MASSACHUSETTS
Department of
Early Education and Care

Board Strategic Planning Meeting

September 10, 2025

Agenda

Items for Discussion and Action

- Review of Key Fiscal Year 2025 Accomplishments & Fiscal Year 2026 Priority Projects and Initiatives
- 5-Year Strategic Action Plan Development
- Preview of Fiscal Year 2026 Board Topics & Meeting Dates

Review of FY25 & Key Accomplishments FY26 Priority Projects

FY25 In Review

- ☑ FY25 goal completed
- ◪ FY25 goal in progress

FAMILY ACCESS

- ☑ Implement new CCFA program contracts
- ◪ Operationalize CCFA policies
- ◪ Launch CCFA eligibility system design
- ◪ Strategy to better support Family, Friend & Neighbor Care
- ◪ CFCE alignment & rebranding

PROGRAM STABILITY

- ☑ Develop and implement FY25 rate increase
- ☑ Alternative methodology approval
- ☑ C3 program updates and analysis
- ☑ Further capital investment strategy

PROGRAM QUALITY

- ◪ Residential licensing regulations
- ◪ Child care licensing regulations
- ◪ CCFA contract monitoring
- ◪ CQI pilot

WORKFORCE SUPPORT

- ◪ Ongoing BRC process improvement
- ◪ Launch educator credential
- ☑ New apprenticeship and “pipeline” programs
- ☑ Further improvements to higher education scholarships and support
- ◪ Student loan repayment

AGENCY INFRASTRUCTURE

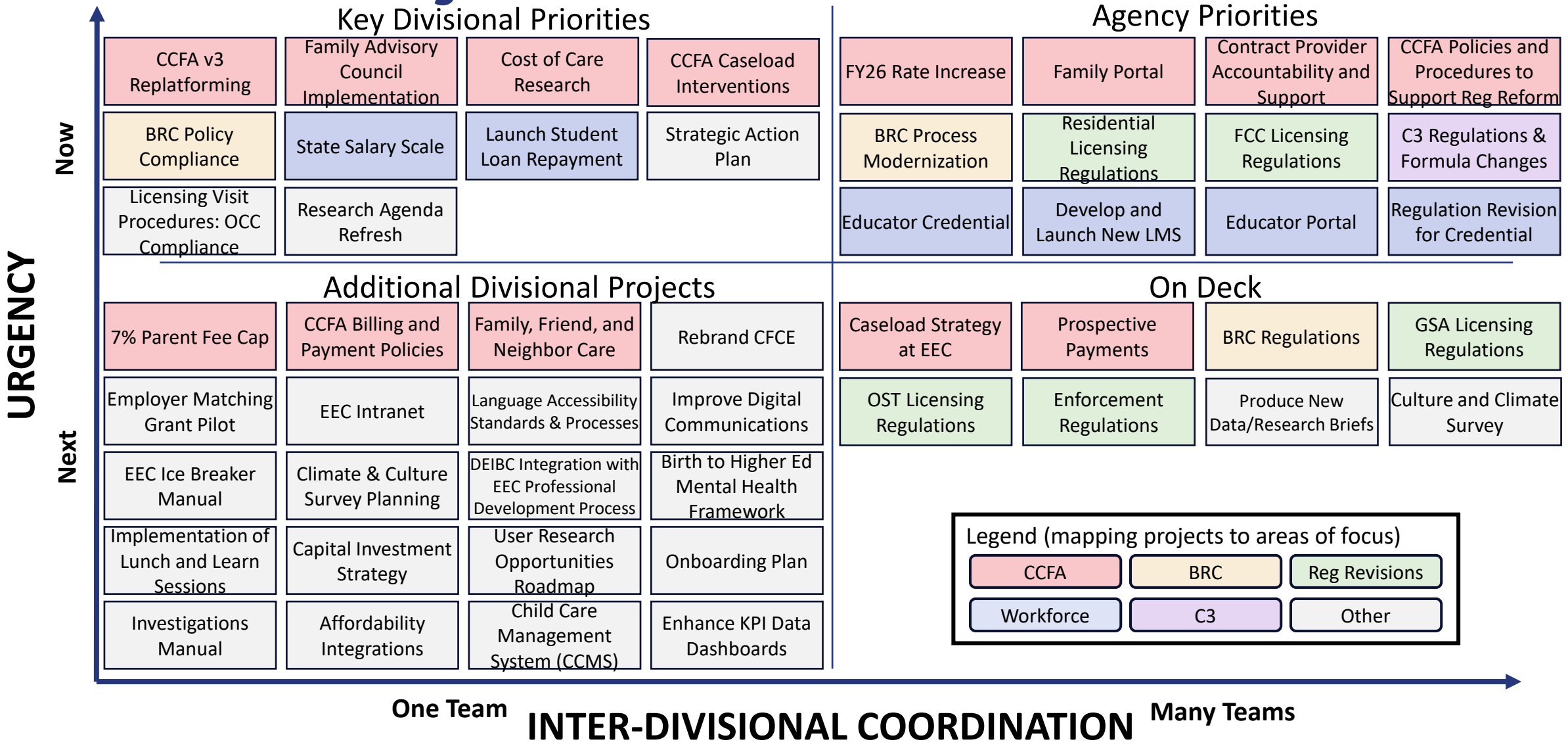
- ◪ 2026-2030 Strategic Action Plan
- ◪ Continue key capacity building (e.g., Internal Controls, Program Integrity)
- ◪ Establish Family Advisory Committee
- ☑ Establish Data Advisory Commission
- ☑ Launch KPI Dashboards

