Commonwealth of Massachusetts Department of Early Education and Care

Meeting of the Board

January 11 2022

eec **Department of Early Education and Care**

Agenda

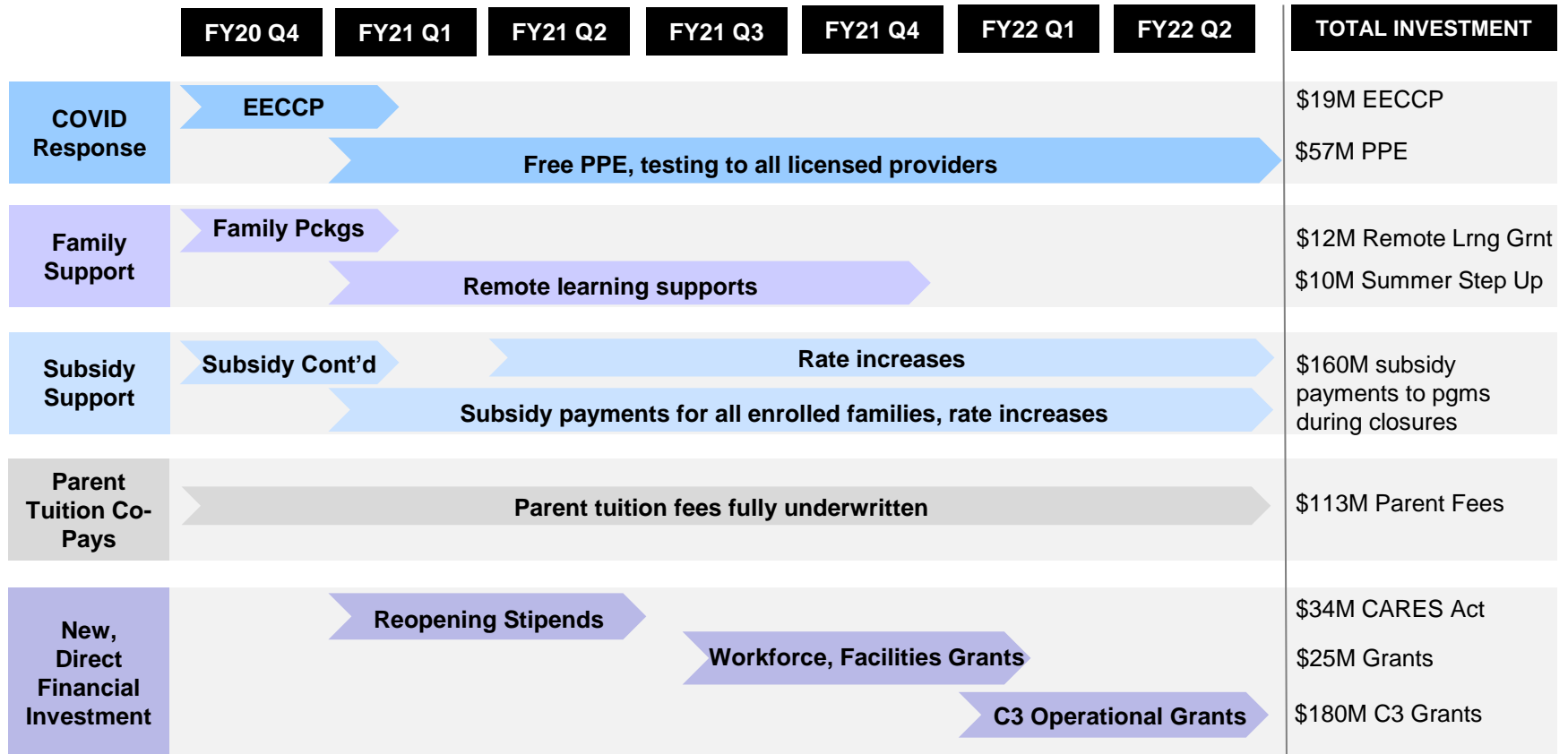| Agenda Item	Details
COVID Response	• Child Care COVID Response • Testing Policies and Metrics
Infrastructure Support: C3 Operational Grants & Workforce Pipelines	• C3 Operational Grants • Workforce Strategies

