



# PRE4CLE Plan

2023 Update



PRE4CLE





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# Introduction

In 2012, the Cleveland Plan for Transforming Schools laid out an innovative and expansive vision for addressing the challenges facing Cleveland's education system. The Cleveland Plan was created in response to a growing urgency that all children have access to high-quality education opportunities in every neighborhood. Part of that challenge was ensuring that high-quality preschool was available to all of Cleveland's children to support kindergarten readiness and future school success.

At the time the Cleveland Plan was initiated, only 16 percent of children were entering kindergarten in the Cleveland Metropolitan School District (CMSD) fully prepared as measured by Ohio's Kindergarten Readiness Assessment, and only 24 percent of preschool-aged children in Cleveland were participating in high-quality preschool. In response to that challenge, **PRE4CLE was developed in 2013 through an extensive community process as a collective impact initiative to support the rapid expansion of high-quality preschool opportunities in Cleveland.**



PRE4CLE is led by The Cleveland Early Childhood Compact, a public-private leadership body that includes the Cleveland Metropolitan School District, Cuyahoga County, the City of Cleveland, Starting Point, Cleveland's high-quality preschool providers, and a broad set of community partners committed to working together to expand access to high-quality preschool and strengthen kindergarten readiness in Cleveland.

## WHAT IS HIGH-QUALITY PRESCHOOL?

When we talk about high-quality preschool, we mean preschools that have earned a 3-, 4-, or 5-star rating in Ohio's Step Up To Quality rating system.

High-quality programs offer:

- 1 ENVIRONMENTS**  
that are fun, welcoming, safe and caring
- 2 STAFF AND TEACHERS**  
who are well-trained and professional
- 3 RESEARCH-BASED CURRICULUM**  
with lesson plans for each day's activities
- 4 EDUCATIONAL ACTIVITIES**  
to prepare your child for kindergarten
- 5 CREATIVE AND IMAGINATIVE PLAY**  
to inspire a lifelong love of learning
- 6 FEEDBACK**  
about your child's learning and progress

To accomplish that mission, **PRE4CLE is guided by the PRE4CLE Plan, a set of community-level goals and strategies that drive high-quality preschool expansion and enrollment in the city of Cleveland.** The PRE4CLE Plan is created through the leadership of the PRE4CLE staff and the Cleveland Early Childhood Compact and informed by feedback from community partners and PRE4CLE's network of preschool providers.

The pages that follow provide a refreshed set of goals and strategies for preschool expansion in Cleveland based on a new landscape of challenges and opportunities facing children, families, and the early learning system.

The PRE4CLE Plan is intended to be a living document that **provides a roadmap for our community to work together to ensure that all young children in Cleveland can access high-quality preschool and start kindergarten prepared to succeed.** We expect the goals and strategies laid out will support preschool expansion, and help to rebuild a stronger, more resilient, and more equitable early childhood education system in our community for generations to come.



# Expansion of High-Quality Preschool in Cleveland: A Decade of Growth, a Time of Rebuilding

Since PRE4CLE's launch in 2014, the Early Childhood Compact partnered with preschool providers and a broad set of community partners to greatly expand access to high-quality preschool in Cleveland.

PRE4CLE supported this growth by:

- Convening early learning, K-12, government, philanthropic, and private sector partners to align strategies and resources with the goals of the PRE4CLE Plan;
- Using research and data to support the goals of the PRE4CLE Plan and track Cleveland's progress toward increased preschool access and kindergarten readiness;
- Focusing on equitable high-quality preschool access in every Cleveland neighborhood;
- Partnering with preschool providers to connect them to tools, resources, and key partners to increase quality and serve more children;
- Supporting families by removing barriers to preschool access and helping them find and enroll in high-quality preschool;
- Advocating for increased funding and improved policies for early learning at the local, state, and federal levels;
- Working with our lead partners to provide direct resources and services to children and preschool programs to support high-quality preschool expansion; and
- Collaborating with preschool providers in Cleveland to support preschool expansion through their work to increase quality, increase the number of children they serve, and support strategies to improve the preschool system.

