Future Journey: Stage 1 Awareness

← Need Identified → ← Research → ← Evaluation → ← Budgeting →

Family Experience Goals

Guided

"I'm relieved with how easy it was to begin my search for childcare. I was able to search and learn which programs met my needs as a parent and provided high quality education for my little ones."

Understood

"I was excited to find a program that was close to home that offers flexible hours and the employees gave me confidence that this was the right fit during my visit."

Emboldened

"During my search and visits, I learned about all the different tools and financial assistance I could leverage to help me easily budget and figure out what care I can afford."

Provider Experience Goals

Inspired

“Last fall I was visiting my sister who runs a preschool. I was so inspired by the way she was able to care for early learners and prepare them for kindergarten. I knew this was my calling”.

Informed

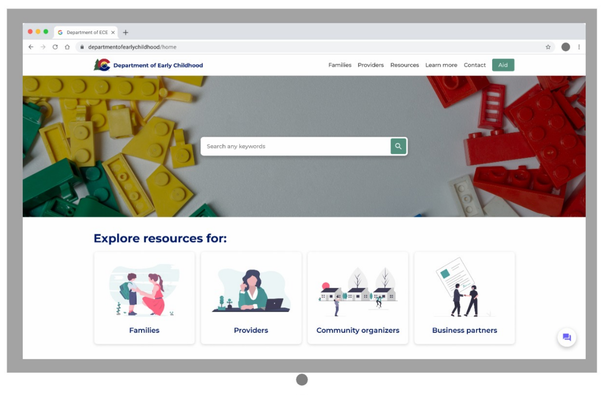
“It was easy to learn about different curriculums or teaching styles I could leverage through the informative website. I was even able to call someone to help me align my teaching method to the regulations.”

Capable

“It was exciting to collaborate with others when determining my program's location and classroom layout. I really feel like the space will be conducive to me teaching and my children learning.”

Confident

“The new Department’s website made it easy to learn about financial support, making me feel at ease and enabling me to focus on teaching, instead of only budgeting.”



Family Actions

Awareness of need for child care or preK program → Research care options → Solicit advice from local community → Visit centers and programs → Evaluation of Costs, Hours of operation, and transportaion needs → Identify financial support opportunities

State Actions

State Actions Placeholder

Provider Actions

Desire to open a child care location or pre-k program → Research requirements + costs → Identify care/program style preference → Site Selection → Evaluation of Costs, Hours of operation, and operating logistics → Acquire financing

Touchpoints

- Web, public awareness materials in different locations like grocery stores or doctor offices
- Social media or support groups
- Physical Visit
- Online or paper calculator and trip planner
- Online

Capabilities

For Parents

Must haves

- Simple, culturally-friendly language
- Up-to-date provider search info (waitlist times, spots available, etc.)
- Clarity about resources, processes, and documents pertinent to undocumented families
- Natural language search / knowledge base—SEO strategy and content/program documentation reflects how parents speak about ECE
- Built-in translation (outside of Google Translate / Yandex)

Nices to haves

- Online chat with a human or phone call

For Providers

Must haves

- Mobile-first design for information about standing up a center
- Simple, culturally-welcoming language
- Templates that provide up to date waitlist times, spots available, etc. to parents
- Clarity about resources, processes, and documents pertinent to undocumented families and staff interested in opening a center
- Natural language search / knowledge base—SEO strategy and content/program documentation reflects how parents and providers speak about ECE
- Built-in translation (outside of Google Translate / Yandex)

