

Thank you for joining! We will begin shortly.

ECLC

Early Childhood Leadership Commission

Program Quality & Alignment Subcommittee

September 8, 2023

9:00 - 11:00 am

Google Meet



- Please remember to mute your computer or phone when not speaking ●
 - We will be recording the meeting ●
- All materials can be found at: www.earlychildhoodcolorado.org/program-quality-and-alignment-subcommittee ●



Welcome, Introductions & Approve Minutes

Dr. Floyd Cobb

Meeting Objectives

- Approve the July 14, 2023 Meeting Minutes
- Learn about the refreshed Early Childhood Colorado Framework
- Consider rules that should be added to the 2024 Regulatory Agenda
- Learn about the results of the Statewide Needs Assessment and consider strategies to address needs
- Provide feedback on strategies that should be included in the Statewide Strategic Plan
- Suggest edits to the PQA Subcommittee Charter to align with the ECLC Strategic Plan
- Hear comments from the Early Childhood Community



Early Childhood Colorado Framework Refresh Update

Shannon Wilson, ECLC

EARLY CHILDHOOD COLORADO FRAMEWORK

ECLC

Early Childhood Leadership Commission

2023 Refresh



Previous Framework

Early Childhood Colorado Framework A SHARED VISION

For more information visit earlychildhoodframework.org
ADOPTED JULY 2008 | UPDATED JULY 2015

Core Principles

The Early Childhood Colorado Framework is based on and guided by these principles:

- Whole child and family centered
- Prenatal through age eight
- Strength based
- Culturally relevant and responsive
- Outcomes focused
- Informed by evidence based and promising practices
- Cross-sector collaboration

Strategies for Action

- Connect and Empower Families
- Build Community Capacity
- Implement Quality Standards
- Make Data Informed Decisions
- Develop and Retain the Workforce
- Support Consumer Affordability
- Advance Sustainable Business Practices
- Encourage Public Private Approaches
- Pursue Continuous Quality Improvement
- Ensure Coordinated Services
- Promote and Share Knowledge

Fundamentals

- Strong Partnerships
- Sufficient Investments
- Sound Policy
- Robust Public Engagement
- Shared Accountability
- Effective Leadership
- Relevant Education Opportunities

Outcomes ► access, quality and equity

Family Support & Education Health & Well-Being Learning & Development

ACCESS

- Family engagement and leadership opportunities exist within programs, schools and communities
- Services and supports promote the well-being and resiliency of parents and caregivers
- Family friendly policies and practices exist in the workplace
- Comprehensive health coverage and services are consistently utilized by pregnant women and children
- Integrated and preventive maternal and child physical, behavioral and oral health services are available
- All settings promote mental health and well-being through early identification, consultation and treatment
- Education, coaching and ongoing training exist for caregivers, teachers and other professionals
- Learning experiences and environments are high quality, developmentally appropriate and affordable

QUALITY

- Family knowledge and capacity support children's healthy development and learning
- Families advocate for high quality comprehensive services and supports that lead to future success
- All health care providers, including mental health, deliver coordinated, family focused care
- Settings and practices promote strong relationships, social and emotional development, appropriate nutrition and physical activity
- Formal and informal care environments and education practices reach the highest levels of quality
- Adults understand and support children's learning and development, including social and emotional
- All settings provide effective transitions across and within programs, schools and systems

EQUITY

- Education, employment, housing, financial and legal supports contribute to family economic security
- Families, including those with high needs, experience timely and coordinated services and supports
- Families have the ability to plan the number and timing of their children
- All environments are safe, free of toxins, have affordable foods and offer physical activity
- Children with special health, behavioral or developmental needs receive individualized services and supports
- All children are ready for school and achieving by 3rd grade regardless of ability, race, place, income, language and culture
- Children, including those with high needs, receive timely, comprehensive and affordable academic services and transition supports

all children are valued, healthy and thriving



Results

- CHILD**
Young children reach their developmental potential and are ready to succeed in school and in life
- ENVIRONMENTS**
Environments that impact children are safe, stable and supportive
- RELATIONSHIPS**
Adults are knowledgeable, responsive and interact effectively with and on behalf of children
- COLORADO**
Localities and the state attain economic and social benefits by prioritizing children and families