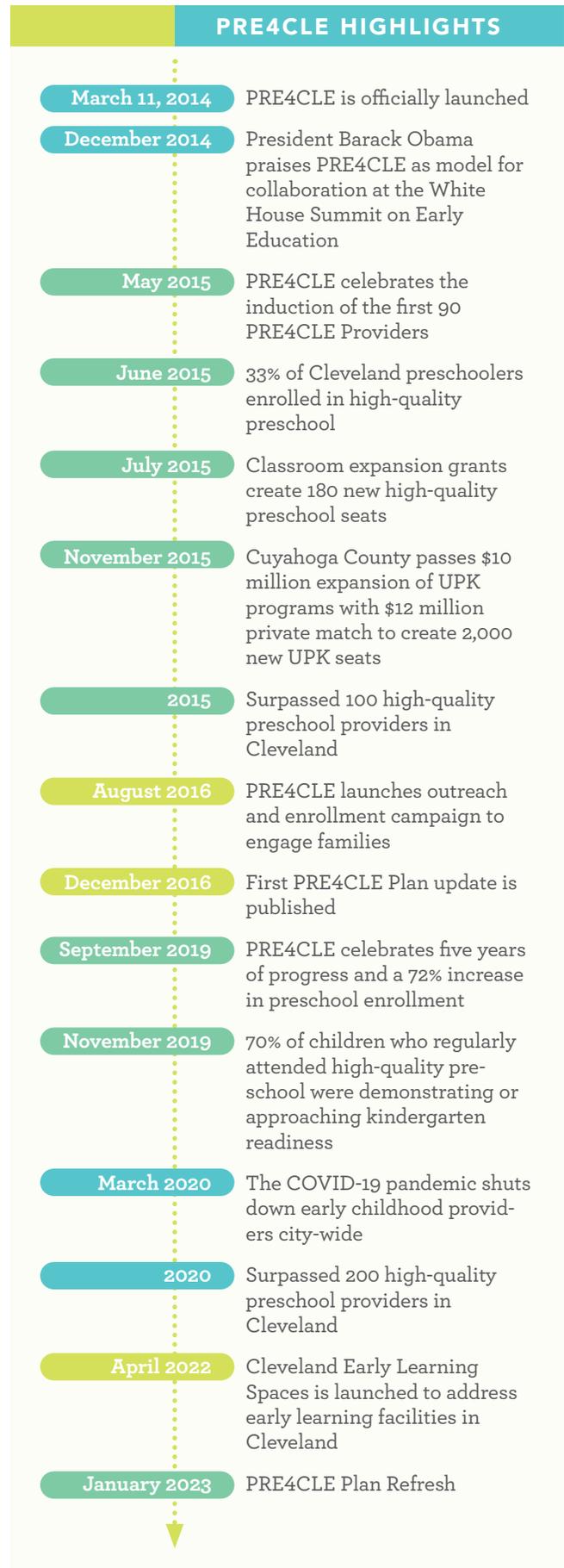
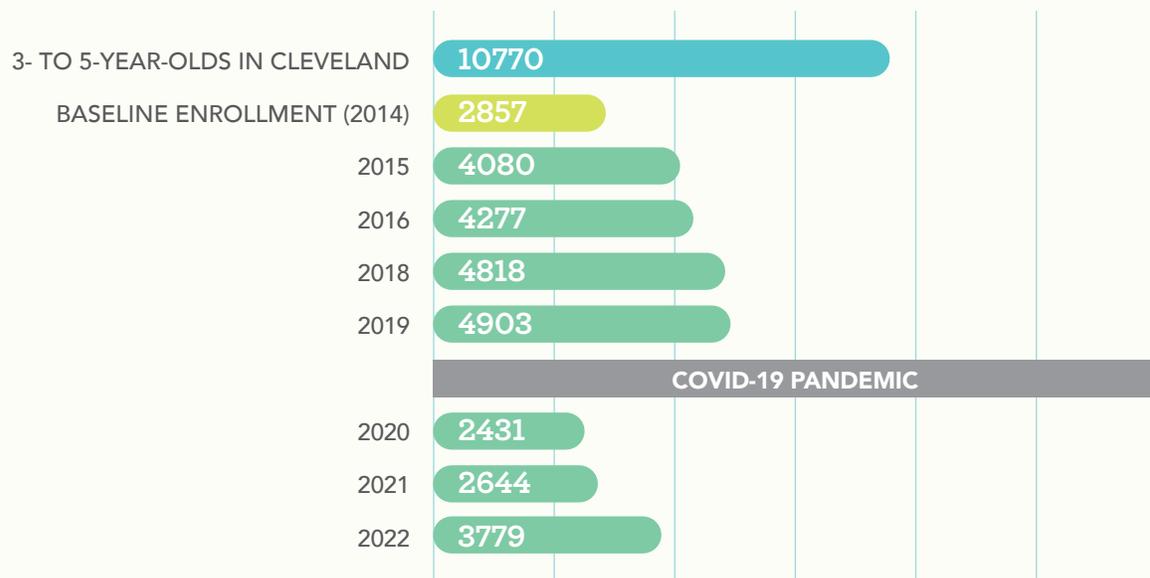


FIGURE 1

ENROLLMENT IN HIGH-QUALITY PRESCHOOL IN CLEVELAND



Through this successful community partnership, **enrollment in high-quality preschool increased by 72 percent in Cleveland between 2013 and 2019.**

Between 2020 and 2022, however, enrollment dropped significantly due to the health and financial challenges posed by COVID-19. **During the past three years, the ongoing COVID-19 crisis has pushed the already fragile early childhood education system to the limit.** While many other sectors have rebounded, early childhood providers are still struggling, and the system has not yet recovered to pre-pandemic levels of operation.<sup>1</sup> **Enrollment in high-quality preschool has been set back significantly and is 23 percent lower** than it was before the shutdown in March of 2020.

<sup>1</sup> For a more detailed explanation of the impacts of COVID-19, see “Education Forward: The Impact of COVID-19 on Cleveland’s Education Landscape” (May 2022).

Despite these challenges, the number of high-quality preschool providers has continued to rise significantly. **Between 2014 and 2022, the number of high-quality preschool providers in Cleveland increased from 71 to 227.** This was accomplished through the work of our partners at Starting Point who work closely with preschool providers throughout Cleveland to help them improve their quality. Additionally, preschool providers, including those in CMSD, private preschools, Head Start centers, child care centers, and family child care homes have dedicated their time and resources to earn high-quality ratings. **The number of high-quality preschool providers continued to climb between 2020 and 2022, showing the dedication of Cleveland’s preschool programs to improve their quality despite the challenges of COVID-19.**

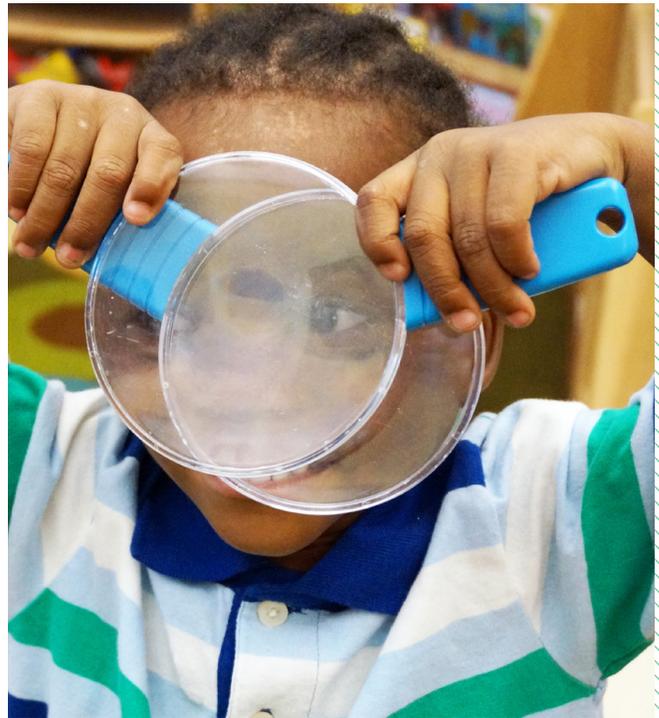
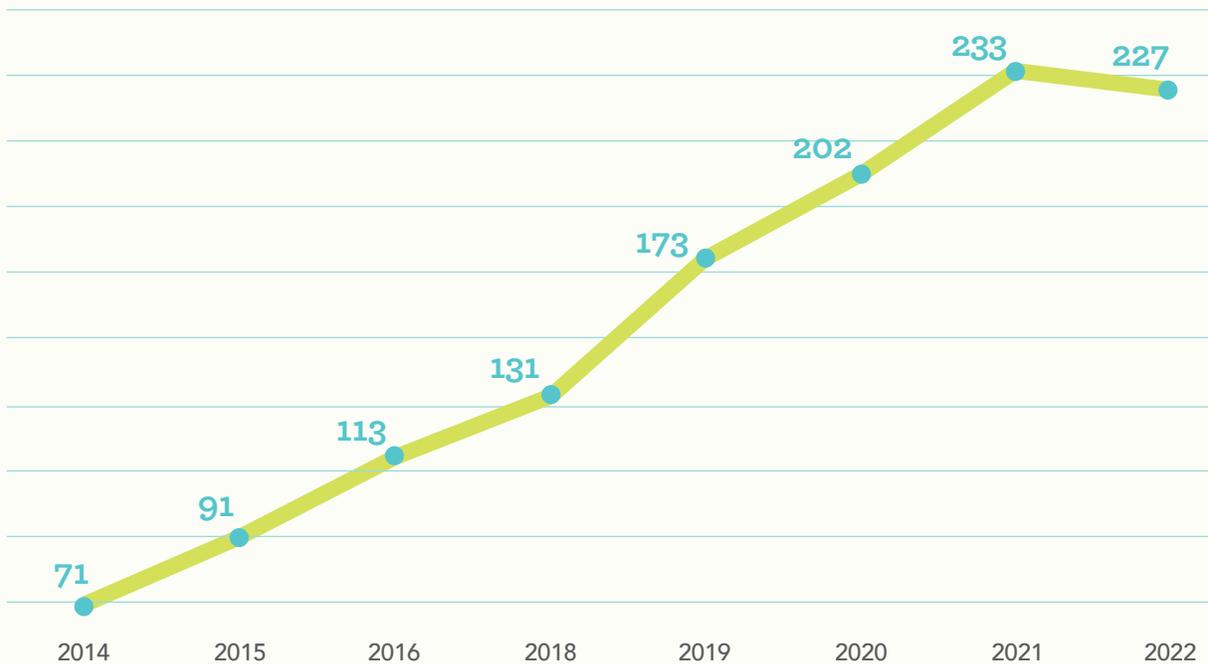


