddler care access. COVID-19 exacerbated this need, and it is estimated that 10% of Colorado child care providers had to close their doors during the pandemic. Therefore, waitlists can be two to three years long, given the limited supply of licensed spots for infants and toddlers.³ In SFY 24-25, CDEC will review current child care capacity strategies and the methodology to incorporate provider churn into the measurement. Availability is also affected due to the need for more qualified early childhood professionals, with their biggest challenge being earning a livable wage.

Strategies (Lead Measures):

- **Lead Measure #3.1:** Distribute Emerging and Expanding (E&E) grant funding to increase infant and toddler child care capacity by 1,728 between July 1, 2023, and June 30, 2024.
- **Lead Measure #3.2:** Distribute Employer-Based Child Care (EBCC) grant funding to increase infant and toddler child care capacity by 640 between July 1, 2023 and June 30, 2024.
- **Lead Measure #3.3:** Increase the number of Family Child Care Home (FCCH) providers who offer Spanish-language services from 29 to 44 by June 30, 2024.

WIG #4: Increase the Child Care Workforce

Description: Increase the number of qualified early childhood professionals working in licensed child care settings available for children under five years old by 4%, from 24,151 to 25,117 by June 30, 2024.

Three-Year Target: Increase the number of qualified early childhood professionals working in licensed child care settings available for children under five years old by 20% between July 1, 2021 and June 30, 2024. SFY 23-24 is the third year of this goal, set initially as an Early Childhood Working Group in SFY 21-22.

Context: Successful completion of this goal will increase the number of qualified early childhood professionals working in licensed child care settings. The child care workforce faces numerous challenges, including a high cost of living and lower wages⁴, contributing to a shortage of early childhood professionals across the state. Child care professionals play a critical role in childhood development and are vital to Colorado's economy. CDEC is working to strengthen the workforce using various strategies, including those listed below.

Strategies (Lead Measures):

- **Lead Measure #4.1:** Increase the child care workforce by 946 professionals by improving access to culturally and linguistically appropriate information, training, and support between July 1, 2023, and June 30, 2024.
- **Lead Measure #4.2:** Pilot the Credit for Prior Learning (CPL) program to increase the number of early childhood professionals working in licensed child care settings by 20 between July 1, 2023 and June 30, 2024.
- **Lead Measure #4.3:** Retain at least 80% of the early childhood professionals participating in the Early Childhood Teacher Compensation Pilot program each month

³ "Colorado is Facing a Child Care Crisis", Colorado Health Institute, Updated May 11, 2023, <https://coloradohealthinstitute.org/research/colorado-facing-child-care-crisis>

⁴ "Colorado's Early Childhood Workforce 2020 Plan" Early Childhood Leadership Commission, June 2017,

<https://static1.squarespace.com/static/5679be9605f8e24bd8be467a/t/594d23ee15d5dbae6d69c065/1498227696968/CECWF2020-062217-pages.pdf>

Environment & Renewables Cabinet Working Group WIG: Greening Government

Executive Directors from various state departments also partner with the Governor's and Lieutenant Governor's office and subject matter experts to develop shared Cabinet Working Group WIGs representing cross-agency collaboration efforts to achieve bold, state-wide goals. Multiple state departments join efforts to support these WIGs by identifying and executing strategies to meet the goals and determining what data is available to measure progress. Developing Working Group WIGs begins before each state department develops the Department-specific WIGs. This ensures that statewide priorities are considered when Executive branch agencies set goals to foster alignment. The Governor's Office Operations team includes agency performance staff in working group discussions to align state-wide and agency-specific goals and strategies better when relevant. The CDEC Strategy Team works with these groups to identify Cabinet Working Group measures requiring action and data collection by the department. The Governor's and Lieutenant Governor's offices monitor WIG lag and lead measures for the working groups.

Per the amended and restated [Executive Order D 2019 016](#), concerning the Greening of State Government, all Colorado State agencies contribute to the SFY 2023-24 Greening Government WIG as part of the Energy and Renewables Cabinet Working Group.

Environment & Renewables Working Group WIG: Accomplish 50% of the Greening Government Executive Order directives by June 30, 2024.

Strategies: CDEC's efforts to implement green practices are aligned with the Colorado Department of Public Health and Environment (CDPHE) because the CDEC offices are located on CDPHE's Cherry Creek campus in Denver, Colorado. CDPHE is reporting the data for each of the directives outlined below.

- **Fleet Management:** CDEC has an interagency agreement for fleet services with the Colorado Department of Human Services (CDHS) that expires in September 2023. The department will begin utilizing the State Motor Pool starting October 2023.
- **Recycling and Consumption Reduction:** CDEC follows the CDPHE lawn escape model that uses less water and ensures recycled waste and compost bins are throughout the CDEC space/conference rooms.
- **Remote Work:** The majority of CDEC's 232 employees work remotely. 18% of employees are on a fully remote schedule, while 82% of employees are on a hybrid schedule.
- **RTD EcoPass:** CDEC is active in the state RTD EcoPass program, and 25% of staff have an EcoPass.
- **Energy-Efficient Lactation Room:** CDEC is building a lactation room with energy-saving refrigerators.
- **Staffing and Training:** CDEC incorporates the green criteria for recycling, shredding, and finance purchasing in the CDEC Employee Guidebook.

CDEC's Equity Action Plan

The Colorado Department of Early Childhood (CDEC) is led by Executive Director Dr. Lisa Roy and anchored by a committed group of leaders and staff dedicated to early childhood. The Department has fully launched a process to create a robust and responsive Equity Action Plan that ensures we are committed to changing the trajectory for the State's most vulnerable children. Creating systems that provide equity for all children is a profound undertaking but imperative for the critical early childhood years. Equitable access to early childhood development sets the foundation for all children to strive throughout their education journey and beyond.

It has been 69 years since the landmark *Brown vs. Board of Education* decision mandated educational equality at the federal level. Although we have made incredible strides in the mission to ensure equitable education services and improve student outcomes, many of Colorado's children are still at risk due to the inequitable distribution of resources and opportunities system-wide. In 2023, demographic characteristics are too often predictive of unequal outcomes. Families of color are more likely to experience daily hardships and lifelong stressors stemming from policies and resulting conditions that systematically disadvantage, disenfranchise, and discriminate against their communities. These policies impact family stability and are exacerbated by limited access to financial capital, affordable housing, quality education, and adequate healthcare. The pandemic has significantly impacted all families, but families of color and vulnerable households have faced additional barriers.



Given the critical nature of the earliest period of human development, the stressors that result from policy-influenced inequities are especially consequential for young children. Differences in access to resources – even before birth – profoundly influence children's development and can result in diverging trajectories and stubborn disparities throughout their lives. When children enter early education settings, the inequities continue. Children of color, families struggling with poverty, and children with disabilities have less access to high-quality, inclusive learning environments. They are often disproportionately disciplined, and these issues impact the transition to elementary school, resulting in disparate outcomes and diminished potential.

The CDEC's Strategic and Performance Plans are anchored in equity as an essential value for our charge:

Equity: We accept responsibility to champion equity and inclusivity and commit to providing culturally responsive programs, services, and resources that recognize and respect individual differences and circumstances, ensuring that families and caregivers, our community partners, and our employees have the opportunity to reach their full potential.

On July 1, 2022, Colorado was the seventh state to establish a state-level early childhood agency.⁵ We are dedicated to creating a laser focus on Colorado's young children's educational, social, and emotional needs

⁵ May, Alison, et al. "Early Childhood: What's Governance Got to Do With It?". National Conference of State Legislatures, April 27, 2022. www.ncsl.org/state-legislatures-news/details/early-childhood-whats-governance-got-to-do-with-it.

via a comprehensive equity lens. We can create a precedent for high-level whole-child, whole-family programming for children and families in Colorado.

An early childhood system that is anchored in Diversity, Equity, Inclusion, and Belonging and is driven by data and asserts that:

- Every young child and family, regardless of race, ethnicity (dis)ability, and social circumstance, has everything s/he/they need to develop optimally;
- Resources and opportunities must be distributed equitably across groups and communities so that those with the greatest challenges are adequately supported and not further challenged and
- Systems and policies are designed, reframed, or eliminated to promote greater justice for children and families.