Nices to haves

- Online chat with a human or phone call

Pain Points Resolved

Families	Lack of awareness of all programs	Finding the right school that met his kids needs and offered a slot	Needing to leave career to provide care on her own	Providers that don't respond to inquiries because they don't have spaces	Not enough providers that offer early/late hours	Manual claims not accepted by providers
Families	No explanation of timeframe	Hard to find work because look unstable to employers who see shifting schedules	Lack of awareness of options	Long waitlists	Lack of options for kids with special needs	Access for the hours that fit into work schedule.
Provider	Only ONE licensed child care in the county (the school district preschool). ZERO licensed 0-3 childcare available.	Lack of contact with case worker	Lack of cultural diversity in many centers	Waitlists	Lack of providers with cameras in the center	Lack of summer programs
Provider	Accessibility, quality care, within driving limits	Foster care case workers who don't understand the system	No one wants to care for kids after 4 pm. Need care in the evening (n=2)	Limited available options for child care	Misalignment between between what she needs and what's available for child care	Lack of after school programs

Future Journey: Stage 2 Establish

Licensing | Recruiting | Credentialing

Family Experience Goals

Provider Experience Goals

Supported

"Licensing has always been difficult. The State's website made it easy to understand which regulations are most relevant to my classroom. I was also provided support through a navigator who helped support, educate, and motivate me throughout the process."

Enabled

"Recruiting can be difficult at times. Luckily, the State's website and navigators helped me craft job postings and guided me where to post the job offer. The state's subsidy packages and offers made it easier to attract and interview qualified teachers."

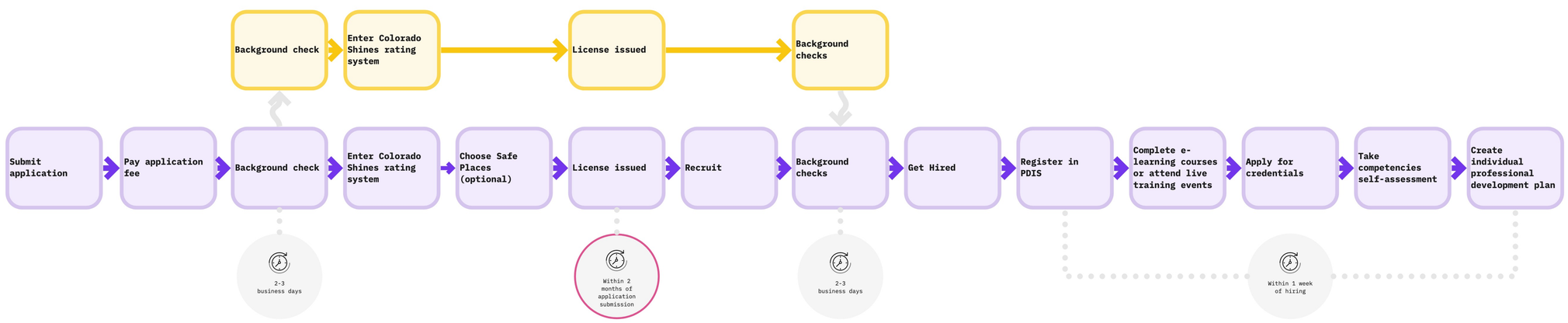
Accomplished

"I'm ready to start serving children! The credentialing process was straightforward, and I had a navigator to guide me through along the way. We have several great teachers on staff with a variety of experience and education levels that are passionate about serving kids."

Family Actions

State Actions

Provider Actions



Touchpoints

Online

Online, in-person, on paper, via phone

Online

Online, in-person, on paper

Capabilities

For Providers

Must haves

- Streamlined licensing and rating process and timeline
- Quality rating system that measure child outcomes
- Aligned regulatory systems across related agencies (e.g., fire dept)
- Licensing concierge service to hold your hand when getting set up
- Status notifications
- Omni-channel awareness campaign that promotes ECE teaching as a "real" profession and the road to credentials
- Teacher and staff support network that holistically provides services to encourage physical, mental, and financial health of the front-line workers