Key Areas of Focus

There are five key areas of focus in FY26:

- Child Care Financial Assistance
- Background Record Checks
- Regulation Revisions
- Workforce
- Commonwealth Cares for Children (C3)

Current Project Prioritization



FY26 Priority Outcomes

CCFA

- Implement Family Advisory Council
- Update EEC's cost of care and revenue models to improve modeling for OST, administrative costs, and additional revenue sources (e.g., CPPI)
- Implement $20M increase for CCFA reimbursement rates
- Modernize CCCFA IT, including re-platforming and launching Family Portal for CCFA applications and waitlist management
- Develop monitoring and support program for CCFA Contract Providers (targeting implementation in fall 2026)
- Update CCFA policies and procedures to fully implement recent regulatory changes (e.g., 85% SMI, codify priority populations, exclude public benefit income)

BRC

- Implement updated policies, procedures, and trainings to better support EEC-licensed programs and staff to have a transparent and efficient background records check experience

REGULATION REVISIONS

- Promulgate updated Residential Licensing Regulations (for fall 2026 implementation)
- Draft updated FCC Licensing Regulations (for fall 2026 public comment)

C3

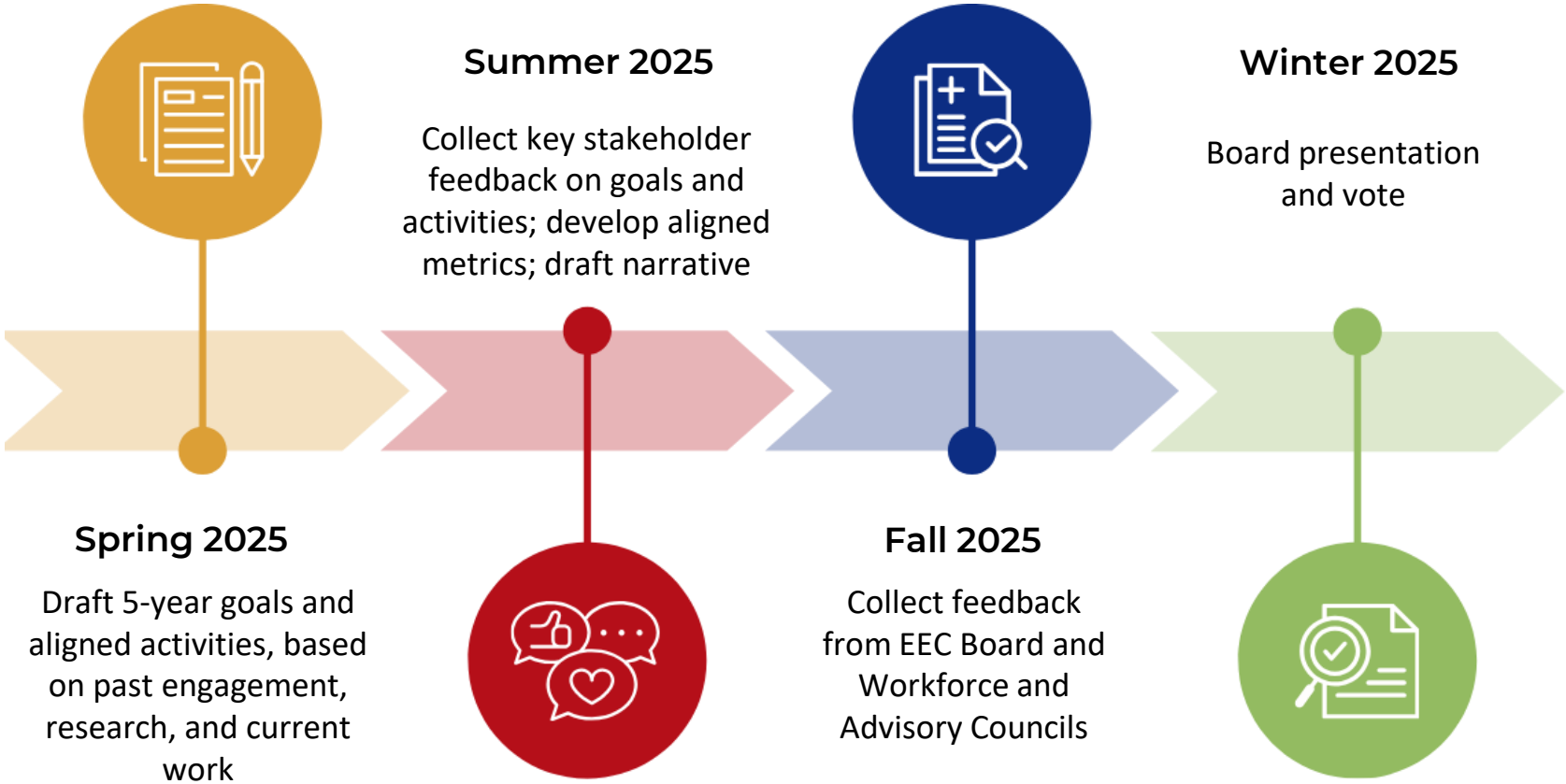
- Implement updated C3 formula
- Promulgate C3 regulations

WORKFORCE

- Develop child care salary scale model to inform future conversations around compensation
