MASSACHUSETTS
Department of
Early Education and Care

Data Advisory Commission Meeting #3

October 21, 2025

Today's Agenda

- Commission Charge and Focus
- Where We've Come and Where We're Going
- EEC Strategic Action Plan Metrics
- Data Advisory Commission Annual Reporting Requirements & Initial Direction for Recommendations

Reminder of EEC Priority Research and Data Focus Areas



Identifying Key Data and Analyses Needed to Understand the Landscape and Inform Policy Decisions
Build capacity to answer priority questions of interest once data are collected and identify any key data gaps



Expanding Public Access to EEC Data and Analyses
Ensure that EEC data, analyses, and research findings are easily accessible



Improving Data Quality
Ensure that the data collected are as accurate and complete as possible



Streamlining Data Collection
Make sure that necessary data are collected to inform key policy decisions and provide services and supports for families, educators, and programs, while minimizing burden and redundancy.

Charge of Data Advisory Commission

There shall be a data advisory commission to make recommendations to improve the use of state, provider and program-level data related to the cost, quality and utilization of early education and care services.

The Data Advisory Commission shall utilize data received by the department […] to identify, analyze and make recommendations on high-impact, cost-effective data strategies for assessing the needs of families and children, including, but not limited to:

- Establish a uniform **data collection and reporting system** to track the data that the department is required to collect
- Strengthen the **department's capacity to analyze and report** on staffing, scheduling and financial data to support strategic resource allocation decisions
- Strengthen the department's **capacity to use data to inform strategic resource allocation and implementation decisions**; and
- Streamline data reporting, including, but not limited to, **eliminating duplicative reporting requirements**.

Charge of Data Advisory Commission, cont'd

In making its recommendations, the commission shall consider the needs and capabilities of early education and care providers located in rural areas.

Annually, not later than December 1, the data advisory commission shall submit a report with recommendations and findings to the clerks of the house of representatives and the senate, the house and senate committees on ways and means and the joint committee on education.

The report shall be made publicly available on the department's website.

Where We've Come and Where We're Going

The Department shall, in consultation with the Data Advisory Commission [...] annually collect data, to the extent feasible, on....