FIGURE 2

NUMBER OF HIGH-QUALITY PRESCHOOL PROVIDERS IN CLEVELAND



## STRUCTURAL CHALLENGES OF THE EARLY CARE AND EDUCATION SYSTEM: **BUILDING BACK STRONGER**

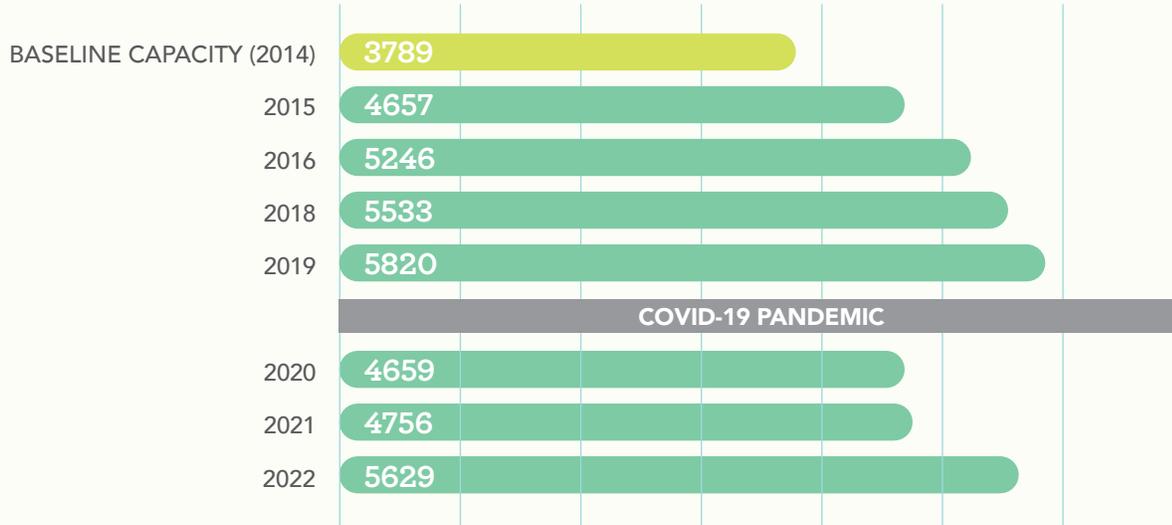
COVID-19 exposed the fragility of the early childhood education system nationally and locally, resulting from decades of underinvestment and under-prioritization. The pandemic also exposed how critical early childhood education is to the cognitive and social development of our children as well as the stability of families and local economies. Several long-term structural challenges need to be addressed to support a full recovery and build a more resilient, stable, and equitable early childhood system, including:

- **Increased public funding for compensation** for early care and education teachers and staff that supports a living wage: Currently, child care teachers in Cuyahoga County earn an average of \$13 per hour (\$26,800 annually), even with a Bachelor's degree, and many have few to no benefits. At the same time, the cost of child care is unaffordable for many families. Adequate and consistent state and federal funding is critical to increasing compensation for the early childhood field while also increasing affordability for families.
- **Expanded eligibility for child care:** Currently, Ohio has one of the lowest eligibility levels in the nation, capping eligibility for child care subsidies at 142% of the federal poverty level, or approximately \$38,000 for a family of four. With the average private-pay cost of child care at \$11,000 per child in Cuyahoga County, expanding child care subsidies to more families is a crucial part of increasing access to high-quality early learning for Cleveland's children.
- **Expanded state and federal funding** to support the cost of operating a high-quality early learning program in Ohio's child care system through Ohio's Step Up To Quality system: Increased funding is needed to support the costs of maintaining a high-quality early learning program, including compensation for staff, professional development, curriculum and supplies, maintaining high-quality facilities, and other ongoing operational expenses. Most high-quality early learning providers are currently forced to operate on razor-thin margins, creating a system that is extremely vulnerable to instability.

PRE4CLE is working with public and private partners in Cleveland to address these structural challenges as reflected throughout the PRE4CLE Plan.

FIGURE 3

AVAILABLE HIGH-QUALITY PRESCHOOL SEATS IN CLEVELAND



Even with the substantial increases in the number of high-quality preschool providers, enrollment is still struggling for several reasons. First, some parents are still hesitant to send children back to a group setting or have become accustomed to the informal child care arrangements they made out of necessity during the pandemic, such as having family members or friends watch their children. The greatest barrier, however, is that providers are struggling to hire and retain teachers, leaving whole classrooms of seats empty without adequate staffing. It is difficult to pin down exactly how much the teacher shortage has impacted overall preschool capacity, but the ongoing enrollment challenges indicate it is substantial.



