

State Governance Changes Analysis

This table summarizes insights about changes in governance structures gleaned from advocates in other states. It includes a description of the governance structure in the state; an explanation of the development of the structure, including why it was created and the roles of key stakeholders in creating it; the impact that the change of structure had; and key lessons learned. [Anything else?]

State	Current Structure	Development of Structure	Included Programs	Impact of Structure	Lessons Learned
CO	Office of Early Childhood in DHS headed by a Director who reports to the Executive Director of DHS. Has two divisions: Early Care and Learning and Community and Family Support. Has MOU with Department of Education that has an Office of Learning and School Readiness.	<p>2012 Executive Order – chief of staff helped define turf</p> <p>2013 Put into Statute – HB13117</p> <p>Visionary voices – advocates and philanthropies articulated a vision of a system that involved government, Early Childhood Leadership Commission, and private sector non-profits</p> <p>Visionary Governor who supported office – DHS wanted to own office and Governor supported that,</p> <p>Legislators carried the bill for the Governor – did not pass the first time – fiscal note got attached. Next legislative session – Democrats took House and it passed.</p> <p>State agencies had minimal role – Home visiting was most resistant to moving to DHS.</p> <p>Department of Education commissioner is not under Governor. It is elected by 7 Congressional Districts</p>	<p>Under DHS - OEC</p> <p>Child care subsidy</p> <p>Licensing Program</p> <p>improvement initiative</p> <p>Home Visiting</p> <p>Early Intervention</p> <p>Child Maltreatment Prevention</p> <p>Head Start Collaboration</p> <p>Under Dep’t of Ed</p> <p>RTTT</p> <p>State Pre-K</p> <p>Preschool Special Ed</p> <p>Child Find</p> <p>Professional Development</p> <p>Kindergarten Entry initiative</p> <p>Infant and Toddler Capacity Building initiative</p>	<p>More energy around ECE but is one of 5 offices in DHS so had to compete with child welfare where babies are dying.</p> <p>Early Childhood Leadership Council was moved from Lieutenant Governor’s Office to under DHS – has less power – only advisory.</p> <p>Positive impact: Doubled state investment in child care to \$26M</p> <p>50% increase for NFP</p> <p>8,200 additional pre-k slots</p>	<p>Colorado is a local control state – some communities more on board than others; state changes do not beget local changes.</p> <p>Having office helps people think about how initiatives align – forced dialogue, but turf issues remain.</p> <p>Push for an independent agency that reports at a cabinet level.</p>

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		<p>Governor does not control education budget, but does have line item veto ability.</p> <p>Private sector – pushed consolidation – desire for systems reform.</p>			
CT	<p>Connecticut Office of Early Childhood – Headed by a Commissioner who reports directly to the Governor – have an administrative relationship with the Department of Education that provides fiscal, IT, and HR support. Has a weekly meeting with Department of Social Services.</p> <p>There are MOU's with Dep't of Social Services for Medicaid and Care for Kids subsidy payments and Dep't of Health for an obesity program.</p> <p>OEC has their own budget line - \$300M – 110 unionized staff – half are licensing inspectors – 10th largest agency.</p>	<p>2010 – A group of non-profit advocates funded by one funder pooled funds – brought in BUILD to think through an integrated system.</p> <p>Problems: Lack of comprehensive and integrated system; lack of ability to blend and braid funds; breaking down silos and facilitating planning and coordination across programs.</p> <p>2011 – Legislation was passed to create a planning process – advocates researched models and developed buy in from most legislators and commissioners.</p> <p>Took 3 years to pass.</p> <p>Tried to pass legislation in 2013 but held up by House minority leader. Governor created office in 2013 by Executive Order. Public Act passed in 2014 to create the Office in statute.</p> <p>Role of Agencies: All but one Agency supported OEC and most supported</p>	<p>Has 4 divisions:</p> <ul style="list-style-type: none"> Early Care and Education that includes Birth to Three Programs Preschool Fed. Funding After School State HS Supplementary grants Child Day Care Centers CCDF – Care for Kids Quality Improvement Workforce Development Program Improvement and Support State funded program staff qualifications 	<p>There has been significant integration of programs and services; systematic changes to breakdown siloes and facilitate information sharing and planning.</p> <p>Budget challenges have hampered ability to expand programs and services.</p> <p>Positive impact: 15 additional licensing inspectors were hired; role of inspectors was expanded to coaching and mentoring; built</p>	<p>Unintended consequences: As a stand-alone department; more vulnerable when it has a \$6M deficit – may get a larger cut. State has \$2.5 billion deficit.</p> <p>The original Office did not have sufficient staff and it has been difficult to increase staff. OEC should have fought to be a designated department. The Commissioner is currently lacking key staff – deputy, chief of staff, two administrative positions, legislative liaison, and strategic planner.</p>