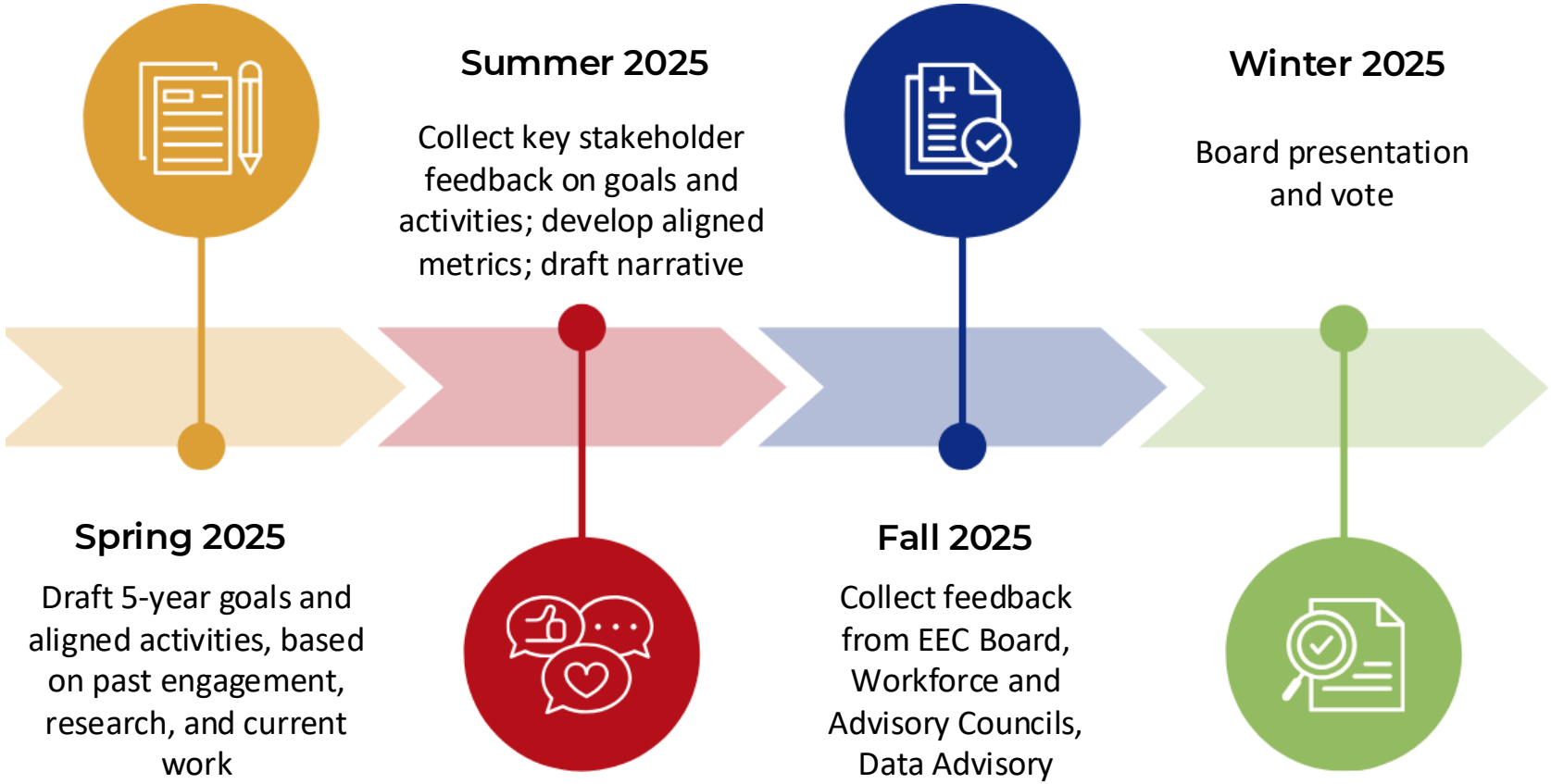
1. **Early Education and Care Enrollment**
2. **Child Care Financial Assistance (CCFA) Enrollment**
3. **Child Care Financial Assistance (CCFA) Financial Operations**
4. **Child Care Financial Assistance (CCFA) Waitlist**

July 2025

5. Early Education and Care Workforce — *January 2026*
6. Licensed Early Education and Care Programs — *March 2026*

EEC Strategic Action Plan Metrics

EEC Strategic Action Plan Timeline



Strategic Objectives

2026-30 Foundations



FAMILY ACCESS

Families have equitable access to quality and affordable early education and care in the communities in which they live, learn, and work.



WORKFORCE SUPPORTS

A diverse field of educators, leaders, and program staff is competitively compensated and supported by clear professional pathways that promote quality, retention, and advancement.



PROGRAM QUALITY

Programs licensed or funded by EEC support children's health and safety and provide high quality environments that are culturally responsive, inclusive, and support children's learning and development in partnership with families.



PROGRAM STABILITY

Programs licensed or funded by EEC are operationally stable and financially sustainable.



AGENCY INFRASTRUCTURE

EEC has sufficient internal capacity, organizational structures, and diverse perspectives and expertise to carry out its mission and strategic objectives.