- Implement student loan repayment program
- Begin offering new community college courses that will satisfy future credential requirements
- Launch Educator Portal to support teacher certification and credential tracking, including the migration of PQR certification information
- Launch new Learning Management System (LMS) with integration to Educator Portal
- Promulgate updated regulations recognizing the new Educator Credential

5-Year Strategic Action Plan Development

Strategic Action Plan Timeline



2026-30 Foundations: Strategic Objectives

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.

Engagement

2026-30 FOUNDATIONS

The agency has engaged with many stakeholders over the last few years and will use their input to inform our next Strategic Action Plan.

Inter-Agency Early Education and Child Care Task Force listening sessions

In the summer of 2024, the Task Force hosted 14 listening sessions across the state and virtually.

Regular stakeholder engagement opportunities

The agency regularly engages stakeholders through listening sessions, working groups, focus groups, and the 9:30 call.

Advisory, Workforce, and Data Advisory Councils/Commissions

On a quarterly basis, we meet with our council members to gather input on agency initiatives.

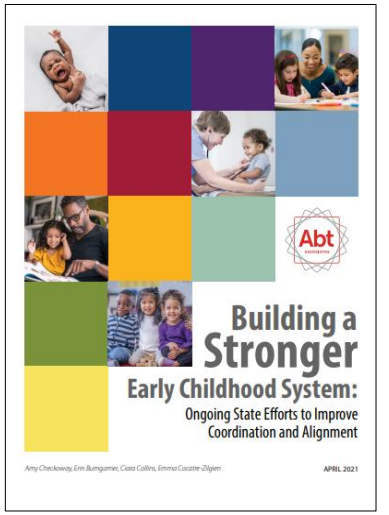
Regulation Revision Engagements

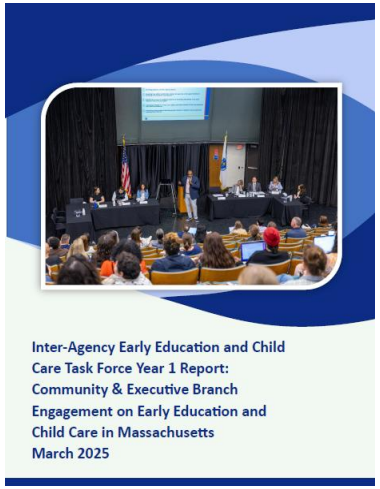
It is required by statue to host public comment opportunities whenever the agency revises regulations.