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		<p>transferring programs. Programs came from 5 Agencies.</p> <p>Role of Private Sector: An alliance of 105 members met every Monday morning to give advice and support OEC. This continues.</p>	<p>Early Childhood Registry Standards, improvement, and assessment</p> <p>Family Support Part C Collaboration with Dep't of Dev. Services</p> <p>State funded home visiting programs</p> <p>MIECHV programs</p> <p>Help Me Grow Family Developmental training</p> <p>Licensing</p> <p>Child Care homes</p> <p>Group Child care homes</p> <p>Child care centers</p> <p>Youth Camps</p> <p>Online look up tool</p>	<p>registry system; created early childhood data system; integrated home visiting and birth to three into data system.</p> <p>Relationships have been strengthened between programs under OEC.</p> <p>Relationship with legislators has been strengthened – they are supportive and have a greater awareness of brain development and the depth and breadth of early childhood services.</p>	
GA	Bright from the Start: Georgia Department of Early Care and Learning (DECAL). Stand-alone department with focus on birth to 5 services since 2004.	<p>DECAL was created to increase collaboration and deal with some power struggles between the Governor and the Department of Education.</p> <p>Department was formed by merging the Office of School Readiness with units from the Departments of Human</p>	<p>Child and Adult Food Care Program</p> <p>Child Care Services – Subsidy and licensing</p> <p>Head Start</p> <p>Inclusion services</p> <p>Pre-K</p>	<p>Has helped to ensure protection and preservation of pre-k funding.</p> <p>Child care licensing has long been the</p>	

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	Reports directly to the Governor and has its own budget similar to other state agencies. Established in state statute.	Resources, Education, and the Georgia Child Care Council. Department of School Readiness was established in 1996 to administer Georgia's Pre-K program (funded by the Georgia lottery), licensed child care centers, Child and Adult Food Care Program, Early Intervention, Head Start Collaboration and the Standards of Care Program – enhance quality for infants and toddlers. Members of DECAL's Board of Early Care and Learning are private individuals from each of Georgia's 14 congressional districts – meet quarterly.	Provider training Summer Food Services Program Child Care Resource and Referral	purview of DECAL, but the subsidy programs was recently moved from DHS to DECAL as a way of protecting TANF as a source for child care funding —had been increasingly shifting to child welfare.	
LA	The Early Childhood Care and Education Network was created in 2012 to unify the state's early childhood programs. Early childhood is governed by the Department of Education. The Superintendent is elected by the Department of Education for a four year term. The Assistant Superintendent of Early Childhood is a member of the Superintendent's cabinet.	Quality Providers: Act 3 – passed in 2012 and called for the establishment of The Early Childhood Care and Education Network. Every Early Childhood Network has a lead agency that facilitates leadership functions for the community. Child care Advocates pushed for an Early Childhood Care and Education Advisory Council that includes a requirement that prior to the Board's consideration of any rule or standard change related to early childhood, the Department has to consult with and provide a draft to the Council and give them an opportunity to make recommendations. Department	Network includes every publicly funded pre-k program, child care and Head Start program in the state. All of these programs must be part of the accountability system.	All community networks are working toward consolidated intake – often the school districts are the lead agency which puts them in competition with child care and Head Start for 4 year olds. Child care is very weak – Jindal cut child care by 70%. Child care general support is matched	In a red state where welfare is seen as negative, there is some safety in putting early childhood into the Department of Education. However, when child care was in DHS, there was much better coordination with SNAP, TANF and WIC. Home visiting and Early intervention remain at DHS. DCFS has been weakened.