Guided by the CDEC's Mission and Vision, the CDEC Strategic Plan outlines key goals and objectives anchored in Equity, Diversity, Inclusion, and Belonging (EDIB). The Department is prioritizing the thoughtful and robust development and implementation of the CDEC Equity Action Plan, informed by the lived experiences of our family, caretaker, and community partners.

Equity Audit

The department is completing an extensive equity audit of our programs, services, and supports of children and families, systems, policies, procedures, collaboration, and external collaboration. The Equity Audit supports the CDEC in:

- Assessing the CDEC to determine a baseline of triumphs and areas for growth. Identifying success indicators utilizing robust assessment strategies.
- Intersecting equity challenge areas to impact the greatest area of need.
- Examining structures, opportunities, and resource distribution.
- Evaluating adverse impacts of policies and procedures.
- Identifying and engaging diverse stakeholders across the State of Colorado.

As a result of initiating the Equity Audit, we have identified three critical areas as focus points for further review and development in creating the comprehensive CDEC Equity Action Plan. Our preliminary Equity Focus Areas to date in preparation for building the CDEC Equity Plan are as follows:

- 1. Alignment of Performance, Strategic, and Equity Action Plans, utilizing data to inform and guide our decision-making processes to gain valuable insights, make informed choices that align with our values, goals, and objectives, and improve overall performance.**
 - Align the intersecting language, needs, and performance expectations of all CDEC plans.
 - Create actionable, measurable, and intersectional metrics for each plan.
 - Implement a data-driven, continuous, equitable quality improvement cycle.
 - Intersect and standardize race/ethnicity and diverse data collection and reporting.
 - Interpret and align data with the foundations of EDIB.
 - Explicitly includes Equity in the definition of Quality across rating systems.
 - Identify and implement a Statewide and centralized database to track equitable outcomes.
- 2. Co-create effective and responsive programming with children, families, and the community.**
 - Create a strengths-based, holistic, whole child/whole family approach to collaborating with families.
 - Assess access, gaps, and resources for families participating in Universal Preschool.
 - Work to eliminate racial, linguistic, and cultural disparities for children and families participating in all programs that contribute to school readiness and life success by addressing racial and cultural disparities in enrollment.

- Develop strategic partnerships to decrease health disparities and access to health support for children and families.
- Expand family leadership and engagement efforts.
- Evaluate health disparities, access, and gaps for children and families.
- Develop strengths-based mental health and wellness within community-based resources.
- Prohibit corporal punishment, seclusion, and exclusionary discipline in learning settings serving young children.
- Limit restraint and provide support for empathic intervention and appropriate child development de-escalation techniques.
- Invest in data systems that track exclusionary discipline across the State.
- Develop a state infrastructure to receive, investigate, and act on parent complaints.
- Create laser-focused and culturally responsive Tribal co-collaboration in support of language, cultural beliefs, and the needs of Indigenous children and families.
- Build cross-system support and seamless community and stakeholder involvement.

3. Diversify leadership and staff and intentionally focus on recruiting and retaining diverse staff.

- Address racial/ethnic disparities in workforce recruitment, retention, compensation, and advancement.
- Develop meaningful monthly Equity, Diversity, Inclusion, and Belonging training for the CDEC leaders and staff.
- Develop shared language, understanding, and buy-in for the foundational anchors of equitable human resources practices.
- Ensure high standards and expectations across the State for all early childhood programs.
- Increase pedagogical innovations and culturally and linguistically responsive teacher and leadership skill sets.
- Institute professional development and teacher efficacy in maintaining safe classrooms.
- Center the needs of early childhood staff physically, socially, and emotionally.
- Focus on gaps and professional development needs.
- Evaluate equitable compensation across programs and staff to ensure retention of staff.

CDEC’s Equity Action Planning Process Moving Forward



CDEC is engaging in the activities and behaviors outlined to the left to finalize the Equity Action Plan. The process ensures a thoughtful and comprehensive Equity Action Plan rooted in strategic planning and stakeholder input.

CDEC continues to move forward to complete a viable, measurable, and responsive Equity Action Plan that ensures embedded equity across all systems with the ultimate goal of anchoring an aligned and comprehensive system that supports and strengthens positive outcomes for Colorado’s children and families.

Process Improvement in CDEC

Performance Management extends beyond measuring government activities and setting performance goals. It also includes using performance data to encourage organizational learning and to improve results over time.⁶ As such, the SMART Act requires department Performance Plans to articulate how it uses process improvement to deliver more value to customers, employees, and taxpayers⁷. This section highlights CDEC's process improvement activities.

Effective and efficient processes directly impact success in executing strategy and achieving strategic goals. The Colorado Department of Early Childhood (CDEC) is committed to integrating continuous improvement into its culture to link the mission, vision, strategic plan, and operations. As a new agency, CDEC is identifying what process improvement mechanism works best for each office and division. Innovation is a core CDEC value that encourages employees, customers, and community partners "to think outside the box, challenge the status quo, generate bold ideas, solve problems, and push the boundaries of what is possible by exploring new or alternative approaches, solutions, and technology." This also aligns with our commitment to "build a workplace culture that empowers employees to express opinions and ideas without fear of discrimination or retaliation, promotes collaboration, and instills a passion for delivering exceptional results" (Goal 7). Improving our processes allows CDEC employees to efficiently and effectively complete work so they can focus on what matters: Ensuring Colorado's early childhood professionals are valued, healthy, and thriving.

CDEC's SFY 23-24 Process Improvement Initiatives

Evidence-Based Decision-Making (EBDM)

What: CDEC is working on embedding Evidence-Based Decision-Making (EBDM) into its annual budgeting, strategic planning, and performance management activities.

Why: Evidence-based decision-making leverages data to inform smart state investments, continuous quality improvement, and resource decisions. By making explicit Colorado's shared understanding of evidence-based decision-making and our approach to it, we can align roles and responsibilities, accelerate progress, and build on the excellent work that has come before.⁸

Results: When making decisions, the best available evidence must be applied to address community needs and implementation context.

Status: In Progress - CDEC has partnered with the Colorado Evaluation and Action Lab to develop an evidence-based approach to stimulus sustainability decisions. Through this approach, the department has developed Evidence Portfolios to support the consistent application of EBDM during budget and policy decision-making⁹.

⁶ Colorado Performance Management Guidelines, January 2023, page 2.

⁷ SMART ACT 2-7-202(19)

⁸ Colorado Evaluation and Action Lab. (2023). Evidence-Based Decision-Making in Colorado: A 5-Year Vision. Retrieved from the Colorado Lab website: [URL]

Colorado Lab. (2023). Synthesis on EBDM Vision. Retrieved from <https://coloradolab.org/wp-content/uploads/2023/06/1-Page-Synthesis-on-EBDM-Vision-Digital-1.pdf>

⁹ Colorado Evaluation and Action Lab. (2023, October 24). What it Takes to Activate Evidence-Based Decision-Making. Retrieved from

<https://coloradoevaluationlab.org/what-it-takes-to-activate-evidence-based-decision-making/>

Implement Smartsheet to Manage Strategic Projects and Track Outcomes

What: CDEC is implementing Smartsheet department-wide to manage strategic projects and track outcomes effectively and efficiently starting in SFY 23-24.

Why: CDEC's ability to deliver projects on time and within budget directly impacts customer satisfaction, employee experience, and overall success of service delivery. By developing a centralized platform to manage project and performance information, CDEC is better equipped to streamline action plans in alignment with department priorities.

Results: Implementing Smartsheet as CDEC's department-wide project management tool establishes a centralized platform to manage information, track goals and action plans, and report progress and successes.

Status: In Progress - CDEC will begin using the tool for strategic projects starting in January 2023.



CDEC's SFY 2022-23 Performance Evaluation

The Colorado Department of Early Childhood (CDEC) was officially established on July 1, 2022, as the newest state department in Colorado. The SFY 22-23 performance measures and the 3-year goals included in this evaluation were set for the former Office of Early Childhood (OEC) that was housed in the Colorado Department of Human Services (CDHS) and were continued into SFY 2022-23 as Governor's Early Childhood Working Group priorities. When the working group was dissolved in January 2022, the working group WIGs became department priorities for CDEC. The Department's Wildly Important Goals (WIGs) and Lead Measures are tracked on the [Governor's Dashboard](#) and updated monthly.