FROM A PROCESS STANDPOINT

October 2022-September 2023

START

Oct 2022-Sept 2023

Through Sept 2023

Through April 2023

Jan-April 2023



May-July 2023

July-Sept 2023

September 2023



ECLC Endorsement

FINISH

FROM A PARTNER ENGAGEMENT STANDPOINT

AS A RESULT OF SUPPORT FROM ECLC AND THE STEERING COMMITTEE...

602 PEOPLE

*throughout the state provided their ideas, feedback
and insights to inform Framework updates*

340
COMPLETED
THE SURVEY

256
ATTENDED
LISTENING
SESSIONS

11
PARTICIPATED
IN 1:1 CHATS

Count as of 5/21



GROUNDING IN THE VISION FOR THE FRAMEWORK

- **A shared vision for Colorado** to promote action and dialogue about the future of children across the state.
- **A tool designed by and for the community** to read, consider, and use.
- **An iterative and living document** that is meant to capture the best thinking of the time and be **responsive to the current context.**

It is meant to be nimble, iterative, and constantly evolving to improve.

FEATURES OF THE UPDATED FRAMEWORK

- **Introduction defining what the Framework is** (and is not) and how to navigate the expanded *Framework* as a roadmap
- **Highly visual theory of change that connects how the system components, domains, and outcomes** work in alignment and coordination towards a shared vision
- **Narrative that provides expanded context** to represent comprehensiveness of the *Framework* (*star pages*)
Vision, Values, the System, and Outcomes and Results
- **Acknowledgement and appreciation to the families, providers, and communities** that contributed to the *Framework*

THE EARLY CHILDHOOD COLORADO FRAMEWORK

If WE BELIEVE



★ PRINCIPLES

Equity Driven

- ALL CHILDREN SERVED
- CHILD, FAMILY, AND COMMUNITY CENTERED
- HOLISTIC SERVICES APPROACH
- THRIVING, EFFECTIVE WORKFORCE
- MIXED DELIVERY SYSTEM
- HIGH QUALITY STANDARDS
- INNOVATION
- STREAMLINED EFFICIENCY
- DATA-DRIVEN, OUTCOMES-FOCUSED DECISIONS
- ACCOUNTABILITY

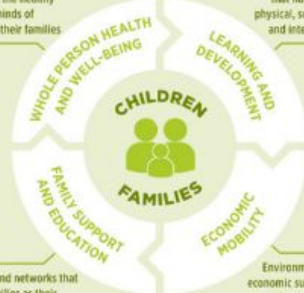
And BUILD A STRONG SYSTEM



★ EARLY CHILDHOOD SYSTEM

Comprehensive services to fully support the healthy bodies and minds of children and their families

Early care and education that nurtures children's physical, social-emotional, and intellectual growth.



Resources and networks that support families as their child's first caregiver and most important teacher.

Environment that fosters economic success so that all the essential needs of children, families, and the workforce are met.

WORKFORCE

Early childhood professionals who are diverse, equitably compensated, and prepared to serve in the many settings involved in child health, development, and education.

LEADERSHIP

A strong underlying network of leaders to make timely and responsive decisions about programs and policies.

FUNDING

Abundant resources to fully meet the needs of children, families, and communities.

DATA & RESEARCH

Information to better understand the early childhood system and plan future actions that lead to improved, sustainable, and more equitable outcomes.

Collaboration

All elements working together—in local communities to the state level—toward a shared vision for all of Colorado's young children.

It WILL LEAD TO



★ OUTCOMES



Access

All children and families have access to a range of early childhood services that are culturally relevant, meet their needs and preferences, and are equitably allocated and available.



Quality

Every young child and family experiences a high-quality environment that supports all areas of well-being, affirms all aspects of their identity, and leads to equitable opportunities.