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		has to provide quarterly reports to the Council.		with tax credit dollars.	
MA	<p>Department of Education and Care – has its own appointed board who hires the Commissioner. Commissioner reports to the board, not the Governor. Department is under the umbrella of the Executive Office of Education which includes Elementary, Secondary and Higher Education.</p> <p>Secretary of Executive Office of Education reports to the Governor, but has minimal staff and does not operate programs. Department of Early Education operates pretty independently. Budget is overseen by Joint Committee on Education. Commissioners fight for their budgets first, Board approves, then moves through legislature. Department has Central Boston Office and six regional offices - \$14M for staff and other costs.</p>	<p>An Advisory Committee did polling and opinion leader interviews in 2003. Legislation was introduced in 2004 and passed in 2005. Governor Romney did not like the idea, but advocates built strong support with the legislature.</p> <p>Reason for creation of a department: Care and education shifted between departments; wanted to get governance set and housed in one place – high level agency that really cared about your kids. Health and Human Services did not like change – lost \$400M. Private sector business community helped in advocating for Office.</p>	<p>Oversees and supervises the administration of a high quality system of public and private early education and care</p> <p>Preschool and child care</p> <p>After-school</p> <p>Some home visiting – that is not billable to Medicaid</p> <p>No state funded preschool</p> <p>Development and implementation of a program of voluntary, universally accessible high quality early childhood education for preschool-aged children</p> <p>Management of kindergarten readiness assessment system</p> <p>Implementation of a workforce</p>	<p>Provided an excellent place to focus on young children instead of endless pre-K or child care conversations. Stepped up professionalism. Has continued through 3 governors. Funding continues to be a big challenge.</p>	<p>Romney’s first board was not strong; advocates became much more active in pushing for a strong Board.</p> <p>Implementation sucked up a lot of oxygen, but now that it is established, it has boosted the profile of young children in state government.</p>

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			development system to support training, education and compensation for the early education workforce		
MI	<p>The Office of Great Start sits within the Department of Education.</p> <p>The Department of Education is led by a statewide board of 7 elected officers who hire the superintendent. A Deputy Superintendent directs the Office of Great Start. The Department of Education is supportive of the Office; the Department of Human Services less so.</p> <p>For the preschool program, funding is allocated to each intermediate school district to administer the program locally.</p>	<p>Office of Great Start began in 2011 when Governor Snyder assumed office. It was created in response to recommendations by a strong advocate community and was created by an Executive Order. Advocates were invited to be part of the transition team.</p>	<p>Great Start Readiness Program – Michigan’s state funded preschool program for 4 year old children at risk for educational failure</p> <p>Early Intervention, Part C</p> <p>Special Education, Part B</p> <p>Most recently – child care</p> <p>Neither child care licensing or home visiting is included.</p>	<p>Has allowed early childhood issues to be elevated in Michigan and has held the Office responsible to the legislature.</p> <p>Investments in four year old preschool have increased by \$240M and there is currently a proposal to raise child care rates to the 75% of market rate.</p> <p>There is still a lack of investment in birth to three – ongoing issue.</p>	
WA	<p>The Department of Early Learning is in statute and is a cabinet level position.</p> <p>Thrive Washington, a public-private sector partnership</p>	<p>In 2006 Washington created the Department of Early Learning in statute combining early childhood programs from the Governor’s Office, the Department of Social and Health</p>	<p>Child care licensing</p> <p>Home visiting</p> <p>Pre-K</p> <p>Strengthening Families</p>	<p>Lifted the visibility and access to policy makers for early childhood programs and laid</p>	<p>If combining agencies, manage human resources and attend to cultural differences across agencies.</p>

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	organization, is also in legislation and is seen as providing flexibility for innovation outside of DEL and leveraging private dollars for early childhood programs.	<p>Services, and Community and Economic Development (state Pre-K) into one cabinet level agency. The impetus for a new organization came from the Governor. A blue ribbon commission led an early learning campaign – advocates and key legislators supported the plan.</p> <p>As of July 1 2017, a new Department of Children, Youth and Families was created.</p> <p>The new agency will oversee services now offered through the Department of Social and Health Services and the Department of Early Learning. Starting in July 2019, the new department will also administer programs offered by the Juvenile Justice Rehabilitation Office and the Office of Juvenile Justice in DSHS.</p>	<p>Part C – Early Intervention</p> <p>Not included: Part B – Special Education Administration of child care assistance payments and a call center but child care policy is set within DEL – this is a frustration.</p> <p>Thrive Washington Ran first QRIS pilot Administers home visiting grants combining philanthropic grants with government funding.</p>	<p>the path to a new substantial investment in early childhood programs in 2015.</p> <p>2015 – Early Start Act – passed to align standards among child care centers, family care, and Pre-K, pick up QRIS as RTTT ended, and sustain and expand early learning. This act was supported with \$158M and seen as a direct result of having created DEL.</p>	<p>Secure adequate funding to support reorganized infrastructure. An early childhood stand-alone department may have greater access to policy makers.</p> <p>No additional funds were allocated for transition to the new structure in 2006 – this greatly hampered the fiscal and human resources functions in the early years. Change management process led to the exodus of key staff and poor morale.</p>