Programs

Educators

COVID Response

Child Care COVID-19 Response:
- EEC remains responsive as the COVID-19 landscape evolves for programs and families
- COVID mitigation supports include newly published mitigation protocols and guidance, continued free PPE ordering for all licensed providers, pooled surveillance testing program, rapid-response COVID testing sites statewide for staff and families

EEC COVID-19 Response Timeline

	FY20 Q4	FY21 Q1	FY21 Q2	FY21 Q3	FY21 Q4	FY22 Q1	FY22 Q2	TOTAL INVESTMENT
COVID Response	EECCP							$19M EECCP
		Free PPE, testing to all licensed providers						$57M PPE
Family Support	Family Pckgs							$12M Remote Lrng Grnt
		Remote learning supports						$10M Summer Step Up
Subsidy Support	Subsidy Cont'd		Rate increases					$160M subsidy payments to pgms during closures
		Subsidy payments for all enrolled families, rate increases						
Parent Tuition Co-Pays	Parent tuition fees fully underwritten							$113M Parent Fees
New, Direct Financial Investment		Reopening Stipends						$34M CARES Act
			Workforce, Facilities Grants					$25M Grants
				C3 Operational Grants				$180M C3 Grants

Pandemic Onset: Urgent Needs

March 2020-June 2020: During the first months of the pandemic, child care businesses underwent mandated closures. EEC pivoted to provide urgent supports for programs and families.

COVID Response	EECCP

Family Support	Family Pckgs

Subsidy Support	Subsidy Cont'd

Parent Tuition Co-Pays	Parent fees

The Commonwealth's State of Emergency began in March 2020.

- Within days, EEC stood up an **Exempt Emergency Child Care Program** to serve children of essential workers and vulnerable households

- Almost 600 sites supported 4-5K children daily with free drop in care from March – September 2020

- $19M investment from EEC to underwrite program operations

EEC also knew that many families with young children would be learning at home while programs were closed. It worked with WGBH to create learn-at-home toolkits and other supports for families. ~115,000 toolkits were distributed to programs through CFCE grantees and EEC regional offices.
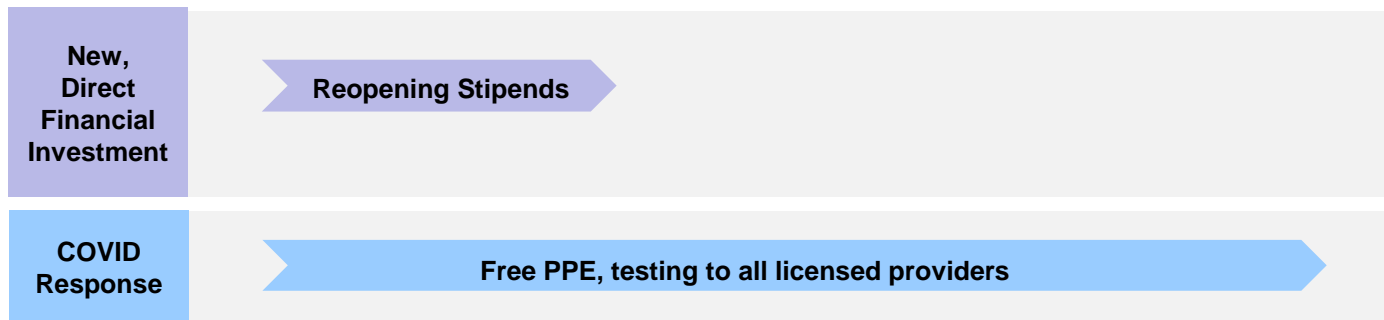
EEC continued to pay for subsidized enrollment based on March 2020 counts throughout program closures - so that program infrastructure could be maintained and services for subsidized families protected.

- $160M in subsidy payments to programs during program closures

- Parent co-pays assessed as part of subsidy reimbursements were fully underwritten by EEC as soon as the state of emergency began. Parent co-pays continue to be underwritten through January 2022

Child Care Reopening in FY21: Foundational Resources

Summer 2020: In June 2020, EEC programs were allowed to resume operations. EEC targeted financial and in-kind resources to support safe and healthy reopening.

| New, Direct Financial Investment | Reopening Stipends |
| COVID Response | Free PPE, testing to all licensed providers |

EEC distributed CCDBG funding allocated through the CARES Act in the form of Reopening Stipends, designed to defray fixed operational costs as providers resumed care for children.