Alignment

All the components of the early childhood system are aligned and coordinated so families are able to easily identify, navigate, and receive services.

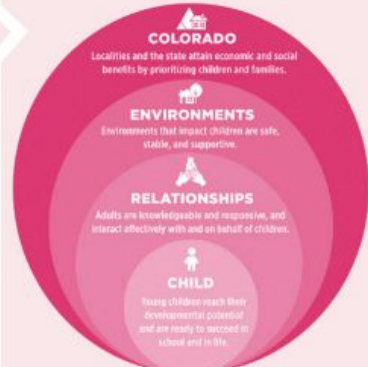
The FUTURE OF COLORADO



★ VISION

ALL CHILDREN ARE VALUED, HEALTHY, AND THRIVING

★ IMPACT



Next Steps

- We are now **planning for launch and implementation**
- School Readiness is creating a **Communication Toolkit** to support dissemination
- **What should you do now?**
 - Become familiar with the new Framework and consider how you could use it in your work
 - If you use the old Framework, continue to use it until the new Framework has launched
 - Look for more information about launch and implementation soon!



Rules Advisory Committee 2024 Regulatory Agenda

Elena Kemp, Rulemaking and Rules Advisory Council Administrator, CDEC



Grounding: CDEC's Rulemaking Authority

CDEC oversees a variety of programs and services that support child and parent outcomes, that improve overall family well-being, defined in section [26.5-1-109, C.R.S.](#) These programs and services are located within the five (5) major departmental structures:

Colorado
Universal
Preschool
Program (UPK)

Division of
Early Learning,
Access and
Quality
(DELAQ)

Division of Early
Learning,
Licensing and
Administration
(DELLA)

Division of Early
Childhood
Workforce
(DECW)

Division of
Community and
Family Support
(DCFS)

Many of the programs and services located within these departmental structures/divisions have administrative rules, except DECW - where CDEC does not have rulemaking authority. The basis for developing the 2024 Regulatory Agenda is dependent upon CDEC's programs and services that 1) have administrative rules; and 2) subject areas that the Executive Director was granted rulemaking authority to create, revise, and repeal administrative rule.

CDEC Administrative Rules

Division / Program	CDEC Rule Number (CCR No.)	CDHS Rule Number (CCR No.)	CDEC Rules Currently in Transition (Public Folders Located on “ CDEC Rulemaking and RAC Webpage ”
DELLA / General Licensing	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Child Care Centers	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Family Child Care Homes (FCCH)	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Resident Camps	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / School Aged Programs	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Special Activities	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Neighborhood Youth Organizations (NYO)	8 CCR 1402-1	12 CCR 2509-8	Public Folder
DELLA / Substitute Placement Agencies	8 CCR 1402-1	12 CCR 2509-8	Public Folder
UPK / Colorado Universal Preschool Program (UPK)	8 CCR 1404-1	N/A	
DELAQ / Colorado Child Care Assistance Program (CCCAP)	8 CCR 1403-1	9 CCR 2503-9	
DELAQ / Early Childhood Councils (ECC)	8 CCR 1401-1	12 CCR 2509-8	
DELAQ / School Readiness Quality Improvement Program (SRQIP)	8 CCR 1401-1	12 CCR 2509-8	
DCFS / Early Intervention Colorado Program (EI)	8 CCR 1405-1	12 CCR 2509-10	
DCFS / Nurse Home Visitors Program (NHVP)	8 CCR 1401-1	12 CCR 2509-9	Public Folder
All Programs / Administrative Appeals	8 CCR 1406-1	9 CCR 2503-8	Public Folder



Overview: 2024 Departmental Regulatory Agenda

What is a “Departmental Regulatory Agenda?”

A Departmental Regulatory Agenda (Regulatory Agenda) is a document prepared by each state department that identifies all proposed new, revised, and/or repealed administrative rules the department plans to consider during the next calendar year. [Section [2-7-202\(6\), C.R.S.](#)]

How does CDEC develop its Regulatory Agenda?