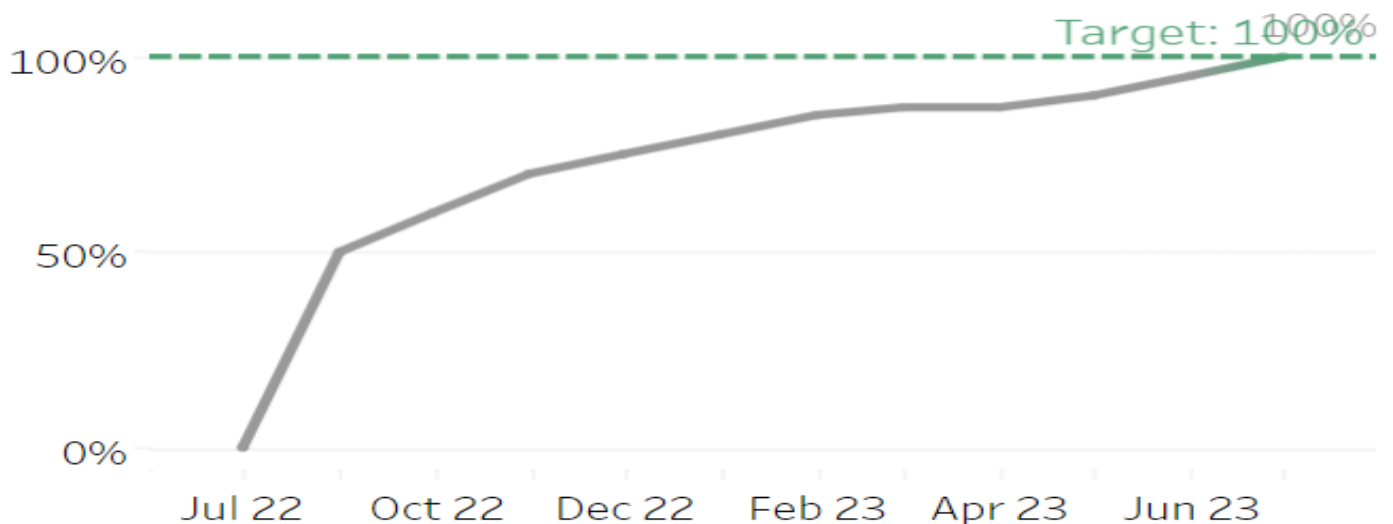
Note: The charts and data included in this section were updated in this version of the Performance Plan to include data that became available after SFY 22-23 ended.

WIG #1: Operationalize Universal Preschool

Description: Implement the comprehensive strategic plan to deliver ten hours of universal, voluntary preschool to all Colorado children in their year before Kindergarten by July 1, 2023.

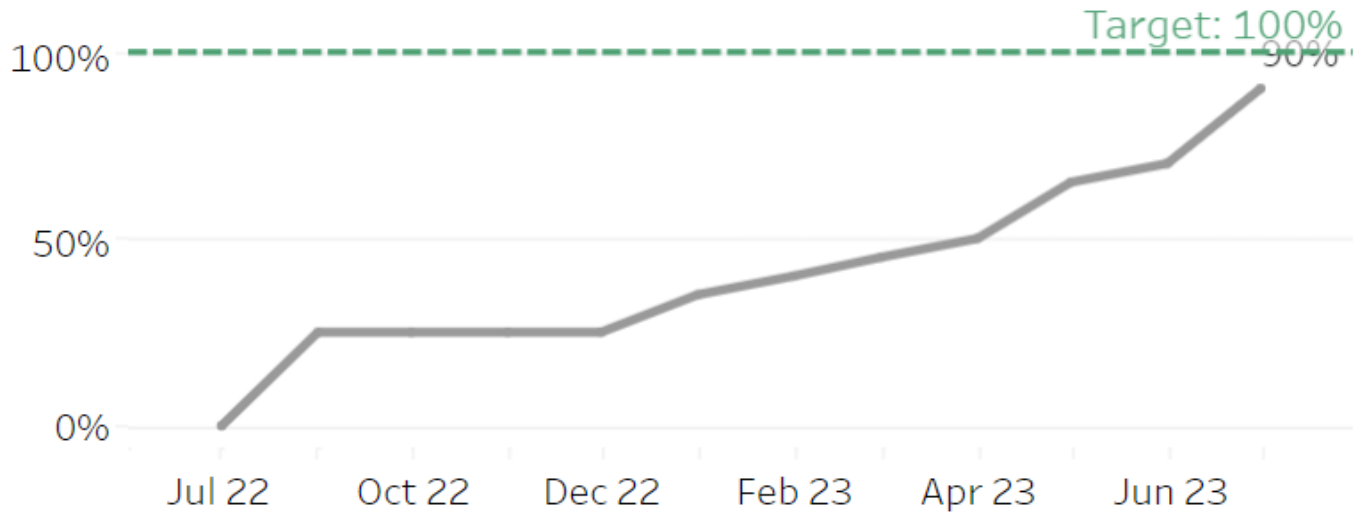
	SFY 20-21	SFY 21-22	Q1 SFY 22-23 (Jul-Sept)	Q2 SFY 22-23 (Oct-Dec)	Q3 SFY 22-23 (Jan-Mar)	Q4 SFY 22-23 (Apr-Jun)
Target:	N/A*	N/A*	25%	50%	75%	100%
Actual:	N/A*	N/A*	60%	80%	87%	100%

*This state fiscal year was before the implementation of HB23-195, which enacted Universal Preschool



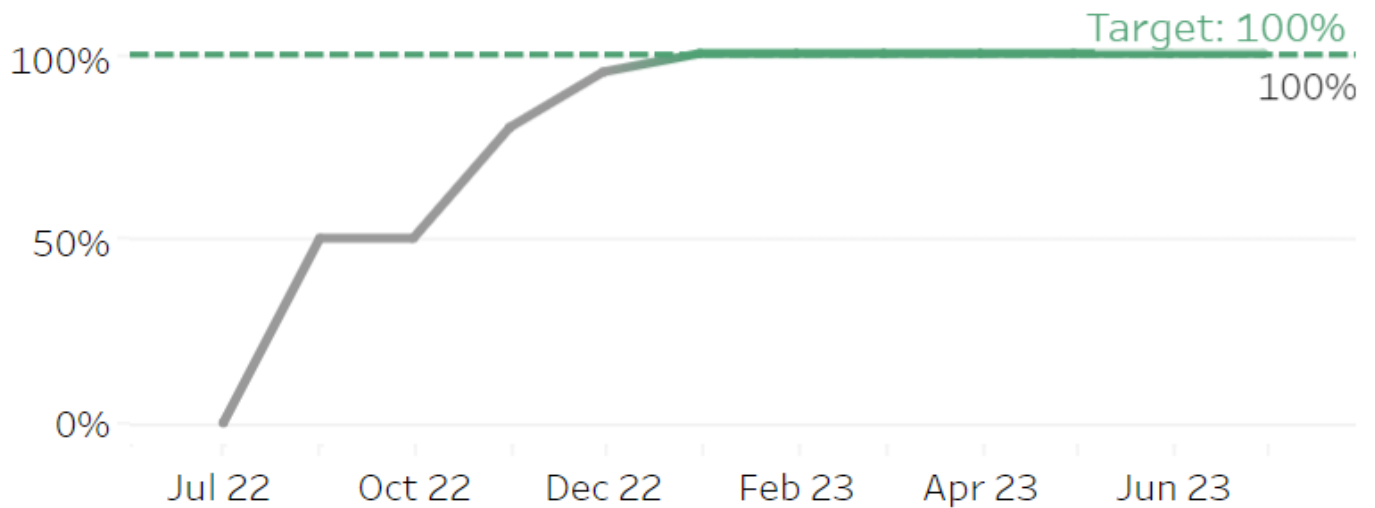
Lead Measure #1.1: Universal Preschool Quality Standards

Develop comprehensive Universal Preschool Quality standards with representative input from stakeholders by June 30, 2023.