- FY20 Supplemental Budget defined eligibility for CARES Act funds as providers participating in the subsidy system and/or those that had participated in the EECCP system for essential workers

- Total of $44.7M designated for child care and distributed in the months of July and August 2020. $36M was allocated through grants; the remainder was used for parent fee underwriting

- Providers received $2,250 per classroom or per Family Child Care Home for each applicable month they were open

Personal Protective Equipment: Providers were concerned about the cost of PPE and their ability to find supplies in a tight market without larger purchasing power. EEC worked through state contracts to purchase and distribute PPE to all licensed providers throughout the months of reopening.

- PPE distributed through regional offices to all licensed providers through the first months of reopening

- Intermediary quickly hired to enable direct ordering and delivery under the state contract– providers may replenish supplies monthly, to be delivered to their door. Totals through January 2022 had reached $57M+ free PPE

- A statewide network of free testing sites for all staff and families has also continued to this day

Child Care Reopening in FY21: Responsive Supports

2020-2021: By Fall 2020, EEC programs had reopened, but many school districts opted to provide remote learning. EEC supported providers to respond to a changing community landscape.

Family Support	Remote learning supports

Under Executive Order 49, the school day was 'unlocked' for EEC programs to support remote learners as they participated in district led education, while in EEC licensed care.

- EEC expedited processes for existing EEC licensed programs to expand capacity, license new space, and exercise flexibility in meeting family and community needs

- New exemption categories allowed for locally driven options to arise while still meeting health and safety standards

- EEC made modifications to regulatory barriers so programs could maintain services while serving children in remote learning, ex. the number of an FCC provider's own children who could count 'in ratio.'

- $12M in remote learning support grants, issued in partnership with EOE, encouraged collaboration between ~31 districts and their local providers to form remote learning teams, with parents, in support of young learners – including:

  - Collaboration around curriculum and assessment efforts

  - Improvements to technology infrastructure for community service agencies supporting remote learners

  - Increased child care staffing to allow for multiple remote learning schedules in a single classroom, with staggered lunch, recess, and movement breaks

- Distributed ~1,000 computers to help with remote learning, especially among FCCs

- Created and adapted the "EEC Playbook" to create a one-stop shop for all COVID-related guidance and tools

- Developed Summer Step Up – $10M initiative launched in partnership with United Way to ensure children returning to in-person school received a jump-start via 6 weeks of in-person learning over the summer. EEC supported 31 communities, through local education agencies, to partner with community child care providers as they engaged children with social-emotional skill-building and in-person learning throughout summer 2021.
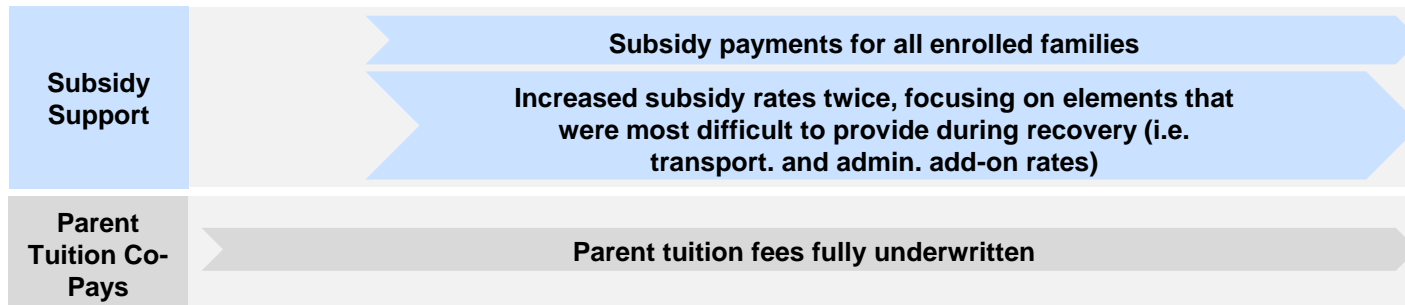
Child Care Sustainability in FY21 and FY22: Subsidies

Throughout the Pandemic: EEC adopted approaches within the subsidy system that prioritized flexibility for families and continuity for programs.