CDEC considers four (4) major components to develop the Regulatory Agenda:

- 1) Legislative Implementation
- 2) Programmatic Recommendations
- 3) Mandatory Rule Review
- 4) Stakeholder Feedback



Development: 2024 Departmental Regulatory Agenda

Legislative Implementation:

CDEC's Policy and Legislative Team tracks all proposed and passed legislation during the legislative session, and identifies all legislation that directly/indirectly impacts CDEC. Passed legislation that requires or allows (subject to additional approval) changes to CDEC's administrative rules, are incorporated in the Regulatory Agenda and implemented via rulemaking.

Programmatic Recommendations:

The Policy and Legislative Team works closely with CDEC Divisions/Programs to identify administrative rules that should be promulgated or considered for revision, to support programmatic/operational needs.



Development: 2024 Departmental Regulatory Agenda

Mandatory Rule Reviews:

CDEC will develop and disclose (as part of the Regulatory Agenda) a regular schedule for each Division/Program with administrative rules that identifies when the Division/Program anticipates conducting a comprehensive rule review. These comprehensive rule reviews are mandatory, pursuant to section [24-4-103.3, C.R.S.](#), and the purpose is for CDEC to assess the continuing need, appropriateness and cost-effectiveness of all the Department's rules to determine if they should be continued in their current form, modified, or repealed.

Stakeholder Feedback:

To ensure CDEC's administrative rules are well vetted, thorough, inclusive, responsive, and mitigate unintended consequences, CDEC will solicit feedback from stakeholders to learn more about the impact its administrative rules.



Recommendations: 2024 Departmental Regulatory Agenda

What challenges are you experiencing or have identified in your areas of expertise or in your local communities that are influenced by CDEC's administrative rules?

What are the impacts of CDEC's administrative rules on your communities?

What potential rulemaking opportunities should CDEC consider for inclusion in the 2024 Regulatory Agenda?



Any Questions or Public Comments?

We will be accepting feedback and recommendations for changes to the Department's Administrative Rules that will be considered for inclusion on the Department's 2024 Regulatory Agenda until **September 15, 2023**.

Please submit all feedback and recommendations to: **CDEC_Rulemaking@state.co.us**.



ALL COLORADO
CHILDREN, FAMILIES,
AND EARLY CHILDHOOD
PROFESSIONALS ARE
VALUED, HEALTHY AND
THRIVING.



COLORADO
Department of Early Childhood



Statewide Needs Assessment Initial Findings

Colorado Health Institute

Colorado B-5 Needs Assessment

Initial Findings Overview



September 8, 2023

ECLC PQA Subcommittee

Agenda

- Needs Assessment process
- Review of initial findings
- Discussion
- Next steps



Needs Assessment Process

Early Childhood System

- **Efforts to foster well-being** such as Early Childhood Mental Health Consultation and The Incredible Years
- **Family strengthening efforts** such as Family Resource Centers, HealthySteps for Young Children, Home Instruction for Parents of Preschool Youngsters, Nurse-Family Partnership, Parents as Teachers, Promoting Safe and Stable Families, SafeCare Colorado, and Child First
- **Early care and education programs** such as licensed child care, informal early care and education, Colorado Shines, Head Start, Colorado Child Care Assistance Program, targeted preschool for 3-year-olds, the Individuals with Disabilities Education Act Part B preschool special education, and Universal Preschool Colorado
- **Early Intervention Colorado** through the Individuals with Disabilities Act Part C

Research Questions

Family Engagement

Research question 1. What are the most effective methods for engaging families in the early childhood system, and how does this vary across select family contexts?

Sustainability

Research question 2. How can early childhood programs remain sustainable, both in general and considering the impact of COVID-19?

Workforce

Research question 3. What barriers and opportunities are there for better recruitment and retention of the early childhood workforce?

Availability

Research question 4. How available are early childhood programs in Colorado, and how does this vary across select family contexts?

Research question 5. What are barriers to early childhood program availability and options to address them?