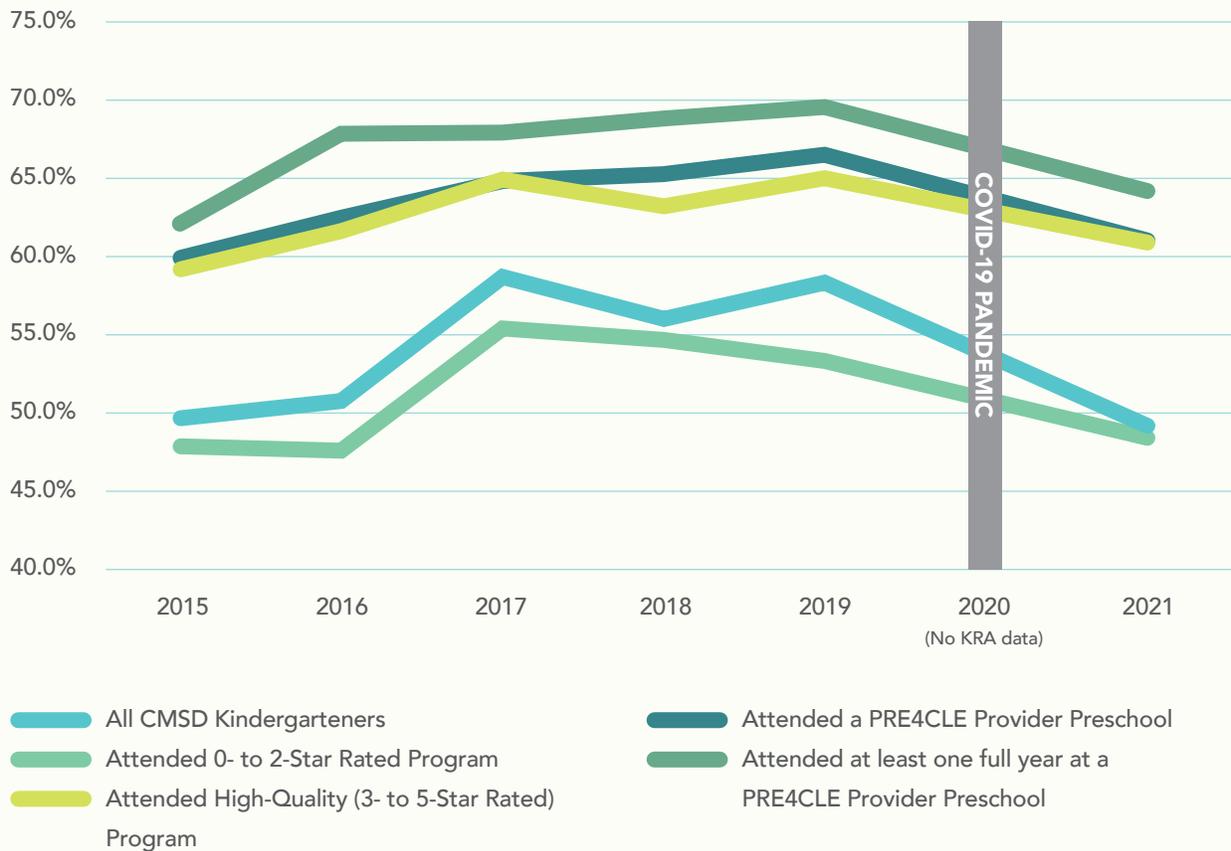
THE GAP BETWEEN ENROLLMENT AND CAPACITY

While the number of high-quality providers has continued to increase and overall capacity numbers are regaining ground, enrollment remains significantly lower than pre-pandemic levels. This gap is being driven by staffing shortages caused by the chronically low wages of the early care and education field. As wages increased in most other sectors during the pandemic, wages for early care and education teachers, administrators, and staff remain well below the average hourly wage for most other professions. This staffing shortage is forcing many providers to keep classrooms closed temporarily, leaving a significant portion of the current preschool capacity in Cleveland unable to be utilized. Increasing public resources for the compensation of preschool teachers and staff is critical to addressing this shortage and reopening preschool classrooms.

The incredible efforts to increase the number of high-quality preschool providers across the city supported a significant increase in kindergarten readiness **between 2013 and 2019**. During that period, **the number of children entering CMSD fully prepared for kindergarten increased by eight percentage points**, and children who participated in high-quality preschool were significantly more prepared for kindergarten than their peers in lower-quality preschool settings. In the fall of 2021, however, kindergarten readiness dropped significantly due to the disruption of COVID-19 for children, families, and preschool providers.

FIGURE 4

KINDERGARTENERS IN APPROACHING & DEMONSTRATING BANDS OF THE KRA



The COVID-19 crisis laid bare the existing weaknesses in the child care and early education system. **Long-term, sustainable investments are needed to build a newly resilient system that offers high-quality care and education to children, reliable and affordable care to working families, and fair compensation for child care and early education professionals.**

The 2023 PRE4CLE Plan seeks to build on the strengths of Cleveland’s preschool system while also urgently addressing the need for greater investment, alignment, and advocacy to ensure that we can rapidly rebuild a stronger and more equitable early learning system that supports children, families, and our economy.

# PRE4CLE Lead Partners

PRE4CLE is a collective impact initiative implemented by several lead partners. These lead partners are all working toward the common goal of ensuring all children in Cleveland have access to high-quality preschool and enter kindergarten ready to succeed.

**CUYAHOGA COUNTY OFFICE OF EARLY CHILDHOOD | INVEST IN CHILDREN** | The Cuyahoga County Office of Early Childhood–Invest in Children (IIC) is the administrator of Cuyahoga County’s Universal Pre-kindergarten program (UPK). UPK offers preschool providers in the city of Cleveland the opportunity to improve their quality and award scholarships to families. Expanding UPK is PRE4CLE’s primary local strategy to fund high-quality preschools and expand access to more families. In addition to UPK, IIC also invests additional funds to support quality improvement for child care providers and mental health services for preschool classrooms.