Pain Points Resolved

Families

- Redundant regulatory systems between between traditional licensing and Montessori validation project
- Review processes that take so long they don't happen before the review period ends
- Head Start child: room ratios are difficult to implement
- Teacher background checks are required in every state in which the teacher has lived
- Teacher apply but decline positions due to level of responsibility
- Background checks can take 6-9 months
- CPP classroom limits that don't align with valid curriculum
- Spending thousands of dollars per month and crazy amount of time on recruiting
- Very confusing to get licensed
- Every new place to expand to has different requirements, resources, contacts, information, different ways to go through licensing hurdles

Provider

- Curriculum that isn't developmentally appropriate created to appease regulations
- Expert, front-line provider voices aren't integrated into the policy and rule-making.
- Siloed communication channels at the State
- Inability to recruit and retain teachers due to low pay, low respect, high level of regulation
- FFNs not acknowledged due to complications with licensing undocumented providers
- Lack of coordination across departments
- Competition with school districts for teachers
- Pre-K teachers are excluded from teacher's unions
- Limited growth opportunity for teachers
- Figuring out CO Shines rating system
- Colorado Shines website isn't very helpful
- Colorado Shines tied in with licensing. Without license, difficult to get insurance.
- Three different ways to get rated by CO Shines
- Being forced to reduce hours because don't have enough teacher coverage
- Some aspects of the CO Shines assessment incentivize teachers to get a low rating
- Having connections at the State is critical for getting a center open.
- Balancing qualification with need when determining slots
- It's easy to fake out CO Shines rating process now that it's virtual (fake photos/videos, etc.)
- Montessori isn't a category accounted for in CO Shines

Future Journey: Stage 3 Engage

Application → Funding → Enrollment

Family Experience Goals

Guided
"Applying for financial assistance was so easy!The website made it clear what I needed to apply, where I was in the process, how long my application would take to process."

Reassured
"I had confidence that my application was submitted because I received a confirmation email with a tracking ID - so I knew my application was being processed."

Encouraged
"I was contacted by a pleasant support team member to fill out additional details in the application and was reminded about financial assistance and other resources I could leverage when during my childcare experience."

Empowered
"It felt really nice to know how long my eligibility was going to take to process and when I'd receive a decision by. This allowed me to work with providers to identify a start date for care."

Informed
"ECE is expensive! I like how the site and people I talked to encouraged me to apply for ECE financial assistance to see what I qualify for, even if I didn't think I would receive any funding support. It was easy to fill out one application to figure out if I qualify. When I had a question I was able to reach a person to discuss the process."

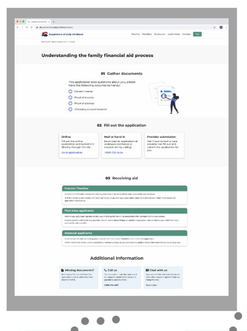
Excited
"Wow! I'm relieved that I was able to find childcare that our needs. My little one and I are both looking forward to the first day of school."

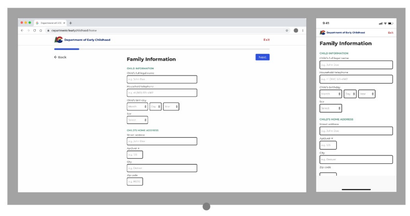
Provider Experience Goals

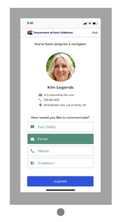
Focused
"I was thrilled to be able to consider students for admission based on their fit with my program vs. their level of funding determination. One of my goals is to have a diverse classroom and removing the burden of crunching numbers meant I could focus on the children."

Empowered
"I'm empowered to start enrolling students in my program knowing that parents have clear timelines on their eligibility determination and that I'll receive adequate funding to cover the total cost of care. I can maximize the number of students I can serve."

Excited
"It puts a smile on my face seeing excited parents and kids coming to school. I can't wait to start teaching all the different children in my class."