Quality

Research question 6. What is the general quality of early childhood programs in Colorado, and how does access to quality programming vary across select family contexts?

Research question 7. What are barriers to providing and accessing high-quality early childhood programming and options to address them?

Select Family Contexts



Cultural and linguistic considerations. Families of different cultural backgrounds, families and children whose primary language is not English, immigrant families.



Behavioral and physical health considerations. Children with special health needs, children with behavioral or social-emotional needs.



Resource considerations. Families in rural areas, families in high poverty areas or other underserved family and child populations, families experiencing homelessness.






Families with infants and toddlers.



Initial Findings

Family Engagement

Initial Findings

- Hand-offs within the early childhood system are opportunities to increase program participation.  
- Programs should use two-generation, whole family approaches to effectively engage families.
- Services need to use tailored approaches to reach families facing language and cultural barriers. 



Family Engagement Initial Findings: Discussion

Sustainability

Initial Findings




- Programs across the early childhood system need more alignment across funding streams and opportunities to secure and combine funding.
- Early care and education providers spent two-thirds of stabilization grant funding on personnel costs, highlighting an ongoing need for basic operational funding.
- Informal care providers need additional support and funding.



Sustainability Initial Findings: Discussion

Workforce

Initial Findings





- Training should equip the early childhood workforce to provide trauma-informed, culturally-responsive care to all children.   
- Across the system, the early childhood workforce needs increased compensation and benefits.
- Additional resources are needed to support professional development for the early childhood care and education workforce.

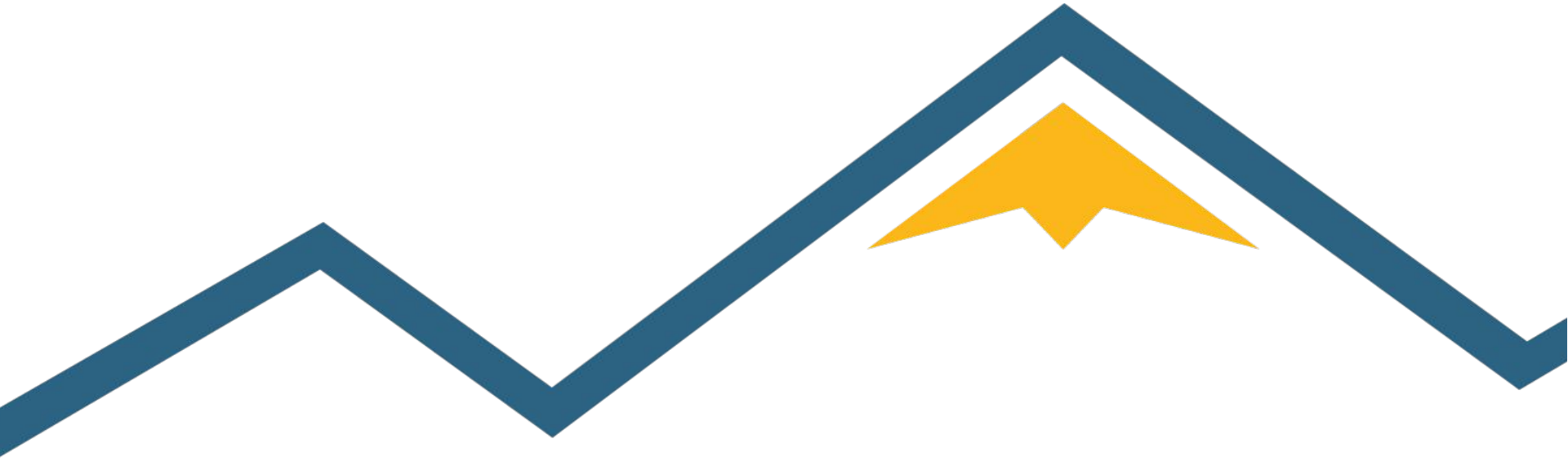


Workforce Initial Findings: Discussion

Availability

Initial Findings

- The early childhood system is not adequately meeting the needs of families who prefer or only speak a language other than English or Spanish. 
- The early childhood system is not adequately meeting the needs of families with children with special health needs; however, more data are needed to understand the extent of this problem. 
- Families need child care at all hours. 
- Most preschool providers are not participating in UPK yet those that are participating hold the majority of preschool-aged licensed capacity.
- The greatest need for child care is among families with infants and toddlers. 