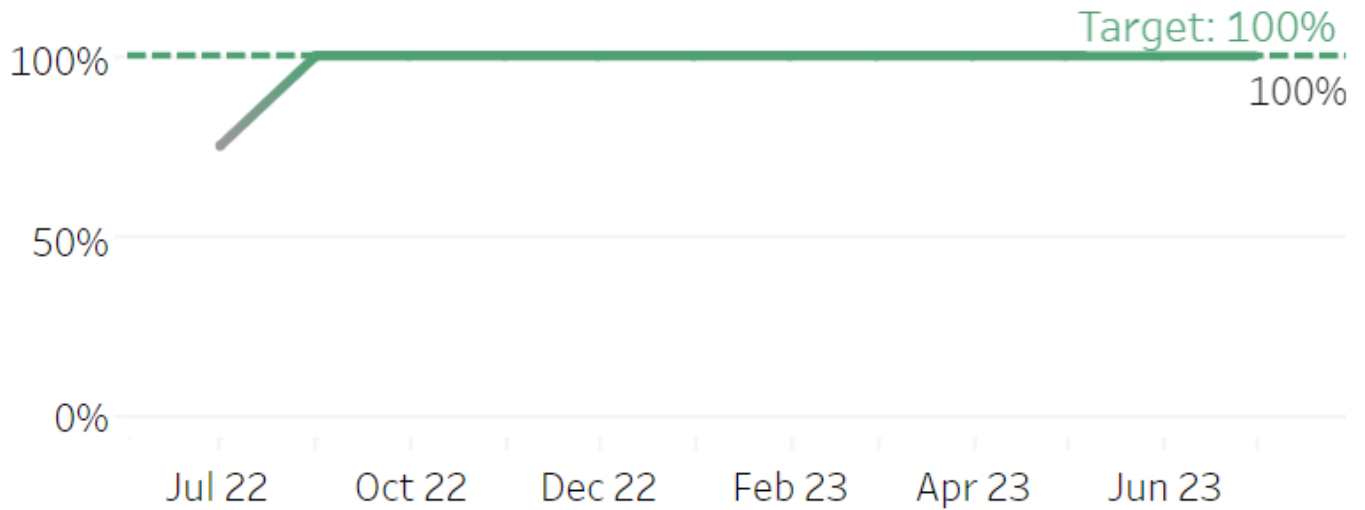
Lead Measure #1.2: Universal Preschool Child Rate Estimation

Generate a formula for calculating the child rate for participation in Universal Preschool by December 31, 2022.



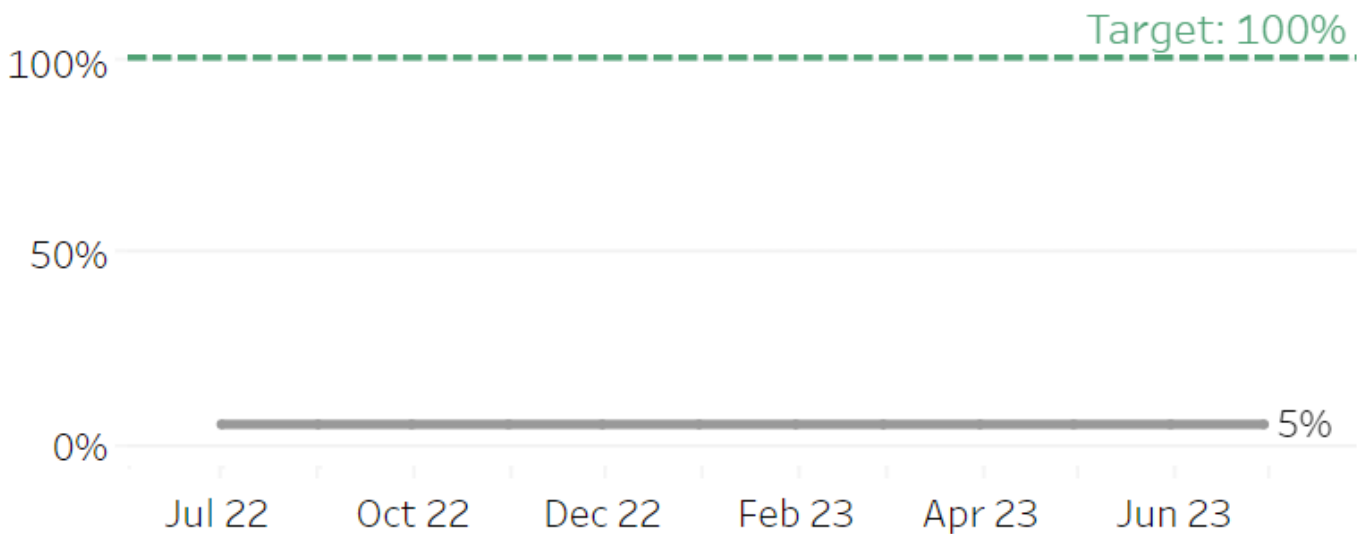
Lead Measure #1.3: Universal Preschool Local Coordinating Organizations (LCOs)

Execute agreements with approval of Local Coordinating Organizations (LCOs) identified through the application and selection process by November 1, 2022.



Lead Measure #1.4: Universal Preschool Align Unique Identifiers

Determine an identity-resolution plan to align unique identifiers from Universal Preschool by June 30, 2023.

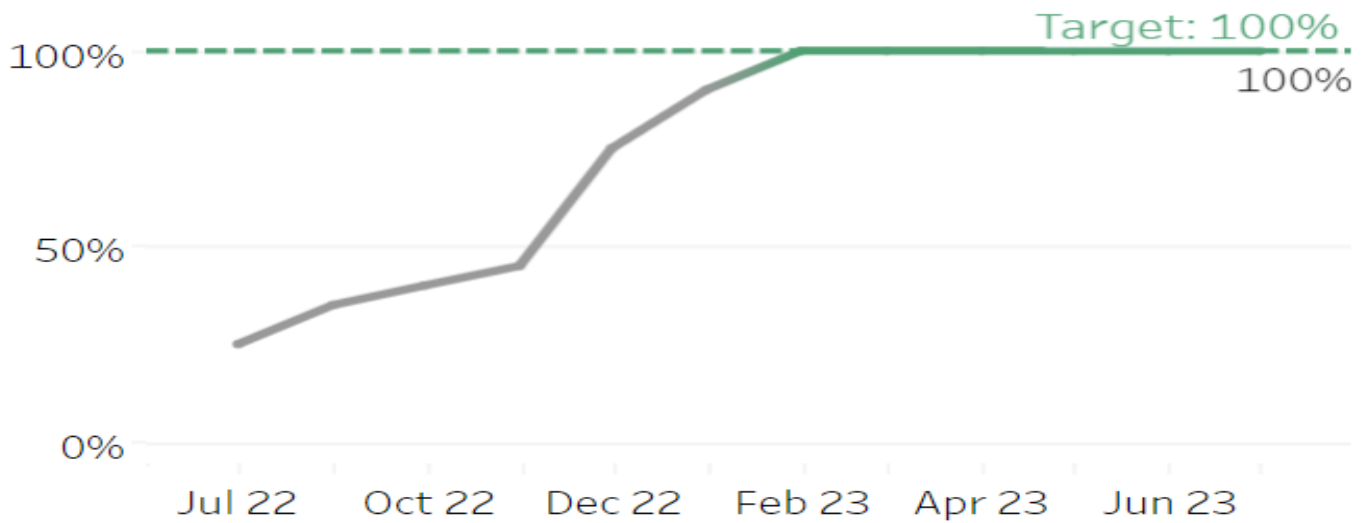


WIG #2: User-Friendly Application for Universal Preschool

Description: Implement the application portal, including a single Universal Preschool application, by January 2, 2023.