Family Actions

- Gather documents and critical information
- Complete application online or in-person with support technician
  Optional: Take photo and upload supporting documents
- Mail, fax, or email completed application and supporting documents
- Parent selects providers and applies for admission and gets on waitlist
- Conversation with Provider to review financial snapshot that includes determination funding + local/foundation grants + Family contribution + Any available tax credits
- Enrollment

State Actions

- Receipt/summary of application sent
- Case worker is assigned
- Follow up call to review details or communicate receipt of app
- Provisional pre-approval for one-month coverage if minimum requirements met
- Parent communicates provider of choice to State
- State communicates funding options to provider of choice
- Provider communicates admission to the state
- Provider communicates enrollment to state

Provider Actions

- Determination
  Optional: Collection of demographic data
- Admission is granted
- Enrollment

Within 2 business days

Within 3 business days

Within 1 week

Touchpoints

- Online, in-person, on paper
- Online, in-person, on paper, via phone
- Phone
- Email and/or mail
- Online
- In-person or via phone

Capabilities

For Parents

Must haves

- One application for all resources related to ECE subsidies
- Simple, culturally-welcoming language
- Progress trackers for both application completion and determination process
- Humans to help parents navigate ECE financial assistance
- Visualization of process and timeline with eligibility calculator
- Non-invasive minimum required fields that don't cause domestic strife or threatening situations (i.e., child support enforcement)
- Standardized documentation requirements across programs

Nices to haves

- Error handling
- SMS / email notification of determination status and/or missing documentation
- Natural language search knowledge base
- 311 – type hotline

For Providers

Must haves

- Data and technology governs processes while providing deviation reporting for human follow-up
- Data bases that can share encrypted data based on a unique ID that isn't PII
- Families and providers can see set privacy settings about what information is shared between providers and families re: determination, enrollment, attendance, payment, etc.
- Proactive communication of regulatory changes
- Universal blend-n-braid model at State level
- Unconscious bias training
- Clarification of risk factor calculations that create inequitable advantages or disadvantages
- FAFSA-type structure (parent applies for financial aid and receives a tuition credit that can be applied at different providers/institutions)

Nices to haves

- Omni-channel personalization
- Customer data platform
- Analytics dashboards for providers and programs

Pain Points Resolved

Families

- Programs become segregated by access due to geography and transportation
- Getting families to be honest about risk factors that inform funding qualification
- Ensuring we aren't double-dipping into funding streams
- Barriers for undocumented workers include location, cost, language, white-centric nature, complex applications/application process, lack of awareness of support, business hours of care centers, general quality issues FFN providers
- Difficult to determine budget when funding is tied to attendance but providers can't anticipate how often children will come to school
- Access and equity issues with parents having to keep track of all the programs and providers need to braid a child care solution for their family

Provider

- Montessori doesn't use CCCAP as a primary funding stream, but if they don't sign up for CCCAP, they lose eligibility for certain grants.
- Managing CPP slots is difficult because it must go through the school district
- Smaller schools may omit supporting HS due to difficulty supporting ratios
- Difficulty balancing/calculation risk factors to determine funding

- 6 mos + waitlist for CCCAP
- Long enrollment process without much notice before start date after approved
- Delays in eligibility for DPP
- No solution for parents just over qualification line for salary
- Couldn't find care that cost 1/2 of income
- Talking to schools before being CCCAP approved
- Having to re-do application because one thing was missing or your case worker changed
- Prices in general
- Wasn't aware of financial assistance being available (n=3)
- CCCAP application process confusing
- Loss of job when daycare center where parent works requires CCCAP, but the process takes too long
- Income level high enough to qualify for least amount of assistance that leaves a huge gap compared to cost
- Can't go on waitlist for coverage when a foster child drops into your lap
- Having to leverage multiple solutions in order to get the right care coverage
- Long wait time to see if approved for CCCAP
- Toddler rooms moving to full day or even full week requirements
- Have to use care centers with low CO Shines ratings because that's all that is available
- Lack of affordable care options
- People in the system assume you're the stereotype and are just working the system
- Amount of paperwork
- the income limitations, feeling like I was being forced to either put my child's father on child support (even though he lives with and supports our child) or not receiving assistance, finding and keeping a spot that not only accepted CCAP but having spots in the right age range
- You qualify for CCCAP or you don't- no sliding scale available

Future Journey: Stage 4 Activate

← Day to Day → | ← Payment →

Family Experience Goals

Connected

"I bet my parents would have loved to have this level of communication and information back when they were dropping me off for school! I have a website I can go to for information as well as the ability to communicate with my child's teacher and school throughout the school year. It helps me understand how my child is doing and helps me be a better parent once they're home."