Strategic Action Plan Metrics Development

EEC's Policy, Strategy, and Research (PSR) Team

- Generated broad list of 200+ metric ideas for all nineteen 5-year goals
- Disaggregated list by data EEC currently collects and shares, currently collects and could share, and doesn't currently collect
- Narrowed down list of potential metrics to 79 (10-20 per Strategic Objective), based on alignment to goals and feasibility to collect/track

PSR Leadership

- Narrowed down list of 79 potential metrics to top 5-7 per Strategic Objective, including the metrics EEC currently tracks and wants to start tracking

Executive Team

- Reviewed proposed metrics with content-area lens, shared comments and suggestions for changes

Commissioner

- Reviewed proposed metrics, shared comments and suggestions for changes

Our Time Today

1. **Review draft metrics included in the Strategic Action Plan**

   Metrics for each strategic objective are divided into 2 categories:

   1. **Currently Tracked Publicly:** Metrics that EEC currently measures and shares in public-facing dashboards
   2. **Additional Metrics:** New metrics that the agency will build the capacity to measure and track over the next 5 years

2. **Discussion**

   - Are these the right metrics to help EEC measure progress towards its five-year goals?
   - What additional metrics would help EEC demonstrate progress on its five-year goals?

Agency Infrastructure – DRAFT

EEC has sufficient internal capacity, organizational structures, and diverse perspectives and expertise to carry out its mission and strategic objectives

AGENCY INFRASTRUCTURE

Goal 1: EEC staff will thrive as members of an inclusive EEC community, and have access to resources, information, and professional development opportunities to help them succeed in their roles, advance in their careers, and incorporate inclusion and equity in their work.

Goal 2: EEC will use evidence and data to inform ongoing decision making and examine the effectiveness of its programs, policies, and investments.

Goal 3: Providers, advocates, researchers, legislators, and families will be able to engage with data and research that helps them understand EEC's work and the early education field.

Goal 4: Programs, educators, and families will have meaningful opportunities to engage with EEC and share their ideas, to better center their voices in EEC's services, policies, and initiatives.

Goal 5: EEC will have updated technology systems that improve the user experience for both internal and external users, reduce administrative burden, and improve the agency's access to quality data.

Additional Metrics

- Positive/increasing results on staff climate survey around feelings of belonging, support, and development opportunities
- Positive staff survey results on the extent to which data/research is informing their ongoing decisions
- Increased usership on KPI dashboard
- High/increasing stakeholder satisfaction surveys for EEC's technological systems

Family Access – DRAFT

FAMILY ACCESS

Families have equitable access to quality and affordable early education and care in the communities in which they live, learn, and work

Goal 1: EEC systems are positioned to maximize the use of available funding to make early education and care more affordable for more families.

Goal 2: Families will have a greater variety of early education and care options available in their communities that offer a wide range of services.

Goal 3: Families will be able to access information about early education and care programs and community resources, so they can find and enroll in the care they need.

Goal 4: Families who need assistance paying for early child care will have centralized access to the information they need to learn about and easily apply for financial assistance.

Currently Tracked Publicly

- The number and percentage of Massachusetts children participating in formal early education and care programs, over time
- The number and percentage of Massachusetts children who are eligible for CCFA who receive it
- The number of children receiving CCFA, by CCFA type, region, and age group
- The number and percentage of EEC licensed and funded programs participating in CCFA, over time

Additional Metrics

- Increase in # and capacity of Massachusetts child care programs
- Increase in the number and percentage of children that live in a locality where there is sufficient supply of child care seats
- Decrease in the length of time from CCFA referral and eligibility determination to enrollment and placement
- Increase in child care search website traffic
- Decrease in the average family co-payment as a percentage of household income
- Increase in the percentage of eligible low, moderate-, and middle-income families accessing CCFA
- Positive feedback from families about their experience using the EEC child care search page and working with CCR&Rs
- Increase in multilingual usage of the Family Portal and CCR&R services

Workforce Support – DRAFT

WORKFORCE SUPPORT

A diverse field of educators, leaders, and program staff is competitively compensated and supported by clear professional pathways that promote equity, retention, and advancement.

Goal 1: Educators, direct care staff, and providers will have a transparent, efficient, and predictable background check experience.

Goal 2: Educators of all levels will have access to multiple defined pathways to enter the field, advance in their careers, and demonstrate qualifications for increased compensation that reflect what programs seek.