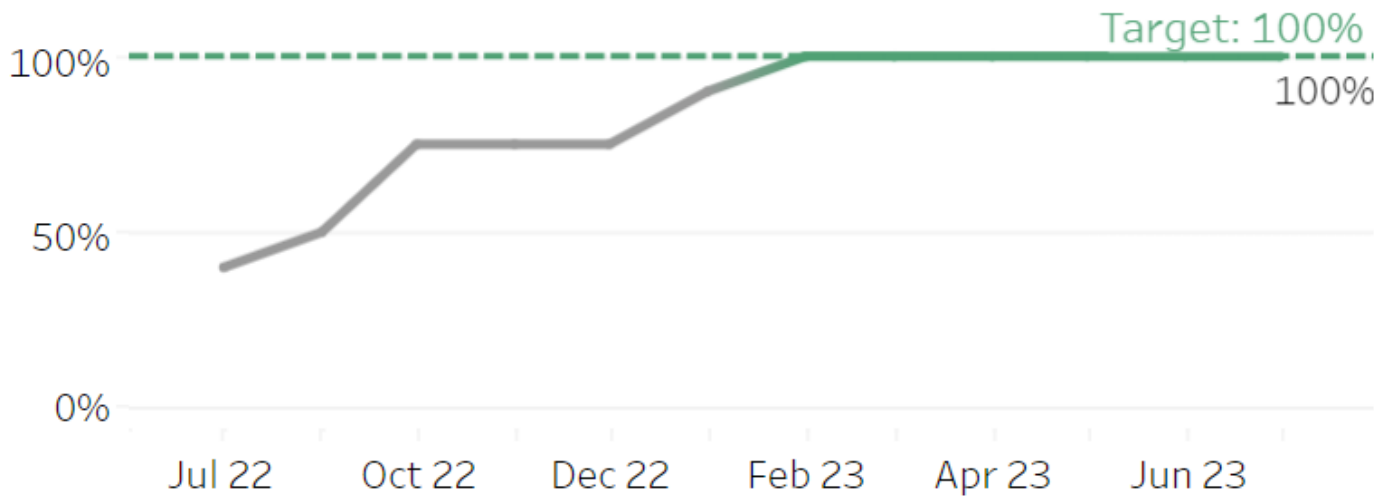
	SFY 20-21	SFY 21-22	Q1 SFY 22-23 (Jul-Sept)	Q2 SFY 22-23 (Oct-Dec)	Q3 SFY 22-23 (Jan-Mar)	Q4 SFY 22-23 (Apr-Jun)
Target:	N/A*	N/A*	33%	67%	100%	100%
Actual:	N/A*	N/A*	40%	90%	100%	100%

*This state fiscal year was before the implementation of HB23-195, which enacted Universal Preschool



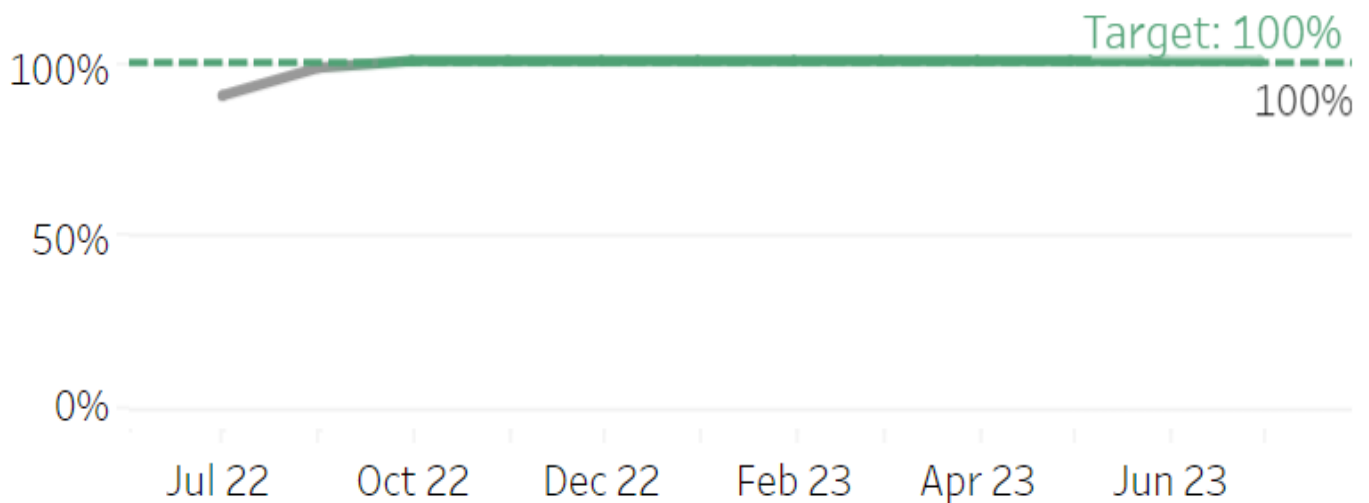
Lead Measure #2.1: Application Advisory Group

Continue to utilize the technology advisory group, made up of end users such as parents and providers, until January 2023 to help inform the user experience needs of the application.



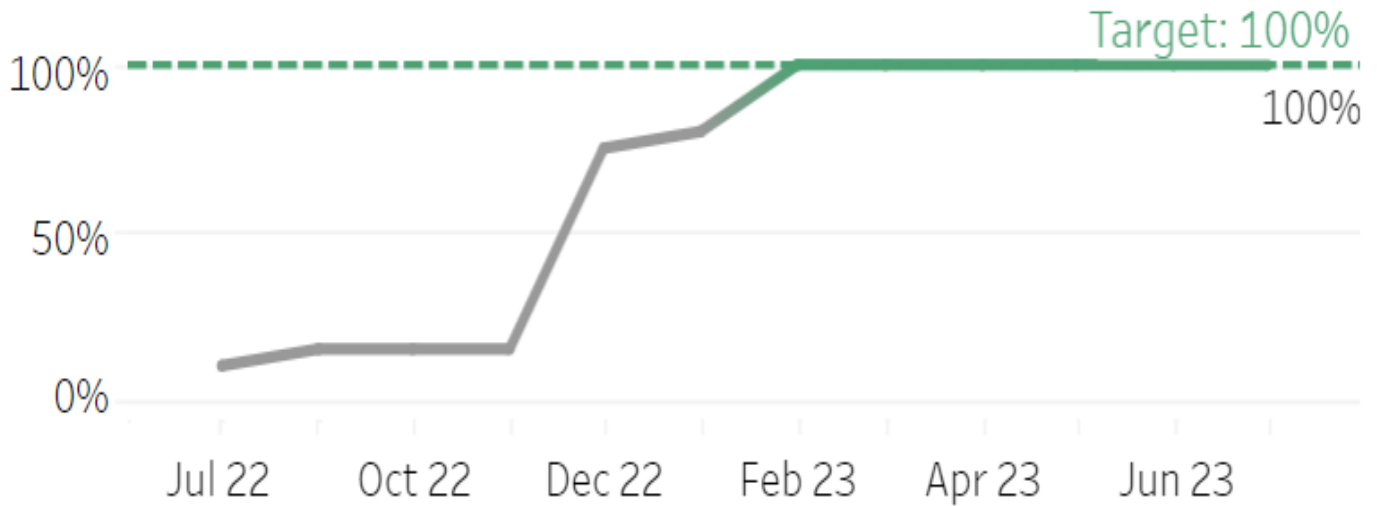
Lead Measure #2.2: Contract a Technology Vendor

Execute a contract for a Universal Preschool technology solution by September 30, 2022, to build the application with a focus on a high-quality user interface and seamless parent and provider portals to submit and process applications.

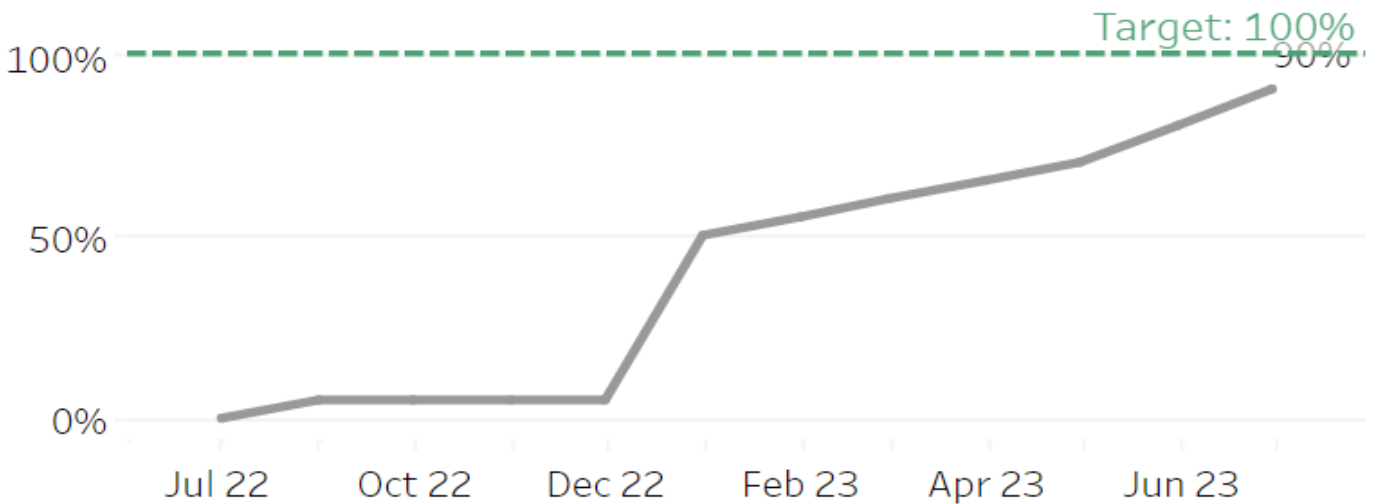


Lead Measure #2.3: Application Testing Group

Convene a broad, representative testing group made up of actual application users before the application's launch in January 2023. This group will test the application once it has been built, recommend updates, and ensure it has a human-centered design.