Availability Initial Findings: Discussion

Quality

Initial Findings

- Early childhood programming should focus on more than just “school-readiness” and emphasize a whole-child approach.
- About half of early child care and education providers have not advanced their Colorado Shines rating beyond a Level 1.
- Families view quality as important, but they do not use quality ratings to make decisions about child care.



Quality Initial Findings: Discussion



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Updating Colorado's Early Childhood Strategic Plan

Tamilah Richardson & Rebecca Klein, Start Early



Consulting

9/8/23

Colorado Early Childhood System Strategic Planning

ECLC Program Quality and Alignment
Subcommittee



Agenda

- Brief Reorientation
 - o Strategic plan purpose
 - o Progress update
- Strategy Ideation
- Closing/Next Steps

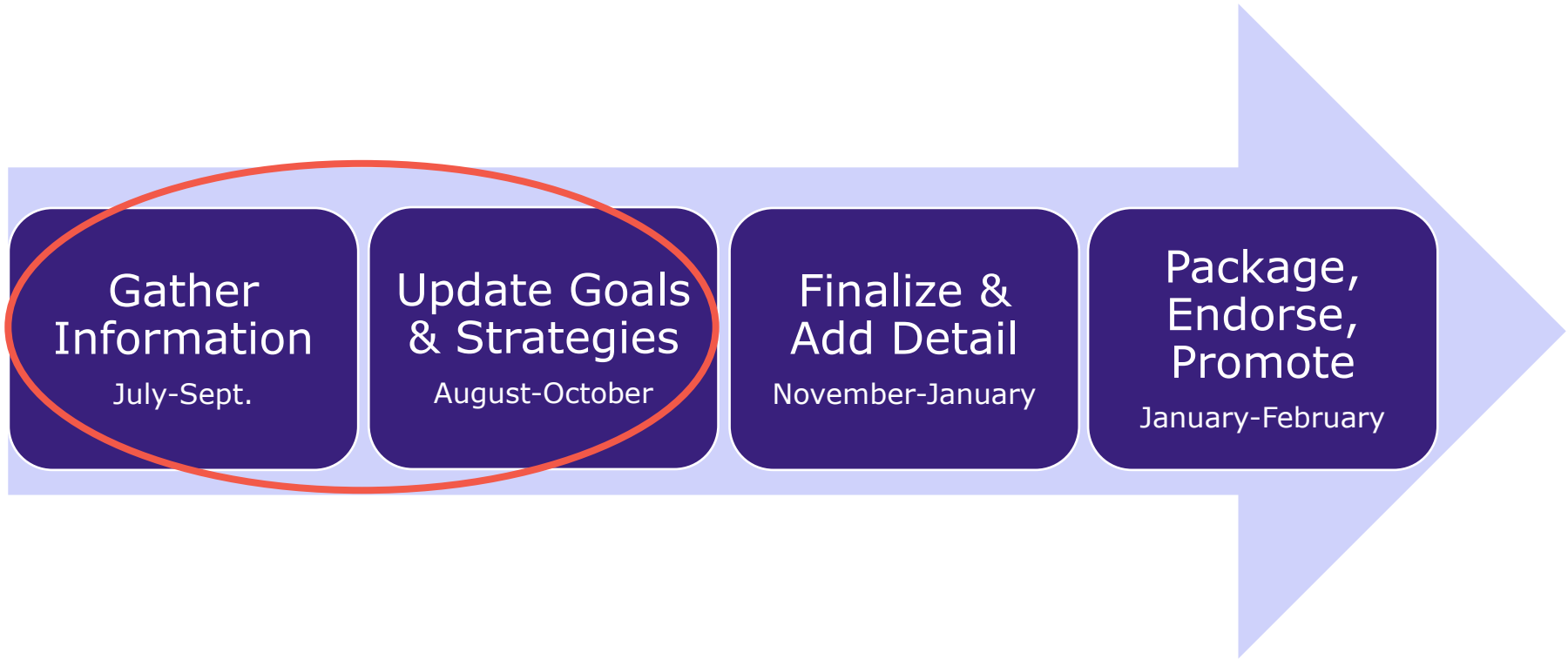
Who We Are: Champions of Early Childhood