Protected

"I didn't even know that switching jobs could affect my provider or my financial assistance. Luckily, someone form the program supported me and helped me adjust my coverage so that I could continue paying what I can afford."

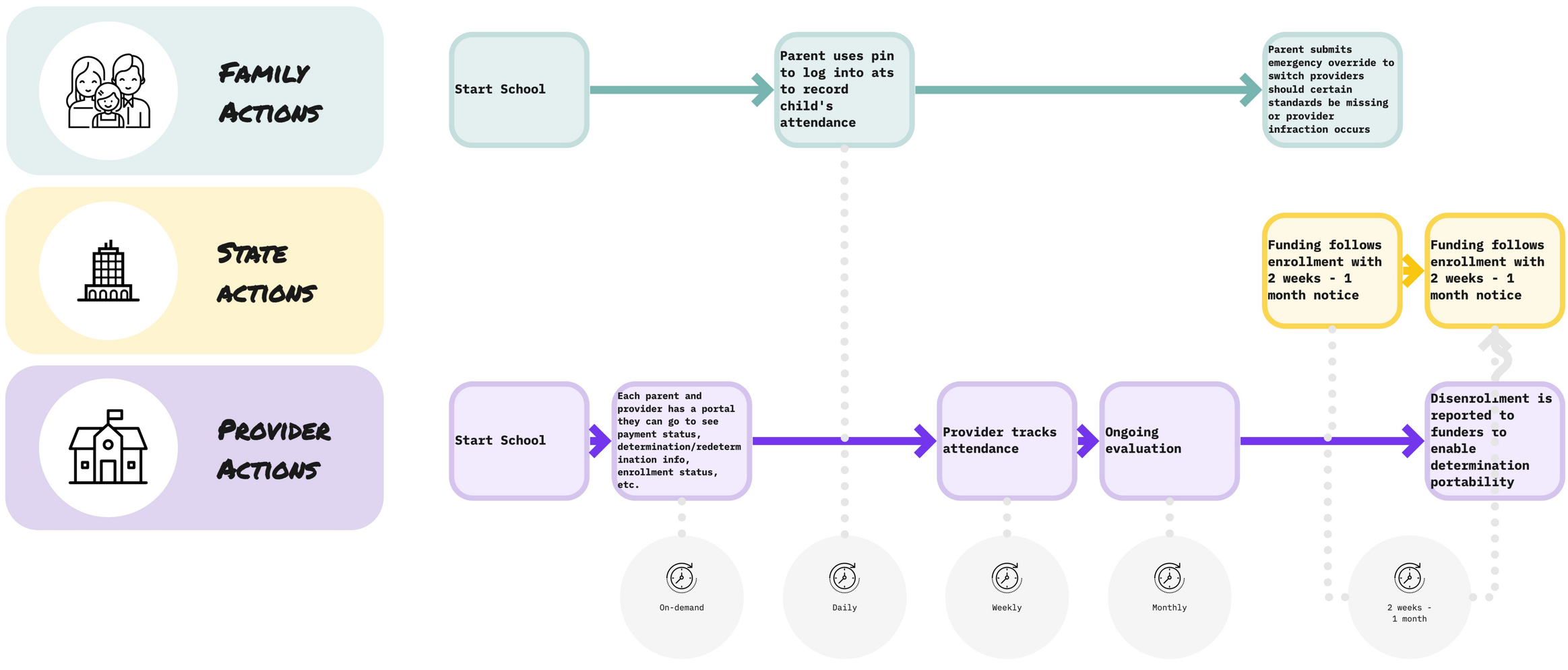
Provider Experience Goals

Aligned

"The State's website not only has great communication tools to update parents throughout the year, it also provided a guide on how to effectively establish expectations and communication patterns with parents."