Lead Measure #2.4: Universal Preschool Data Governance: Identify and document data governance for the Universal Preschool program application (0-100%).



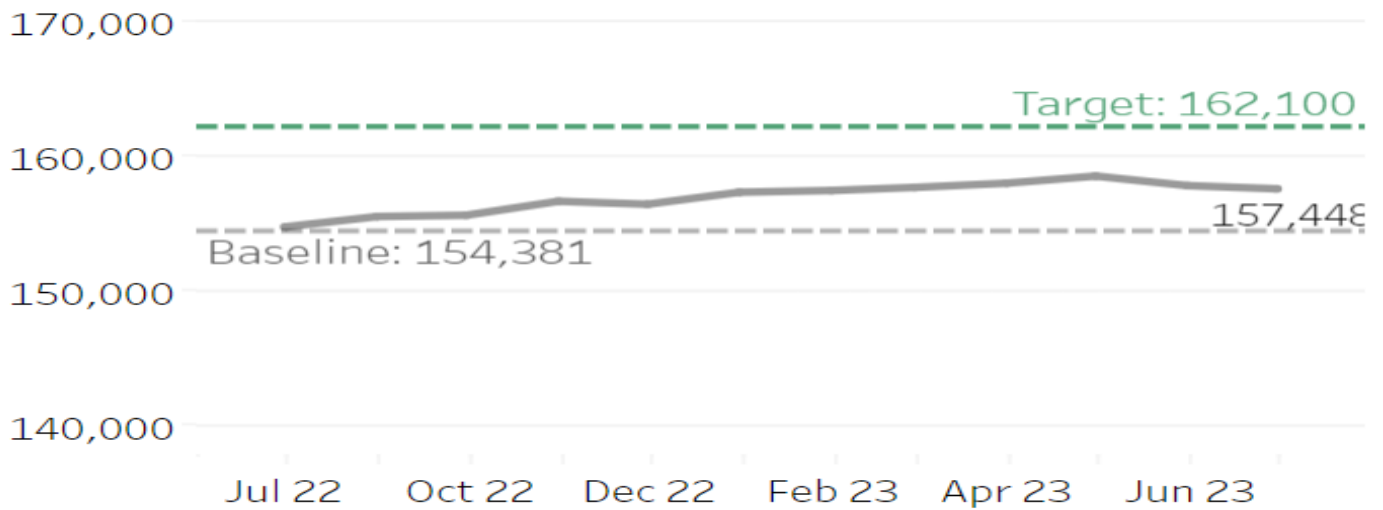
WIG #3: Increase Child Care Capacity¹⁰

Description: Increase statewide licensed child care capacity for ages birth to five by 5% from 154,381 to 162,100 by June 30, 2023.

	SFY 20-21	SFY 21-22	Q1 SFY 22-23 (Jul-Sept)	Q2 SFY 22-23 (Oct-Dec)	Q3 SFY 22-23 (Jan-Mar)	Q4 SFY 22-23 (Apr-Jun)
Target:	N/A*	160,729	156,311	158,241	160,170	162,100
Actual:	N/A*	154,381	155,500	157,198	157,864	157,448**

**This state fiscal year was before the development of the capacity measure.

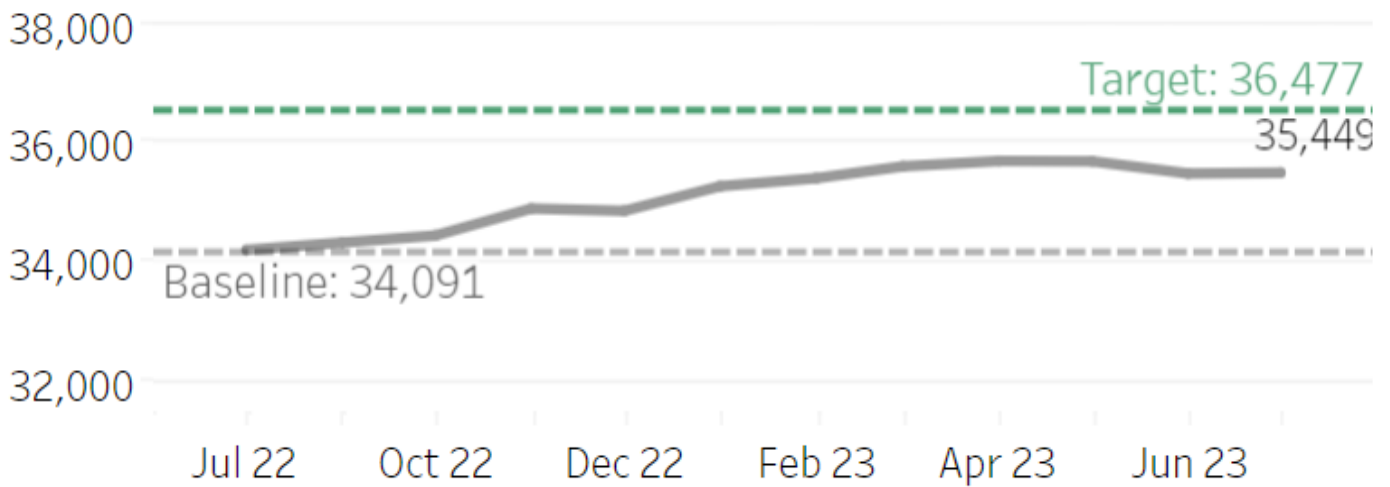
***CDEC increased birth to five-year-old capacity by 3,067, from 154,381 to 157,448 in SFY 22-23. While this reflects a 2% increase, it's important to note an estimated 480 providers closed for a total impact of 18,000 in estimated lost capacity during the same time frame. With many closing providers citing fiscal insecurity and facing unprecedented pandemic pressures, CDEC is exploring the impact of provider churn to understand the impact on child care capacity overall.



¹⁰ This SFY 22-23 Early Childhood Working Group WIG became a CDEC Department WIG when the working group was dissolved in January 2022.

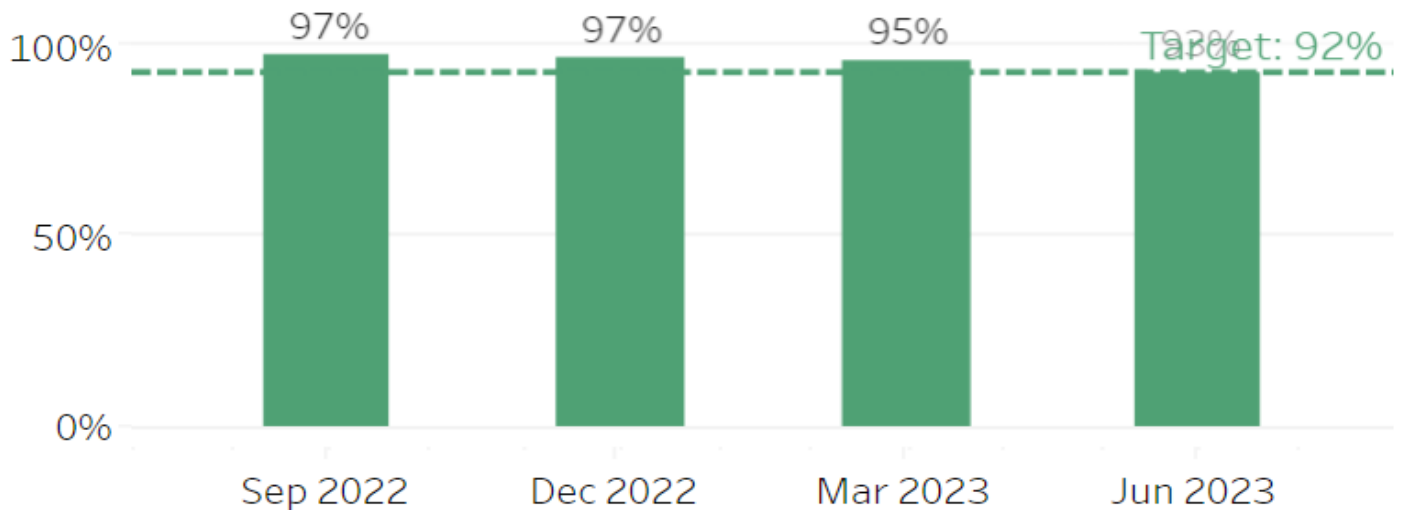
Lead Measure #3.1: Increase the Infant and Toddler Capacity

Increase the openly licensed capacity dedicated to infants and toddlers by 7% from 34,091 to 36,477 by June 30, 2023, using strategies such as Emerging and Expanding child care grants, Community Innovation and Resilience for Care and Learning Equity (CIRCLE) Grant distribution, etc.