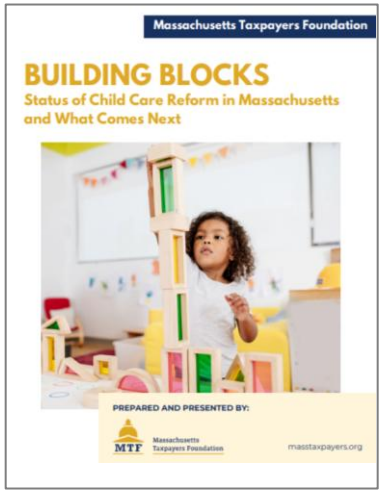
External Research

2026-30 FOUNDATIONS

- Building a Stronger Early Childhood System: Ongoing State Efforts to Improve Coordination and Alignment, Abt Associates, 2021
- MA Special Legislative Early Education and Care Economic Review Commission, 2022
- An Economic Analysis of the Childcare and Early Education Market in MA, Rappaport Institute for Greater Boston, 2024
- Building Blocks: Status of Child Care Reform in Massachusetts and What Comes Next, Massachusetts Taxpayers Foundation, 2024
- Inter-Agency Early Education and Child Care Task Force Year 1 Report, 2025



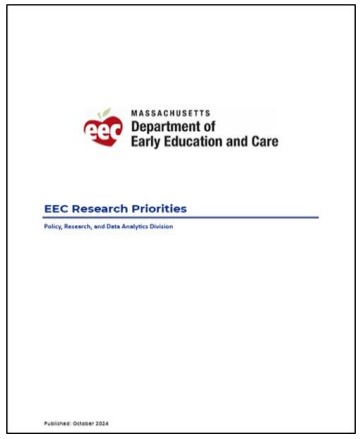


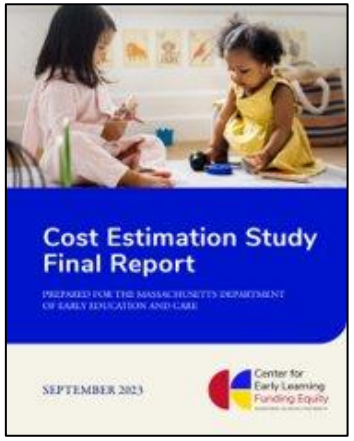


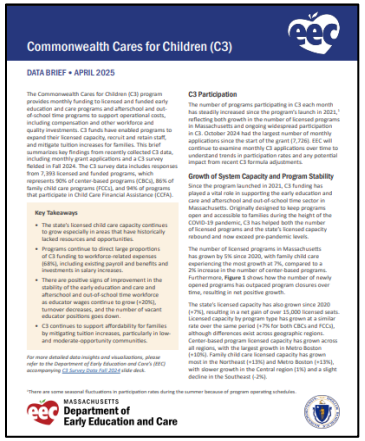
Research and Data Infrastructure

2026-30 FOUNDATIONS