**STARTING POINT** | Starting Point provides support to the PRE4CLE Plan through their quality improvement staff, who support community-based providers in earning and maintaining their Step Up To Quality ratings. The ongoing technical support Starting Point provides ensures the network of high-quality preschools in Cleveland continues to grow and thrive. Additionally, Starting Point’s data analytics team provides PRE4CLE with capacity and enrollment data to help guide our evaluation and decisions about our work. Starting Point also serves as Cleveland’s resource and referral agency by assisting families who are looking for preschools and maintaining a database of preschools.

**PRE4CLE PROVIDERS** | PRE4CLE Providers — CMSD schools, community-based child care centers, Head Start programs, and family child care homes — are the backbone of PRE-4CLE, working with Cleveland’s preschool children and their families every day to bring the goals of PRE4CLE to life.

**THE CITY OF CLEVELAND** | CMSD is a mayoral-controlled school district, so the city and school district are closely linked. The city’s ongoing support of PRE4CLE as a strategy to support the mayor’s overall vision for education in Cleveland provides leverage for local, state, and federal advocacy.



**CLEVELAND METROPOLITAN SCHOOL DISTRICT** | The PRE4CLE Plan was created to fulfill a core goal of Cleveland’s Plan for Transforming Schools, which was led by the Cleveland Metropolitan School District (CMSD). CMSD invests levy dollars into their preschool programs and ensures their preschool classrooms meet high-quality standards. Preschool education is an integral part of CMSD’s overall strategy to support Cleveland’s children.

# How to Read the 2023 PRE4CLE Plan

The first PRE4CLE plan was written in 2013 and guided PRE4CLE’s key partners through the first set of goals set forth by The Cleveland Early Childhood Compact. The initial plan and subsequent 2016 update provided guidance through the first nine years of operation—moving into our tenth year we are excited to build upon the foundation with our 2023 PRE4CLE Plan.

This updated plan continues to present a series of goals for Cleveland’s preschool system and strategies to meet those goals but is now formatted to show the community the full scale of the work our key partners are doing to support the PRE4CLE Plan and written in response to the current Cleveland preschool landscape. Some strategies in the 2023 Plan are currently being implemented by PRE4CLE staff and/or lead partners, while others are strategies we hope to implement in the next three years.

The goal of this new plan is threefold:

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Capture the resources our community needs to realize our goals
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Provide clarity to the community that PRE4CLE is not a singular organization, but rather a collective impact initiative powered by key partners
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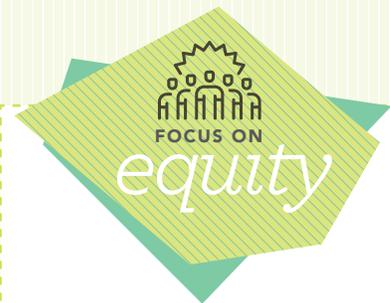
Bring us closer to our ultimate goal: that every child in Cleveland has access to high-quality preschool and enters kindergarten ready to succeed

Each element is organized in a table, with each row representing the goals and strategies being used to implement the PRE4CLE Plan. For each goal/strategy, a series of logos appear in the table to indicate which partner leads that particular goal/strategy. The implementing lead partners captured in the tables include:

-  **PRE4CLE Staff**
-  **Starting Point**
-  **Cleveland Metropolitan School District (CMSD)**
-  **Cuyahoga County Office of Early Childhood/Invest in Children (IIC)**

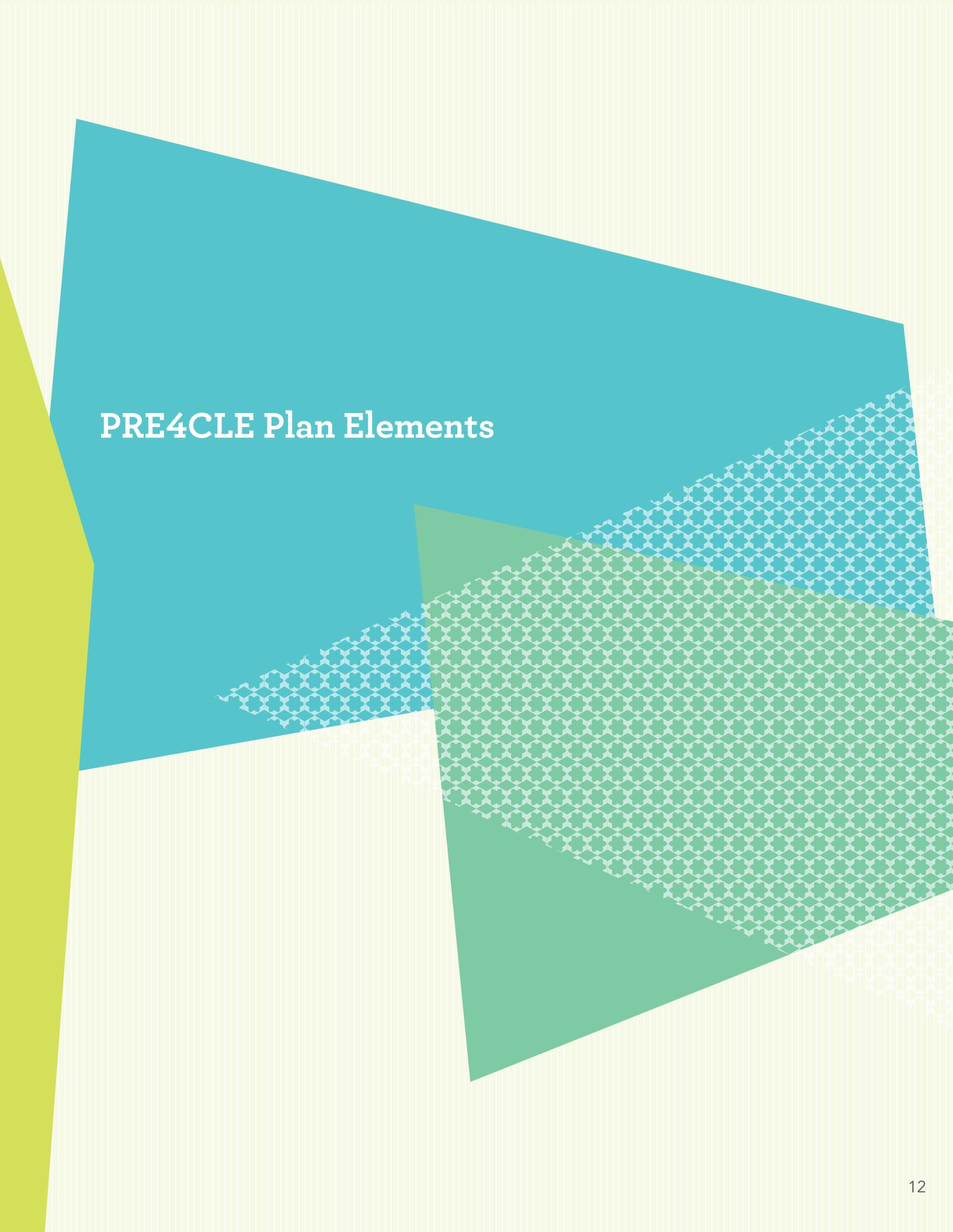
**Other** In this column, the specific partner will be indicated

The table also includes a column to indicate where more resources are needed, what they are needed for, and possible sources. These resources are also captured in Plan Element VI: Funding.