Purpose of Updating Strategic Plan

- To reflect progress that has been made since the original drafting of the strategic plan
- To build on new needs assessment
- To better integrate equity in the strategic plan
- To expand the scope from birth-to-five to prenatal-to-five and to include other sectors beyond but related to early care and education
- To integrate goals and strategies from the broad array of CO plans related to early childhood that currently exist – the “plan of plans” - and to align with the new Early Childhood Colorado framework

Overview of Strategy Development Process



Strategy Ideation

- Strategy: approaches or plans of action (the “how”) to successfully achieve a vision or a set of goals/objectives

Individual Brainstorming

- Go to the [Padlet](#) and share your ideas for strategies that could be included in the new strategic plan, informed by the needs assessment and your experience.
 - If you know of existing strategies that speak to the needs, please add them and note they are ongoing strategies.
 - If you have strategy ideas that don't relate to the needs assessment findings or fit these domains of the Early Childhood CO Framework, please add them to block 8.
 - We will reconvene after 10-15 minutes and discuss.

Strategy Ideation

Large Group Review and Reaction

- Take a few minutes to review the proposed strategies on the Padlet.
- You can use the vote feature to denote a strategy you would like to prioritize for the strategic plan.
- Ask any clarifying questions.

Closing/Next Steps

- Continue adding ideas/reactions to [Padlet](#)
- Support survey dissemination
- In coming months, provide input and/or feedback on the new drafts of the Strategic Plan, KPIs and branding/design elements



Every child has equitable opportunity to reach their full potential to thrive in school and in life.

[StartEarly.org/Consulting](https://www.startearly.org/Consulting)

Find [startearlyorg](https://www.startearly.org) on: [!\[\]\(666e09182d4cd268646ea700ea60dcdf_img.jpg\)](#) [!\[\]\(1ef1ef0bf9af6c6996401964cf280f2d_img.jpg\)](#) [!\[\]\(e9a80c8557f9285916925bd4ac40fff5_img.jpg\)](#) [!\[\]\(88e2edecff3400e68a80dd08c57d2f9c_img.jpg\)](#)

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Program Quality and Alignment Subcommittee Charter Revision

PQA Charter

- Last revised in 2021
- Suggestions were made last fall, but we decided to pause charter revisions while the new ECLC Strategic Plan was being created

Timeline

- The Subcommittee will make suggestions
- The ECLC Executive Subcommittee will meet to discuss alignment
- The full ECLC will vote to approve Charter in October

Check out the current charter [here](#)

10-Year Strategic Plan

Vision: All children are valued, healthy and thriving

Guiding Principles & Functions

From its unique position as the federally authorized state advisory council on early childhood....



Strategies

...the ECLC focuses its time, energy, and resources to influence systems and policy advancements.....

- Center family experience, satisfaction, and need, ensuring responsive and accessible service delivery
 - Create a public forum to examine challenges and barriers to an equitable, comprehensive early childhood system and identify creative solutions
 - Request data needed from public and private partners to inform strategic policy recommendations
 - Develop and promote innovative policy change to strengthen Colorado's statewide mixed delivery system, increasing access to affordable, quality care
 - Monitor and provide feedback on state agency strategic plans and priorities to promote alignment, mutual reinforcement, and interagency partnerships
-
- Develop policy strategies for stronger recruitment and retention, increasing workforce diversity across all leadership levels
 - Champion strategies to enhance early childhood workforce compensation across public and private settings
 - Advocate for the public and private funding needed to fully implement Colorado's Comprehensive Early Childhood Workforce Plan
 - Regularly review workforce data to advise on new opportunities and any course corrections
-
- Advocate for and monitor progress on a multi-agency integrated early childhood data system
 - Inform and support the use of a data-driven evaluation and learning approach so state initiatives are designed with accountability measures and a plan to evaluate impact
 - Promote collaborative, interagency, multi-year fiscal planning for early childhood
 - Set the direction for fiscal policies and decisions that prioritize children and families across public and private systems

Results

...so that Colorado achieves its vision for early childhood.