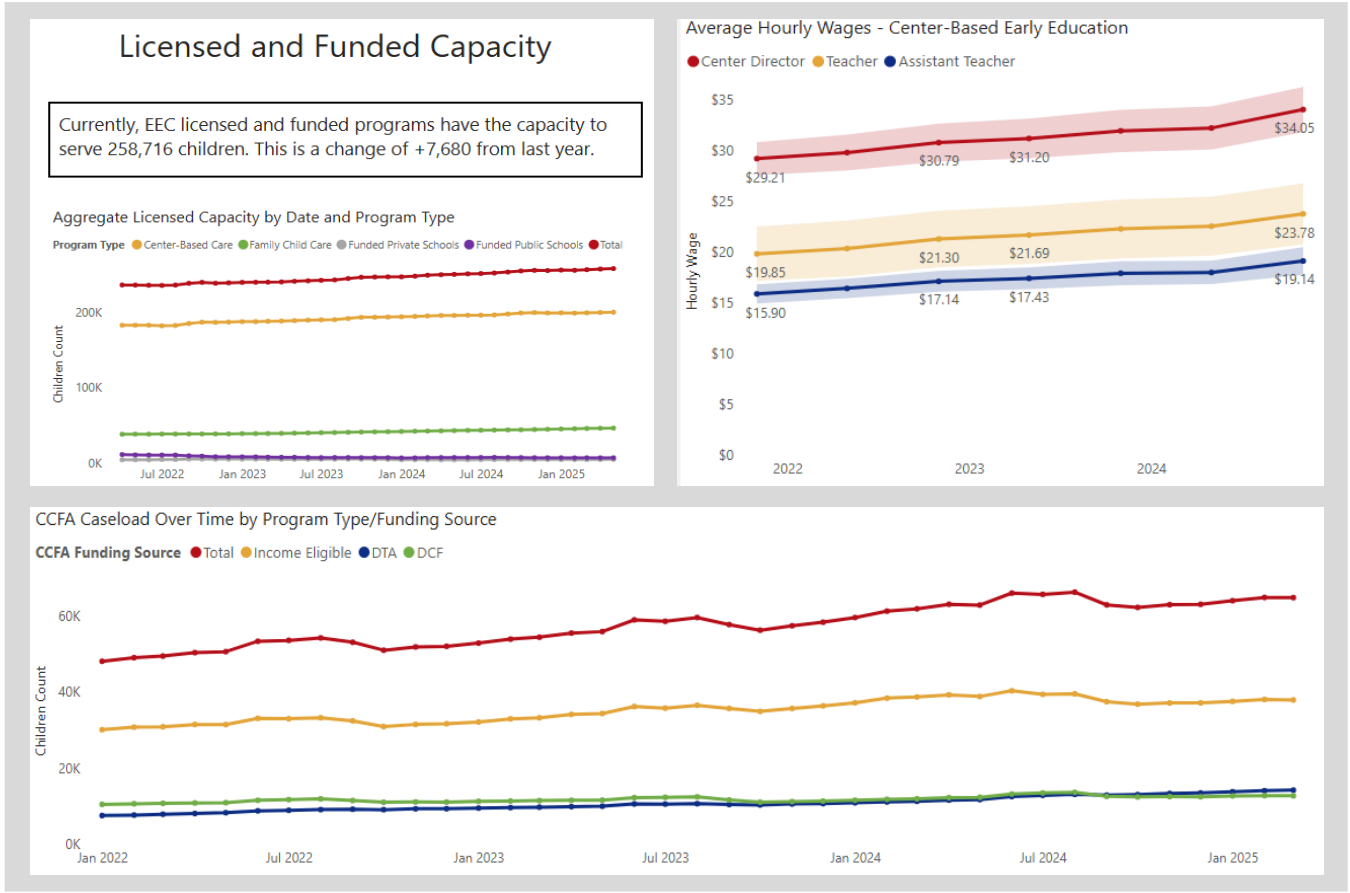
Research Priorities and Projects







KPI Dashboard

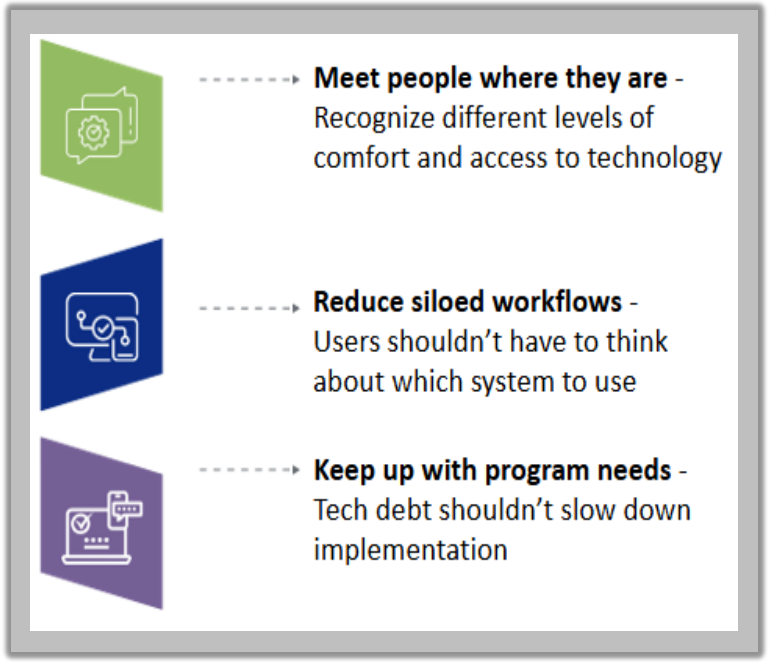


IT Modernization

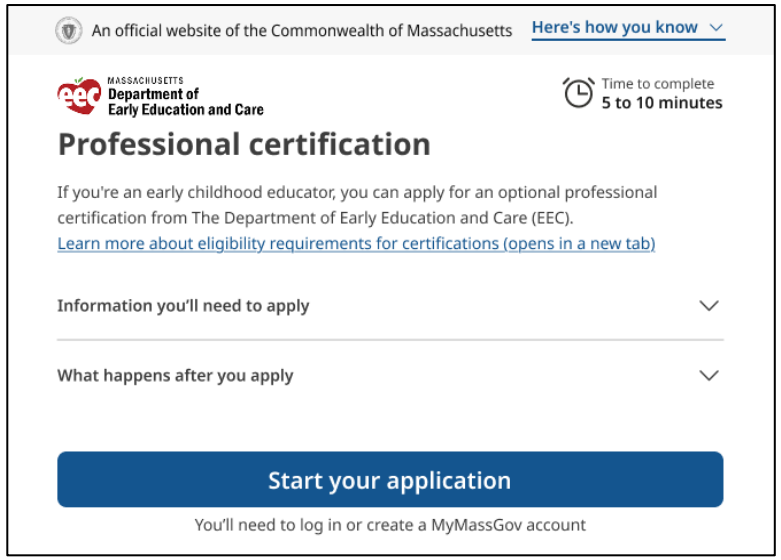
2026-30 FOUNDATIONS

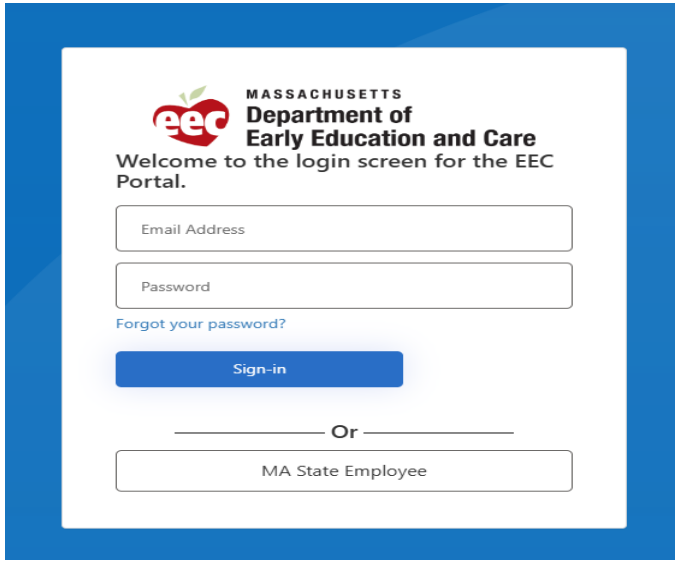
- Child Care Financial Assistance Family Portal
- Background Record Check Navigator Improvements
- Educator Portal
- Learning Management System (LMS)