### Focus on Equity

Each element also includes a Focus on Equity section. This section calls out how PRE4CLE and its partners are working to create a more equitable early childhood education system for Cleveland’s children through the goals and strategies of the PRE4CLE Plan.



# PRE4CLE Plan Elements

# I :: High-Quality Preschool Expansion and Access

PRE4CLE will use specific strategies to expand high-quality preschool capacity and access in every Cleveland neighborhood.

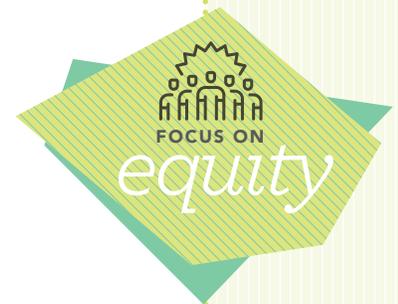
Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Create high-quality preschool seats, focused in high-need neighborhoods, defined as neighborhoods that are under-served due to lack of access to high-quality programs.</b>						
Create new CMSD typical and integrated preschool classrooms in newly constructed and renovated school district buildings, based on capacity and neighborhood need for more high-quality preschool seats.						Local school levy funds
Work with partners to implement a community-wide strategy to expand high-quality preschool in community-based settings, including adding classrooms in existing sites and creating new sites in identified neighborhoods.					Preschool Providers	State and local public funds; private and philanthropic funds
Regularly track preschool expansion needs in each Cleveland neighborhood.					Case Western Reserve, Cleveland Early Childhood Compact	
<b>2 Remove barriers for families to access high-quality preschool.</b>						
Advocate to maintain and continue the expansion of Cuyahoga County's Universal Pre-Kindergarten (UPK) program to increase tuition assistance for families.						
Provide enrollment tools and resources to assist families with identifying and enrolling in high-quality preschool (see Enrollment section below).						Expanded resources to Starting Point to support referral services and data system
Advocate for increased child care subsidy eligibility to at least 200% FPL to expand publicly funded child care to more children and families.						Federal and state public funds
Expand local scholarships for families not eligible for child care subsidy.						County and city public funds

# I :: High-Quality Preschool Expansion and Access

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>3</b> Increase the quality of existing preschool programs to create more high-quality options for families (see Improving Quality section).						
<b>4</b> Maximize current resources for access to high-quality preschool.						
Coordinate and leverage to the greatest extent possible all available funding sources.						
Maximize the use of available Head Start funds directed towards high-quality seats, including through Head Start collaboration sites.					Head Start Providers	
Prioritize filling existing high-quality preschool seats through outreach and communication to families (see Enrollment section).						See enrollment section
Create and maintain working relationships with preschool providers.						



The PRE4CLE Plan's expansion strategies are grounded in the pursuit of equitable access to high-quality preschool for all children in Cleveland. This includes expanding access to high-quality preschool in all available settings to meet the unique needs of families, increasing affordability, and ensuring high-quality preschool seats are available in the neighborhoods where children live.



## II :: Enrollment in High-Quality Preschool

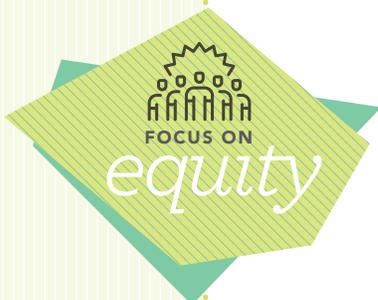
PRE4CLE is committed to supporting providers to ensure all available high-quality preschool seats are filled by helping families find and enroll in the right high-quality preschool for their child.

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Work toward achieving an 85% enrollment rate in high-quality programs.</b>						
Maintain dedicated PRE4CLE resources to implement PRE4CLE’s outreach and enrollment initiatives.					Funders	
Implement research-based strategies to recruit Cleveland’s families to high-quality preschool, such as: <ul style="list-style-type: none"> <li>• Community partnerships;</li> <li>• Direct interaction with families in the community;</li> <li>• Recruitment events planned and executed by the PRE4CLE team;</li> <li>• Support for PRE4CLE Providers to recruit families to their programs; and</li> <li>• One-on-one referrals for parents.</li> </ul>					Preschool Providers	Additional need for outreach and referral support at Starting Point
Implement a year-round, multi-media marketing campaign—including social media and digital marketing, TV and radio, and other strategies—to educate and engage families about the importance of high-quality preschool, and how to find, choose, and enroll in the right high-quality preschool for their child.						

PRE4CLE’s enrollment goals are focused on recruiting families to high-quality preschool programs. Currently, the greatest barrier to enrollment is the challenges providers are still struggling to overcome in the wake of the COVID-19 crisis. These challenges and the way they intersect with equity are outlined in the previous Plan Element.

As PRE4CLE continues to respond to those challenges, we are also closely considering how we can better tackle other equity issues. Our recruitment team continues to seek out partnerships and tactics that will help us reach all Cleveland families, with particular attention paid to communities that continue to be under-served due to language and cultural barriers.

Additionally, PRE4CLE is seeking ways to ensure that the Early Learning system and our key partners have the resources necessary to continue and grow their work. This includes supporting Starting Point in securing additional funding for their outreach and referral services that are critical to PRE4CLE’s work and the success of our city, county, and region.



### III :: Improving and Maintaining Quality

PRE4CLE will work to ensure preschool experiences for Cleveland families and children are consistently high-quality, regardless of where a provider is located.