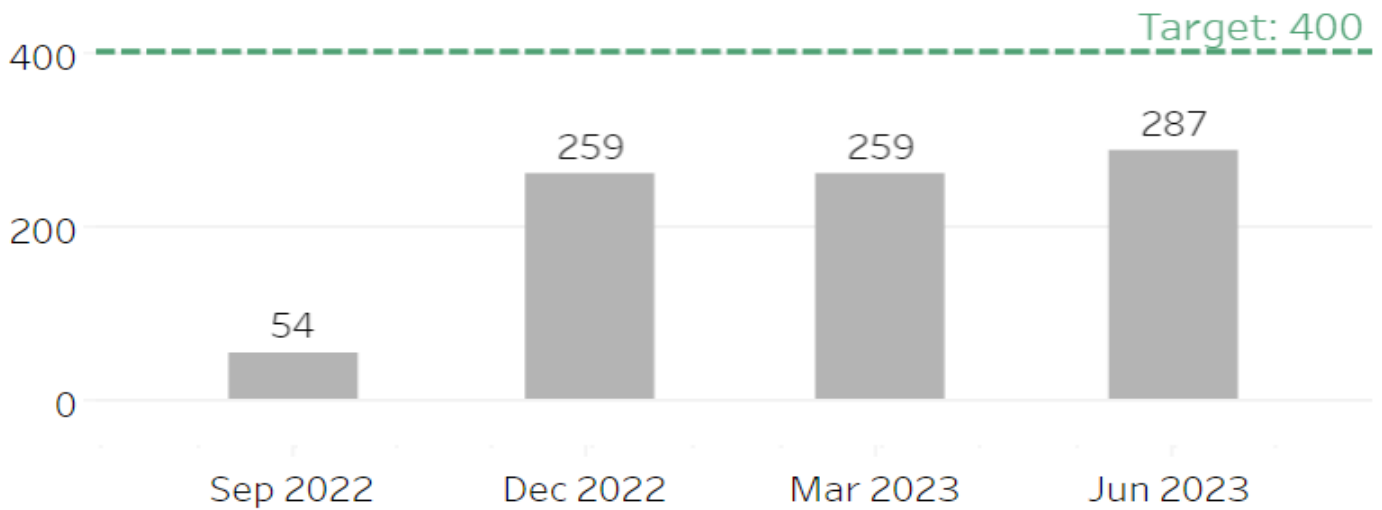
Lead Measure #3.2: Providers Continue to Operate

Ensure that 92% of providers receiving Stabilization Grants since FY 2021-22 continue to operate.



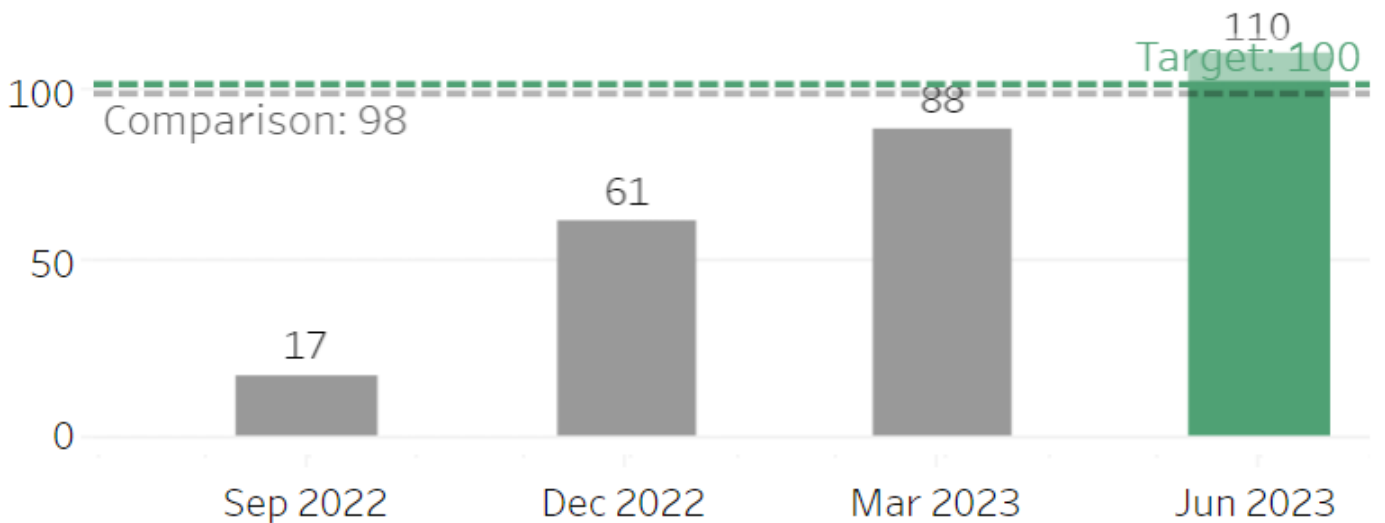
Lead Measure #3.3: Employer-Sponsored Facility Slots

Add 400 new child care slots through employer-based facility development funding by June 30, 2023.



Lead Measure #3.4: Business Development Training

Offer enhanced business development training and technical assistance in collaboration with the Office of Economic Development and International Trade (OEDIT) to 100 child care providers through Small Business Development Centers (SBDC) by June 30, 2023.

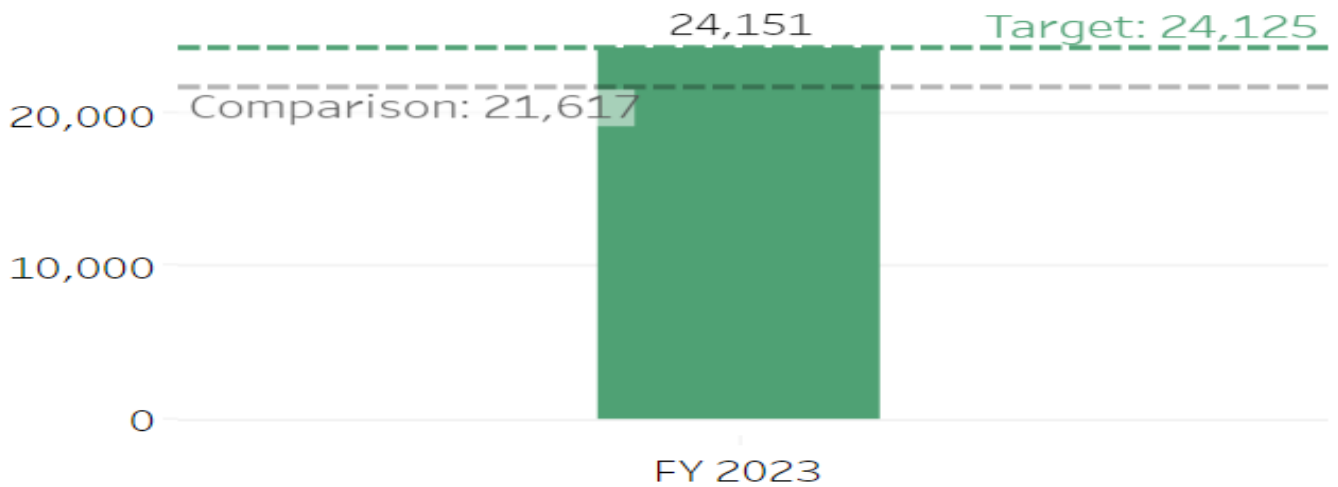


WIG #4: Qualified Early Childhood Workforce¹¹

Description: Ensure there are enough diverse and qualified early childhood professionals to provide care and education to children birth to five by increasing the workforce by 11.6% from 21,617 to 24,130 by June 30, 2023.