Goals



Examples





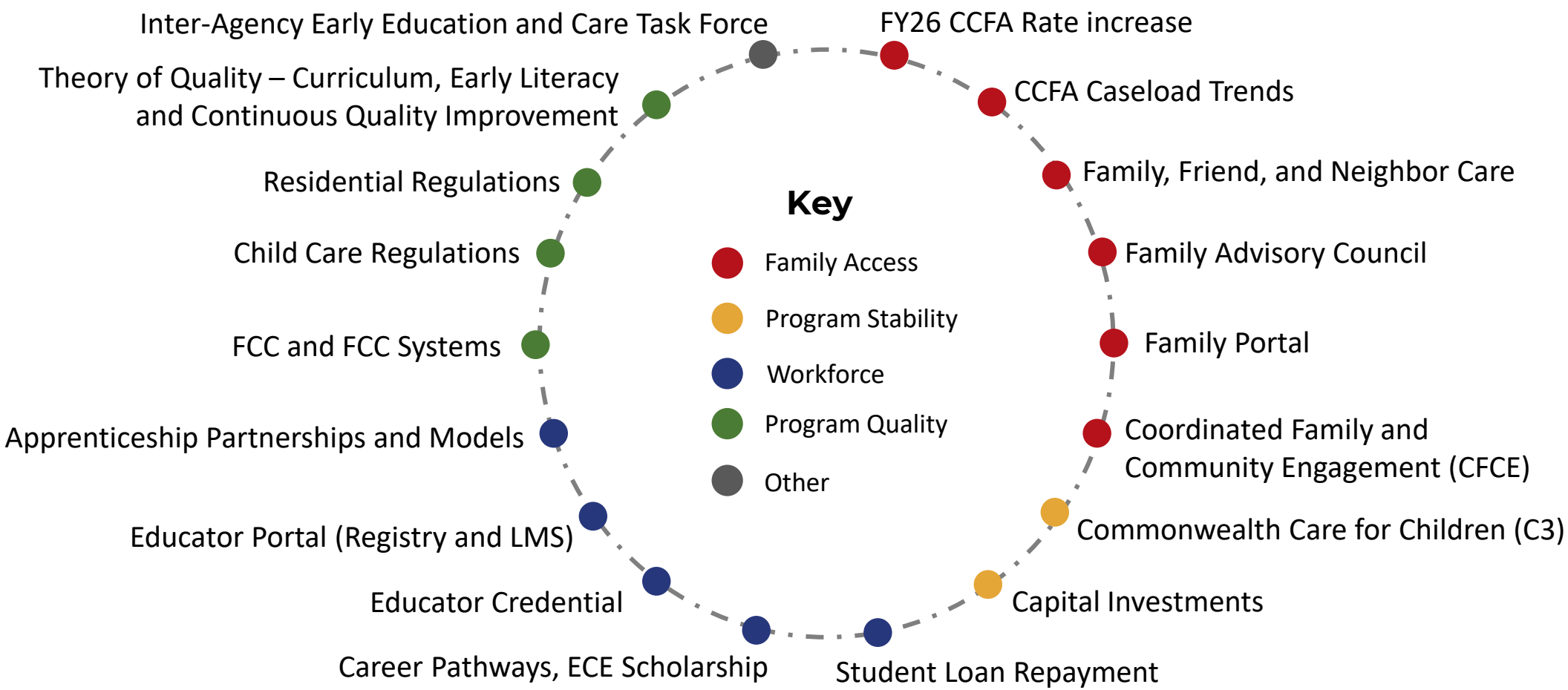
Activities

1. **Review draft 5-year goals with example activities/projects, and add sticky notes:**
   - How do these goals and activities reflect the needs and interests of the ***stakeholders you represent?***
   - What do you think ***is missing*** from these goals and related activities?

2. **Add stickers to the following:**
   - Which priorities identified by the agency feel ***most urgent***?
   - Which priorities would you like to see the agency/Administration prioritize through the FY27 budget process?

Preview of Fiscal Year 2026 Board Topics & Meeting Dates

Major Topics for Board Input and Action in FY26



FY26 EEC Board Meeting Schedule

Wednesday, September 10, 2025 (1 - 4 p.m.)	Wednesday, February 11, 2026 (1 - 4 p.m.)
Wednesday, October 15, 2025 (1 - 4 p.m.) *Rescheduled from October 8, 2025*	Wednesday, March 11, 2026 (1 - 4 p.m.)
Wednesday, November 12, 2025 (1 - 4 p.m.)	Wednesday, April 8, 2026 (1 - 4 p.m.)
Wednesday, December 10, 2025 (1 - 4 p.m.)	Wednesday, May 13, 2026 (1 - 4 p.m.)
Wednesday, January 14, 2026 (1 - 4 p.m.)	Wednesday, June 10, 2026 (1 - 4 p.m.)

THANK YOU

View Agency KPI Dashboards (updated monthly) here.