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Support all preschool programs (CMSD preschool, Head Start, child care centers, and home-based child care) to become 3-, 4-, or 5-star rated in Step Up To Quality (SUTQ).</b>						
Work with new programs and programs with a 1- or 2-star SUTQ rating to bring them up to a 3- to 5-star level by leveraging federal, state, and local funding and leadership to connect them to the professional development, technical assistance, resources, and other tools they need to increase quality.					Providers	Additional resources for Starting Point's quality improvement, including CRM and online training software
Work with CMSD to support their commitment that all preschools within the school district earn and maintain a 5-star Step Up To Quality rating.						
Regularly track PRE4CLE Provider program quality and support existing high-quality providers to maintain and increase their quality over time.						State and local public funds; private and philanthropic funds
<b>2 Increase resources to achieve equitable compensation and benefits for preschool teachers.</b>						
Work with the Cleveland Early Childhood Compact and other community partners to develop a plan for fair compensation for early childhood professionals in the city of Cleveland by 2025.					Compact and community partners	
Advocate for increased resources for equitable compensation.					Compact and community partners	Federal, state, and local public funds
Explore ways to support more equitable benefits for early childhood professionals, including mental health supports and substitute pools.						
<b>3 Implement Cleveland Early Learning Spaces to ensure the quality of early learning facilities match the quality of the programs being delivered.</b>						
Identify public, private, and philanthropic sources to fully fund Early Learning Spaces.						

### III :: Improving and Maintaining Quality

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
Complete at least 30 renovation projects by 2026.						Federal, state, and local public funds; private and philanthropic funds
Create a strategy for building new sites in identified neighborhoods.					Community Development Corporations (CDCs), City of Cleveland, Cuyahoga County	
Integrate the early childhood Lead Safe pilot into Cleveland Early Learning Spaces projects, whenever possible.					Lead Safe Cleveland Coalition	

#### 4 Develop an expanded definition of “quality” that includes equity-focused elements, such as compensation.

					PRE4CLE providers	Philanthropic funds
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#### 5 Promote healthy social and emotional learning (SEL) through evidence-based programs and work with partners to provide support staff at all participating preschool sites.

Support preschool sites to implement social and emotional learning (SEL) through existing programs, such as PATHS or DECA.					Providers	Public and philanthropic funds
Support preschool providers to use practices that reflect responsiveness to the impacts of trauma.					Providers	Public and philanthropic funds
Advocate for increased early childhood mental health and special education supports in preschools and connect preschool providers with existing resources.					Providers	

#### 6 Support the ongoing education and professional development system for early childhood professionals.

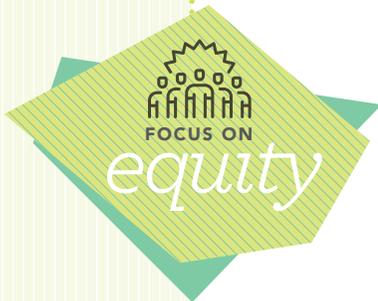
Strengthen the Professional Development system for preschool educators by advocating for and securing additional funding.						Federal, state, and local public funds, philanthropic funds
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### III :: Improving and Maintaining Quality

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
Explore new opportunities for education and professional development for preschool teachers—including career pathways beginning in high school and articulation agreements—to help professionals move from CDA, to AA, to BA degrees.						
Secure resources to support developing technological needs for training, including online and virtual training.						

### 7 Sustain and increase the number of preschool programs in Cleveland participating in Cuyahoga County’s UPK Program.

Increase the number of high-quality preschool programs that receive sustainable support for continuous quality improvement, coaching, technical assistance, and professional development through UPK.						County public funds
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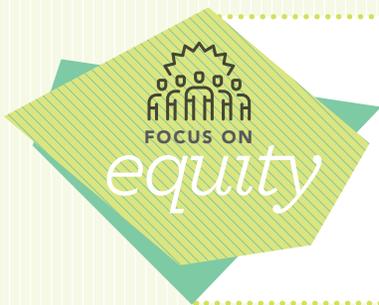
Ensuring that all early learning programs have the resources they need to improve their quality is essential to creating equitable access to enriching and supportive early learning environments for all children. In this PRE4CLE Plan update, we also included an expanded focus on equity for early childhood professionals through prioritizing advocacy for increased compensation and benefits for Cleveland early learning workforce and expanding professional development options. Also new in this Plan update is an increased focus on the facility quality of our PRE4CLE Providers through Cleveland Early Learning Spaces, which will work to eliminate health and environmental disparities within our early learning settings. Finally, we will look to create an expanded definition of high-quality preschool in Cleveland that focuses on the additional elements of quality needed to support equity for children, providers, and families within our preschool system.



## IV :: Communication

PRE4CLE will use research-based strategic communication to support all the goals of the PRE4CLE Plan, including engaging families, partners, community leaders, and policymakers.

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Implement a strategic communication plan to guide internal and external communication practices that support the PRE4CLE Plan goals and strategies.</b>						
Use research-based strategies to communicate about quality, the importance of preschool, and the goals and accomplishments of PRE4CLE.						
Identify key audiences, messages, and messengers aligned with the goals of the PRE4CLE Plan.						
Maintain a strong communication infrastructure that supports cohesive, consistent, and targeted communication that increases understanding of PRE4CLE's goals and strategies and of quality preschool and its benefits to families and the City of Cleveland.						
Engage in ongoing media relations and outreach by leveraging traditional, social, and earned media to meet PRE4CLE's goals.						
Expand community support for PRE4CLE and high-quality preschool by aligning communication and outreach activities with the PRE4CLE recruitment and marketing plan.						
Support advocacy efforts to ensure PRE4CLE's communication activities provide the foundation necessary to support policymaker engagement.						



The revised PRE4CLE Plan is the first step in ensuring our communication is more equitable. We spent a great deal of time thinking about how we can better communicate what PRE4CLE is and does and how integral our key partners are to our success. Our core messaging has shifted to reflect the changes in the Plan and additional messages were created to better articulate the work of our key partners.

## V :: Advocacy

PRE4CLE will lead advocacy at the local, state, and federal levels to increase access to high-quality preschool.