Goal 3: Educators, direct care staff, and providers will have convenient, centralized access to the information and support they need to develop their skills and advance professionally.

Currently Tracked Publicly

- Estimated number of educators statewide in programs receiving C3 funding, by role and program type
- Average hourly wages for center-based programs receiving C3 funding

Additional Metrics

- Decrease in educator turnover rates
- Improvements in educator compensation/earnings compared to salary scale model
- Increase in the number of educators (total and by role) advancing through the new credential system
- Increase in the # of educators reached by EEC-funded supports (e.g. Professional Development centers, Early Childhood Support Organizations, Career Pathways, ECE Scholarship, Professional Pathways)
- High/increasing user satisfaction surveys with the Educator Portal
- Decrease in time from Background Records Check submission to completion

Program Stability – DRAFT

Programs licensed or funded by EEC are operationally stable and financially sustainable

PROGRAM STABILITY

Goal 1: Program directors and administrators will have access to trainings and resources that empower them to succeed as small businesses, supporting their effective management of operations and business administration.

Goal 2: Programs will have access to predictable funding opportunities that help support priority investment areas, including infrastructure and staffing.

Goal 3: EEC will further analyze how current funding streams work together to support program operations and identify gaps to inform future funding opportunities.

Currently Tracked Publicly

- The capacity of EEC licensed and funded programs
- The number of EEC licensed and funded programs
- The number of EEC licensed and funded programs that have opened and closed, by month
- The number of EEC licensed Residential and Placement programs
- The aggregate licensed capacity of Residential programs

Additional Metrics

- Increased participation rate in EEC's business and operational trainings for programs
- Decrease in number of programs closing (including the # of programs closing within the first year of opening, within the first 3 years of opening)
- Increase in the average amount of time open for licensed programs
- Increase in the number of programs using EEC funding to support priority investment areas
- Increase in how much of the true cost of care is covered by CCFA, C3, and other public revenue over time

Program Quality– DRAFT

PROGRAM QUALITY

Programs licensed or funded by EEC support children's health and safety and provide high quality environments that are culturally responsive, inclusive, and support children's learning and development in partnership with families.

Goal 1: Programs will have sufficient time and support to meet updated state standards for safety, responsive and appropriate practice, and partnerships with families.

Goal 2: Educators, direct care workers, program leadership, and FCC system staff will have access to and participate in training and technical assistance to support ongoing skill development.

Goal 3: Program leadership and FCC system staff will be supported in planning and organizing program-level professional learning and apply on-the-job supports towards ongoing continuous quality improvement.

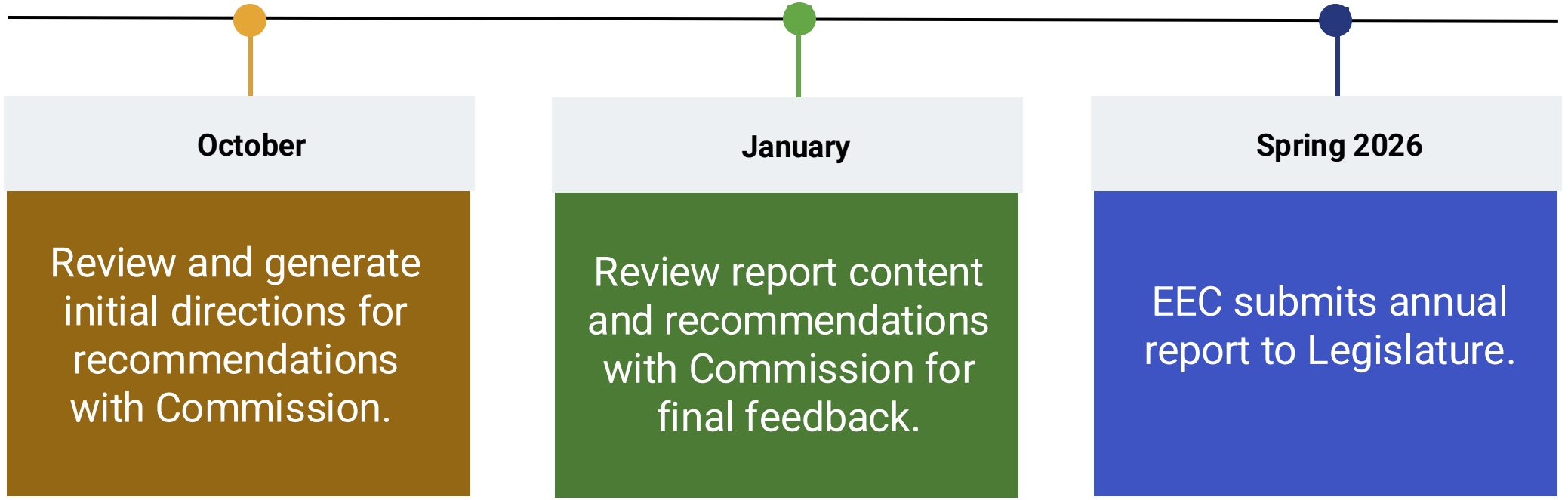
Goal 4: EEC will manage funding strategically to support program investments in areas that drive quality, such as total compensation, professional development, curriculum, and comprehensive services.