Supportive

"Timely payments from the state make it easy for me to budget effectively for my program. Without payment tied to attendance, I have a predictable stream of funding coming in each week."



Touchpoints

Online | ATS Swipe app | Online | Online or via submitted form | Online

Capabilities

For Parents

Must haves

- Parent reviews / surveying of web experience
- Simple, culturally-friendly language
- Mobile-first design
- ClassDojo-type solution for parent/provider collaboration
- Built-in translation outside of Google Translate
- Clarity about resources, processes, and documents pertinent to undocumented families and staff

Nices to haves

- Allow families to check in for daycare (attendance) on your phone based on your GPS location

For Providers

Must haves

- Universal blend + braid model at the State level
- Separate payment from attendance and attach to enrollment
- Mimic FAFSA-type structure
- Make funding possible for all forms of family support and provider costs, not just to pay teacher salaries
- Full-time enrollment = full-time payment

Nices to haves

- Tailor payment system process to rural areas with only 1 licensed provided (e.g., send allocated funding direct to provider)
- Concierge service for providers that provides dedicated support to navigate payment processes, questions, and troubleshooting
- 3rd party app to receive payment (e.g., Venmo)

Pain Points Resolved

Families

- Lack of transportation options = lack of enrollment and attendance
- CCCAP eligibility is based on attendance which doesn't fit the reality of working parents
- Vacations not accounted for in attendance rules
- Lack of positive reinforcement for parents who are doing the right thing / utilizing the system appropriately
- Inability to give child early education because there's no viable solution to pay for it
- Limited interaction for kids who are at home
- Lack of help with potty training
- Up-time issues of CO Shines website
- Reduce the need to scan documentation for CO Shines
- Child development delays due to lack of special services like speech therapy
- Lack of flexibility in schedule
- Not enough providers that deal with Spanish language
- The difference between a 2 yo and 3 yo room is about $500 a month because of potty training
- Providers that paint a picture of care that isn't accurate

Provider

- Schools with higher CCCAP slots have higher teacher turnover
- Teachers that don't care / aren't motivated
- Outdated systems used by providers slow the parent down
- Lack of rigors in security at many centers
- Difficult readjustment for kids when their school closes due to lack of teachers

Future Journey: Stage 5 Reassess/Reapply

← Reminder → ← Determination →

Family Experience Goals

Protected

"I received an email to update my information for redetermination of my eligibility. I chose to apply for eligibility after tax season so I had all the necessary documents ready to go to start the process. My redetermination began at the same time the following year, when I was prepared again.

Provider Experience Goals

Clear

"Thankfully, tax season comes but once a year and so does redetermination. I work with my families' case workers to ensure there's an accurate depiction of their situation."

Family Actions

State Actions

State sends reminder to family and provider regarding upcoming redetermination, process, required documentation, etc. → **Redetermination on or after April 15**

Provider Actions

Touchpoints

Text, email, or mail

Online, in-person, on paper, via phone

Capabilities

For Providers

Must haves

- Streamline the process for reapplying for the following school year
- Consider communicating opportunity to align CPP and CCCAP eligibility determination to tax season timeline when parents have income and employment documentation readily available and prepared
- SMS / email notifications 2 months prior to key redetermination dates and tasks to get parents adequate time to prepare
- Provide parents with easy-to-follow documents and explanations that illustrate implications of additional income and job changes on eligibility

Pain Points Resolved

Families

Provider

Licensing needs to check credentials of teachers, even if teachers are the same since the last licensing process.

Funding gap re: max income caused by leaving and returning to CCCAP