Payments for enrolled families

- EEC adopted subsidy policies that would be responsive to the needs of families and programs, sustained throughout FY21 and FY22 (to date):

    - Payment based on enrollment rather than attendance, with flexibility for unlimited absences

    - Longer timelines for family job search and other eligibility criteria to recognize an uncertain economic and employment landscape throughout the pandemic

    - Sustained payments through program closures due to COVID mitigation strategies

Subsidy Support	**Subsidy payments for all enrolled families**
	Increased subsidy rates twice, focusing on elements that were most difficult to provide during recovery (i.e. transport. and admin. add-on rates)
Parent Tuition Co-Pays	**Parent tuition fees fully underwritten**

Parent tuition Co-Pays:

- As the Commonwealth's families faced economic hardship and employment instability, EEC waived parent co-pays for subsidy tuition through January 2022

- When parent fees resume in February 2022, EEC will have invested $113M to underwrite parent co-pays for subsidized tuition since March 2020

- During the pandemic, EEC has also revised the parent fee chart, which will make co-payments more affordable when federally required co-payments resume

Child Care Sustainability: Infrastructure Rebuilding

Moving Towards Recovery: With the end of the State of Emergency in May 2021, EEC prioritized resources that would help rebuild child care infrastructure to support the Commonwealth's economic recovery and address the changing needs of parents.

Leveraging state and federal investment, EEC has targeted funding towards operational stability and workforce recruitment and retention:

- Center Based Workforce Grants in FY21: $15M for center based providers to use towards direct compensation for their workforce, allocated based on licensed capacity to all providers within the subsidy system (per legislative language), with 'add-on's for those serving remote learners (FY21)

- Family Child Care Facilities Grants in FY21: $15M for FCC providers to use for facilities or program quality enhancements; allocated to all licensed providers regardless of subsidy status, with 'add-ons' for those serving remote learners (FY21)

- C3 Operational Grants: $180M distributed as of December, ongoing through FY22

    - Available to all licensed providers; leverages federal ARPA Stabilization dollars and CRRSA funding

    - Funding amounts underwrite operational costs on a monthly basis

    - Formula targets funding adjustments based on staffing levels and across equity domains

    - In future, bonus structures to deepen workforce recruitment and retention (centers) and family responsive services (FCCs)

New, Direct Financial Investment

Workforce, Facilities Grants

C3 Operational Grants

Current COVID Response

COVID Related Incidents

Reporting to EEC:

- Childcare programs are required to report all infectious disease incidents (including COVID-19) as an incident report through LEAD, EEC's licensing platform. This helps ensure EEC has a record of any incident that had an impact on operations at the center.
- These incidents include, but aren't limited to:
    - Positive cases
    - Exposure and/or suspected transmission of COVID-19
    - Classroom closures and/or disruption in care hours due to COVID-19
- While individual cases of COVID cannot be tracked through incident reports, EEC has seen an increase of reports impacting child care provider operations in the last 2 months

COVID Incidents in LEAD
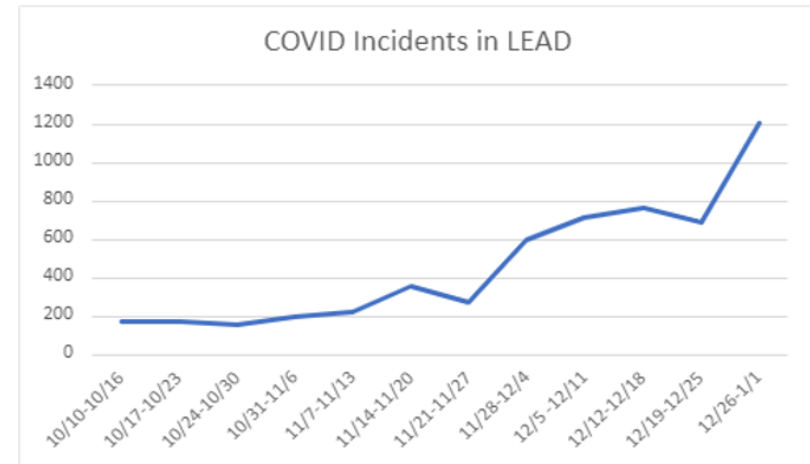
COVID-19 reporting to DPH through LEAD Portal:

- Per statutory requirement, DPH collects COVID-19 case information from LEAD. EEC does not receive details of this information; however coordinates closely with DPH to obtain aggregate information on trends across child care.
- Per DPH data, COVID counts reported by EEC providers have increased ~700% over this time last year.