Colorado is successful in administering a system of comprehensive early childhood care, education, and supports so that *all families can easily identify, navigate and access services for their children.*



Colorado recruits, retains, and equitably compensates a diverse and qualified early childhood workforce *that provides quality care, education, and supports to children and their families.*



Colorado's early childhood system has the data needed to make evidence-based decisions and the funding resources to put best practices and plans into place, so *all communities have what is needed to best support children and families.*

Levers of Change: The ECLC aims to increase access to data, enhance financing, and inform policies by utilizing a variety of public and private resources, such as:

- Family, provider, and community voice
- Federal, state and local public investments
- State agency plans, goals and budgets
- National best practices
- State early childhood plans and roadmaps
- Private investments
- Service and program data
- Workforce data

ECLC Work Plan: 2023-2025 Activities and Milestones



Colorado is successful in administering a system of comprehensive early childhood care and education supports so that *all families can easily identify, navigate and access services for their children.*

Strategies (5-10 years)

- Center family experience, satisfaction, and need, ensuring responsive and accessible service delivery
- Create a public forum to examine challenges and barriers to an equitable, comprehensive early childhood system and identify creative solutions
- Request data needed from public and private partners to inform strategic policy recommendations
- Develop and promote innovative policy change to strengthen Colorado's statewide mixed delivery system, increasing access to affordable and quality care
- Monitor and provide feedback on state agency strategic plans and priorities to promote alignment, mutual reinforcement, and interagency partnerships

Activities and Milestones (2-3 years)

- Regularly connect with existing early childhood forums to gather family and provider experience, satisfaction, and need so policy recommendations are informed by on-the-ground experiences (e.g. FFN Advisory Council, CDEC Family Voice Council)
- By Spring 2024, identify existing family satisfaction and engagement surveys to bring that data forward to inform ECLC committees and work groups (e.g. PDG Family Survey, CO Child Health Survey)
- Annually review relevant early childhood plans and progress to identify policy and system change recommendations (e.g. UPK, ECCS, PDG)
 - Annually elevate innovative policy strategies that support statewide access to high quality early childhood services, including FFN
 - By spring 2024, provide guidance and recommendations to inform the universal preschool quality standards development
- Review and provide feedback on new state plans as they are being developed
- By January 2024, create a process to request and review state agency plans and goals related to children and families
 - Elevate recommendations for increased alignment across state agency plans and goals on a regular basis
- Each summer/fall, work with Early Childhood and School Readiness Legislative Commission to align early childhood policy agendas
- Annually review CDEC's legislatively required Transition Report and provide guidance and recommendations to ensure progress towards a comprehensive, equitable early childhood system of supports and services.

Outputs: Progress Measures

- Aligned state agency SMART/WIGs related to young children and families
- Annual policy recommendations generated
- Surveys and information, such as family satisfaction and engagement, collected through partner and state data efforts

See full 2-3 Year Activities and Milestones Document [Here](#).

Revision Process

So far:

- Created [this document](#) to determine what Subcommittees best fit with the activities outlined in the plan
- Along with the co-chairs, added aspects of the ECLC strategic plan to [a draft](#) of the Charter
- Need to consider membership and next steps

Today:

- 5 minutes: Read through and add any comments to the document
- 10 minutes: Discuss needed changes



Public Comment

ECLC

Early Childhood Leadership Commission

Program Quality & Alignment Subcommittee

Next Meeting:

November 3, 2023

9:00 - 11:00 am



Thank you!