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Provide advocacy leadership to advance the preschool goals of the Cleveland community, including increasing local, state, and federal funding sources and strengthening preschool policies to fully implement the priorities of the PRE4CLE Plan.</b>						
Increase compensation for early childhood professionals, including early childhood teachers and staff, to attract and retain a quality workforce.						Federal, state, and local public funds
Maintain Ohio's Step Up To Quality rating system and secure adequate state funds to support its implementation.						State public funds
Expand access to quality child care through increased eligibility for state-funded child care subsidies to at least 200 percent of the federal poverty level.						Federal and state public funds
Sustain and increase resources at the local level to support the expansion of Cuyahoga County's UPK Program.						County public funds
Secure additional local, state, and federal policies and resources as determined by the needs of the PRE4CLE Plan.						
<b>2 Lead the development of a strong advocacy infrastructure and voice for early learning in Cleveland.</b>						
Provide advocacy leadership and engagement for the Cleveland Early Childhood Compact.						Philanthropic funds
Provide leadership and capacity building to preschool providers and families to support advocacy engagement.						
Develop business and community leader champions for early care and education.						
Represent Cleveland in statewide advocacy partnerships to support early care and education as a priority with state policymakers.						
Establish PRE4CLE as a resource and model for preschool expansion to policymakers and leaders at the local, state, and national levels.						

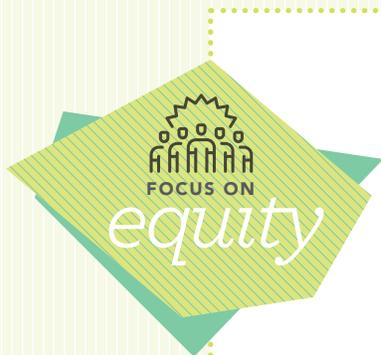
PRE4CLE's advocacy strategies are aimed at equitable funding and policies for early learning, including equity for early learning professionals as well as children and families. PRE4CLE's updated plan includes refreshed goals and strategies aiming at centering our advocacy not just on policymakers, but also on the voices of providers and families as central to this process. PRE4CLE will seek to provide increased capacity to providers and families to participate in the advocacy process.



## VI :: Funding

PRE4CLE will maximize existing public funds, advocate for further investment of public dollars from local, state, and federal sources, and pursue private (corporate, philanthropic, individual, etc.) resources to meet the goals of the PRE4CLE Plan.

Goal/Strategy	PRE4CLE Team	Starting Point	CMSD	IIC	Other	New Resources Needed
<b>1 Maximize existing public and private funding to meet the current goals of the PRE4CLE Plan.</b>						
Secure philanthropic support for the PRE4CLE Plan, including support for operations as well as the implementation of the recruitment, communication, advocacy, and evaluation goals of the PRE4CLE Plan.						
Identify the percentage of the CMSD budget that can be dedicated to preschool operations and expansion through 2030.						
Use local dollars as a “last dollar in” approach to build on state and federal preschool funding.						
<b>2 Identify and advocate for a dedicated, sustainable revenue source or sources to meet the comprehensive, long-term goals of the PRE4CLE Plan and expand access to Cuyahoga County’s Universal Preschool (UPK) Program or CMSD’s Preschool Program for every 3- and 4-year-old in Cleveland.</b>						
Lead advocacy to secure additional public resources from local, state, and federal sources to fully implement the PRE4CLE Plan at scale.						



PRE4CLE is seeking ways to ensure that the Early Learning system and our key partners have the resources necessary to continue and grow their work. Early care and education has historically been underfunded compared to other parts of the education system. To fully realize the goals of PRE4CLE, the system must be funded equitably. Throughout this Plan, we have outlined the resources that are needed to build a sustainable and resilient child care and early education system that offers high-quality care and education to children, reliable and affordable options to families, and fair compensation for child care and early education professionals.

## PRE4CLE Leadership and Structure

The Cleveland Early Childhood Compact is the leadership body for PRE4CLE and convenes our lead partners as well as other key public and private community partners to oversee and support the implementation of The PRE4CLE Plan, including the lead agency and PRE4CLE staff.



The Educational Service Center of Northeast Ohio currently serves

as the lead agency for PRE4CLE and provides administrative, fiscal, and legal oversight of the PRE4CLE staff.

The PRE4CLE staff is charged with leading the implementation of the PRE4CLE Plan, including strategy development, fundraising, advocacy, partner engagement, and executing core strategies of the PRE4CLE Plan.

PRE4CLE Providers collaborate with PRE4CLE and each other to implement the goals of the PRE4CLE Plan, serve as an advisory board, and receive financial, marketing, and other support to enhance their programs. PRE4CLE Providers have received a 3-, 4-, or 5-star rating in Ohio's Step Up To Quality rating system and are meeting additional requirements related to teacher qualifications and student-to-teacher ratios.



## Evaluation

To gauge the success of Cleveland's preschool goals, we must plan for and conduct ongoing evaluation of our progress. PRE4CLE evaluation will include pre-determined measures and may continue to evolve over time as additional and more accurate measures become available.

**PRE4CLE's evaluation is focused on the impact of increased access to high-quality preschool at two levels: on individual children's kindergarten readiness and the city's entire preschool system.**

### PRE4CLE's Evaluation will include:

1. **An Annual Report** that provides an update on progress toward community-level goals for the preschool system over a calendar year using both qualitative and quantitative measures.
2. An annual **Cleveland Kindergarten Readiness Snapshot**, an online tool that will include a number of indicators that show progress over time along with important context about the preschool system. The snapshot will be updated once per year. At minimum, indicators will include:
  - Kindergarten readiness assessment data provided by CMSD in partnership with the Center on Urban Poverty and Community Development at Case Western Reserve University (The Poverty Center) and Starting Point.
  - High-Quality Preschool capacity and enrollment data provided by Starting Point in partnership with the Poverty Center.
3. **Additional evaluation strategies as necessary** will be developed to support other areas of PRE4CLE's work, including Early Learning Spaces, workforce and compensation, and impact of outreach activities.



**ACKNOWLEDGEMENTS** | PRE4CLE would like to thank The Cleveland Early Childhood Compact and our many partners who contributed time, data, and thoughtful insight into the creation of this Plan update. PRE4CLE also thanks the Cleveland community for your ongoing support for preparing our youngest children to enter school ready to succeed.



**ABOUT PRE4CLE** | PRE4CLE is a collective impact initiative working to expand access to all 3- and 4-year-olds in the city of Cleveland so that every child enters kindergarten ready to succeed. PRE4CLE connects families to high-quality public and private preschool programs; connects preschool providers to tools, resources, and key partners to increase their quality and serve more children; and provides strategic leadership and advocacy to accelerate the availability of high-quality preschool in Cleveland.

PRE4CLE was developed in 2014 to fulfill a core goal of Cleveland's Plan for Transforming Schools and is guided by The Cleveland Early Childhood Compact, a public-private leadership body.



**PRE4CLE**

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