Additional Metrics

- Increase in the # of programs reached by EEC-funded program supports (e.g. Professional Development centers, Early Childhood Mental Health Consultation, Early Childhood Support Organizations, Pyramid Model coaching, FCC Systems)
- Improvement/positive results on key program health and safety metrics
- Increase in the # of technical assistance, coaching, and training sessions provided and participation rates
- Improvement/positive results on standardized program quality observation metrics
- Increase in the number of programs using high-quality curriculum

Initial Discussion of Directions for Data Advisory Commission Recommendations for Annual Report

Proposed Report Development Process



Potential Recommendation Focus Areas

Identifying Key Data and Analyses



1) Update EEC research agenda to make refinements and reflect updated priority questions of interest.
2) Conduct additional analyses and partner with external researchers on studies and evaluations aligned with EEC research agenda to inform ongoing adjustments, decision-making, and resource allocation (e.g., implementation and/or effects of EEC policy changes and investments, more in-depth analysis of early education and care and afterschool and out-of-school time access gaps for families).
3) Start to track and report on new data metrics in EEC's new Strategic Action plan.

Expanding Public Access to EEC Data and Analyses



4) Continue to enhance publicly available data dashboards and resources to track agency progress toward meeting strategic objectives and goals and provide external stakeholders with real-time access to key data.
5) Produce and disseminate additional data briefs and accessible research reports on key EEC investments, programs, and policies.

Potential Recommendation Focus Areas (cont'd)

Improving Data Quality



6) Continue to modernize EEC technology systems with attention to improved data quality.

7) Continue to identify and make improvements to data quality in current EEC systems.

Streamlining Data Collection



8) Continue to modernize EEC technology systems with attention to opportunities to streamline data collection and reduce reporting requirements.

Discussion

1) Do these potential focus areas recommendations resonate with you? What edits or suggestions would you suggest?
2) What additional focus areas would you like to see the Commission put forth?
3) What additional details, initiatives, or capacities would you like to see included in the Commission's annual report?

Future Meeting Schedule and Proposed Topics

Tentative Date	Proposed Meeting Focus
January 20, 2026	Workforce Support Data + Finalize Commission Recommendations
March 24, 2026	Program Stability and Quality Data + Reflect on Year 1

For each strategy area:

- Share relevant KPIs and ongoing data analyses
- Deeper dive into IT/data system modernization underway at EEC
- Overview of relevant research projects/partnerships
- Discuss additional data collection, analyses, and/or reporting infrastructure needed to inform program and policy development, strategic resource allocation and implementation decisions, and streamline any duplicative reporting requirements