	SFY 20-21	SFY 21-22	Q1 SFY 22-23 (Jul-Sept)	Q2 SFY 22-23 (Oct-Dec)	Q3 SFY 22-23 (Jan-Mar)	Q4 SFY 22-23 (Apr-Jun)
Target:	22,070	21,341	N/A*	N/A*	N/A*	24,130
Actual:	20,325	21,617	N/A*	N/A*	N/A*	24,151

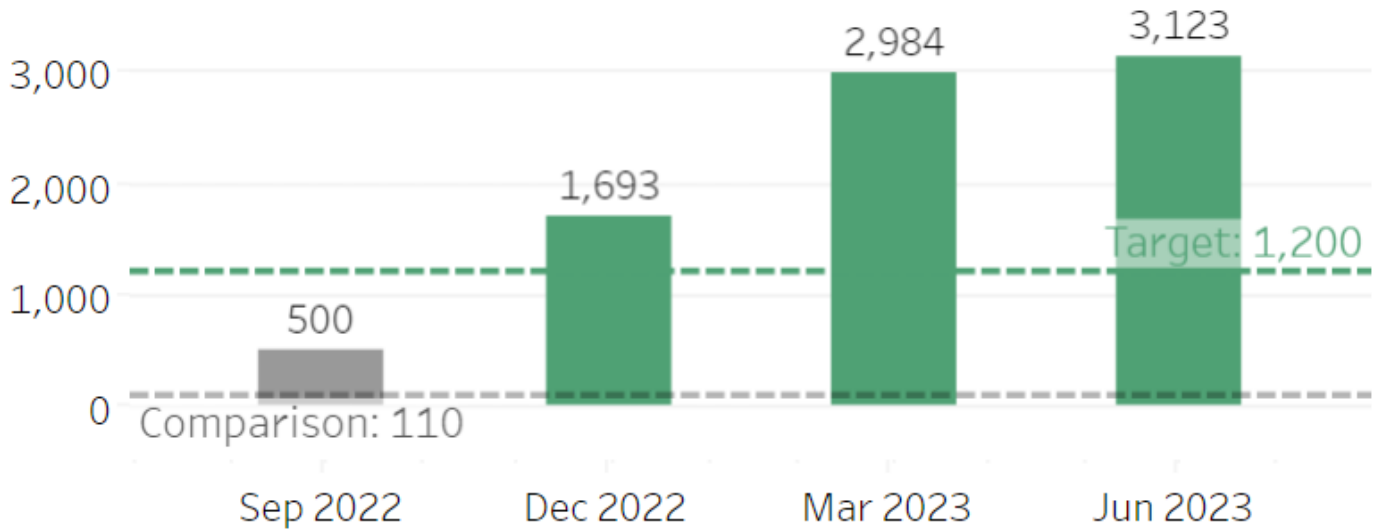
*Data reported annually.



¹¹ This SFY 22-23 Early Childhood Working Group WIG became a CDEC Department WIG when the working group was dissolved in January 2022.

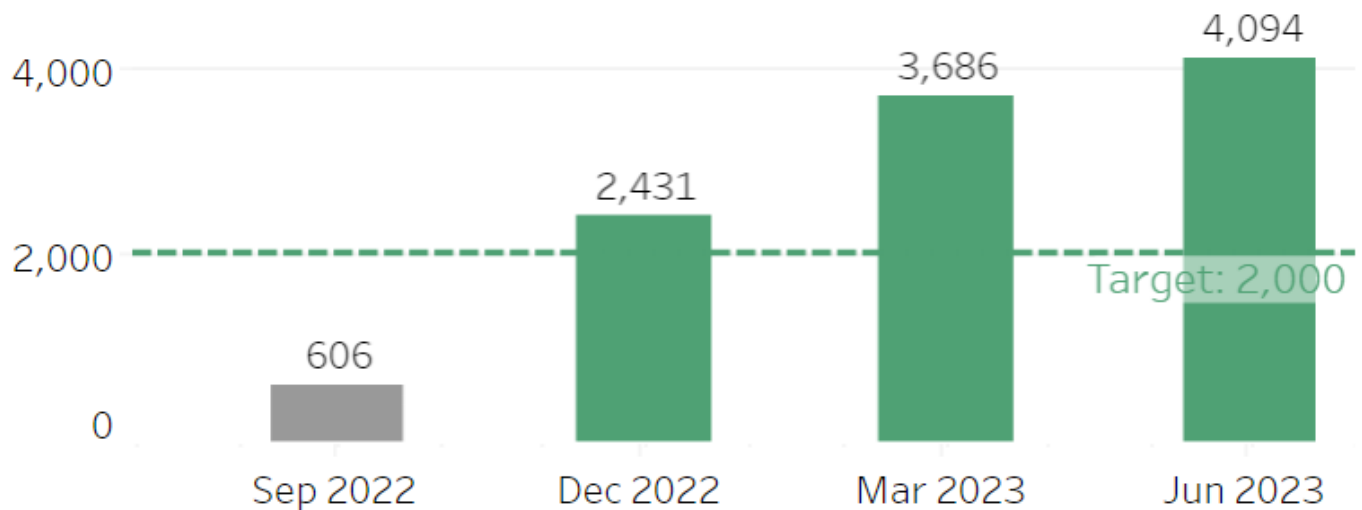
Lead Measure #4.1: Scholarships

Provide targeted scholarships (including Teacher Education And Compensation Helps (T.E.A.C.H.), Child Development Associate (CDA), Apprenticeships, etc.) to 1,200 students to complete degrees or credentials in early childhood education.



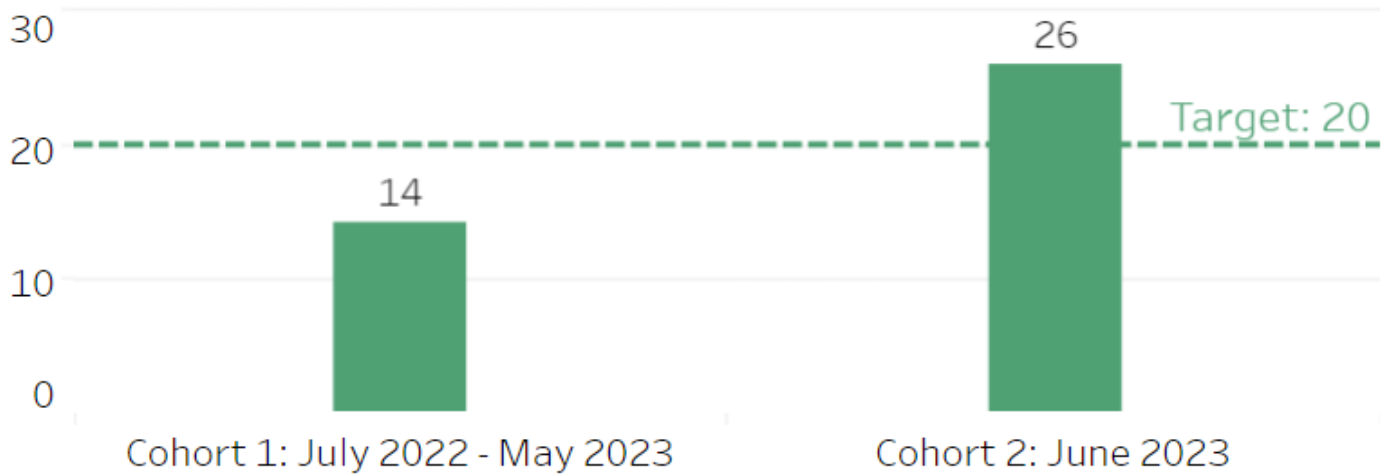
Lead Measure #4.2: Free Early Childhood Education (ECE) Courses

In partnership with institutes of higher education, provide free introductory early childhood education courses (ECE 101 and 103) to 2,000 students by June 30, 2023.



Lead Measure #4.3: Teacher-Peer Mentor Pilot Program

Hire, develop, and launch a six-month teacher-peer mentor pilot program for an initial 20 participants to be scaled by June 30, 2023.



Lead Measure #4.4: Early Childhood Professionals of Color

Increase the percentage of early childhood professionals of color in director and assistant director roles from 19% to 24% by June 20, 2023.