Continued COVID-19 Mitigation

Given the impact of the current COVID surge on child care, EEC will continue to provide the following supports for childcare to maintain operations through the winter:
- Ongoing monthly PPE ordering and delivery to all licensed providers (~5,000)
- Pooled testing program for childcare programs in partnership with non-profit partner
- Rapid-response COVID testing sites statewide available to staff and families
- Mandating health-related requirements to ensure safety precautions (i.e. masking)

EEC has added child care specific COVID-19 protocols and guidelines to its website:
- These Protocols and Guidelines provide recommended guidance on how to respond if a child or staff member is exhibiting a symptom of COVID-19 or tests positive for COVID-19
- EEC encourages child care programs to include these Protocols and Guidelines, specifically those around COVID-19 symptoms, into their existing child care illness policies
- Recommendations include those related to quarantine, isolation, and COVID-19 mitigation

EEC will also continue to be responsive to the field as we move through recovery, expanding access to resources as needed and available. The next slides show increase access to testing resources currently under design.

COVID-19 Testing

EEC will be expanding access to no-cost COVID-19 drive-through testing for the child care community at 8 mobile sites across Massachusetts**:**

- Sites are dedicated solely for program staff, educators, families and children
- Utilization has increased by ~679% since the end of November
- EEC is working with its vendor to extend daily hours, add weekend hours, and/or add additional testing lanes as quickly as possible, prioritizing the busiest sites. Tewksbury, Braintree and Swansea will be expanded as early as 1/18/22.

Test Site Utilization
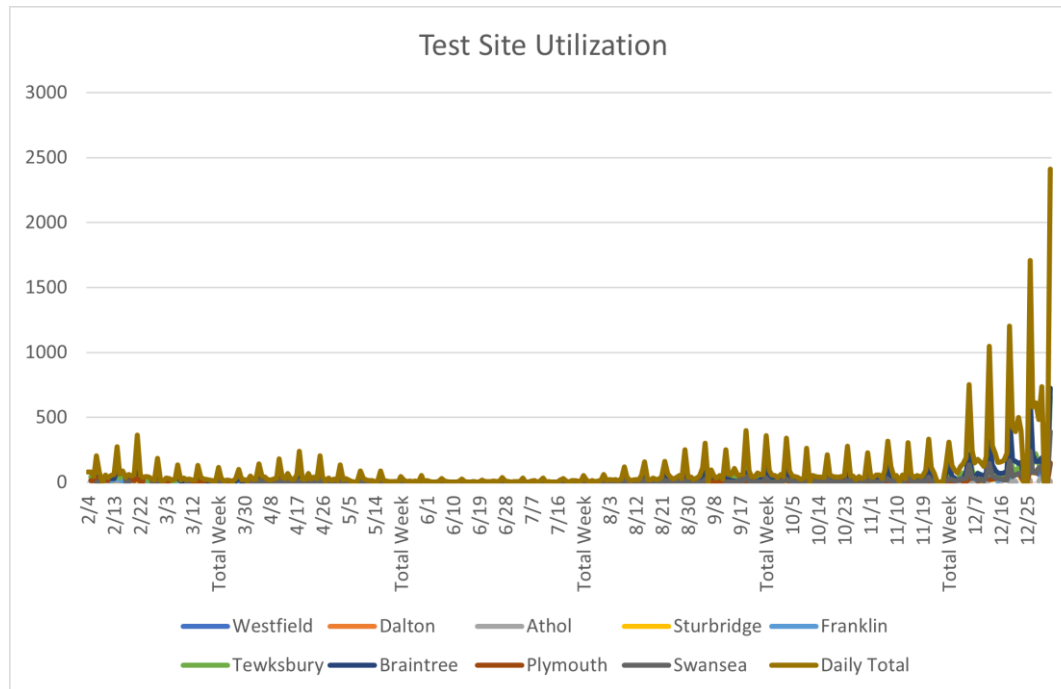
Neighborhood Villages Pooled Testing Program

EEC has partnered with Neighborhood Villages to expand testing options and resources for EEC providers:

- Pooled Testing Program: Asymptomatic surveillance testing for ~8,000 individuals at ~270 childcare programs statewide weekly (rolling enrollment)
- Rapid On-Site Test Supports: Distribution of rapid antigen test kits to programs
  - ~3,000 programs have opted into this program within the past week, at a roughly even split of FCC and GSA programs. This represents:
    - ~26,000 staff
    - ~94,500 students
  - This first-time distribution was targeted to providing tests to the workforce to integrate into safe return to care strategies being implemented at programs after the holidays.
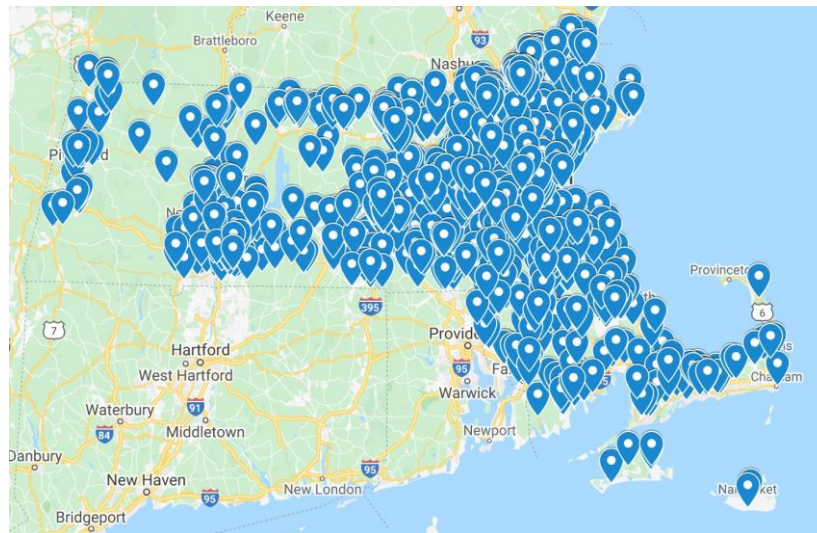
On-Going Rapid Test Distribution Update

- EEC is in the process of developing a testing strategy that will allow programs to perform regular rapid testing for potentially exposed individuals at child care, informed by the Test and Stay program used in K-12 schools.

- EEC would aim to support programs with the resources needed to keep staff and children in care when a positive case is reported within a site.

- This testing Strategy will be designed to:
  - Provide protocols for site-based strategies a program can use to utilize testing to help safely maintain healthy operations
  - Account for the unique needs of the child care sector and provide structures that can distribute tests across all types of providers

- EEC is currently working on securing sufficient rapid antigen tests for distribution to interested child care providers. Sites who would like to learn more should sign-up with Neighborhood Villages now to begin receiving information on tests when they become available.

- EEC is currently working with DPH and the medical community to integrate the most up-to-date research into appropriate protocols for child care.

C3 Operational Grants

Overview:
- C3 Operational Grants continue to address child care infrastructure – 81% of providers have applied for, and are benefitting from, monthly funding designed to address the operational needs of child care providers
- C3 Formula is designed to account for capacity of the program and staffing levels, adjusted using an equity measure that accounts for community and population served.
- Projected $200M distributed to programs by end of January 2022
- As a reminder, EEC will be extending C3 Operational Grants for January – June 2022

Bonus Structure:
- Programs need support to recruit and retain highly qualified workforce – but also require flexibility to identify the strategies that will be most effective and meaningful for their staff, their program and their community
- Concepts for a bonus structure have been informed by field engagement through webinars and surveys
- Feedback received from engagement and surveys, and initial concepts for bonus structures, are included here
- EEC will be considering the impact of the COVID surge on programs as the bonus structure is finalized and implemented

C3 Operational Grants - Metrics as of 1/11/22

Region and Type	% providers applied for grants (as of 12/7)	% providers applied for grants (as of 1/7)
1 – Western FCC	~75%	~77%
1 – Western GSA	~79%	~82%
2 – Central FCC	~78%	~79%
2 – Central GSA	~81%	~82%
3 – Northeast FCC	~84%	~86%
3 – Northeast GSA	~77%	~78%
5 – Southeast & Cape FCC	~76%	~76%
5 – Southeast & Cape GSA	~80%	~81%
6 – Metro Boston FCC	~83%	~84%
6 – Metro Boston GSA	~72%	~75%

6,016 programs submitted applications for funding (~81% of all eligible programs)

Projected **~$200M by end of January 2022**, sustained at ~ $40 million/month

~65% of funding has been distributed **to subsidized** programs

~20% of applicants chose Spanish as their primary form of communication

Funding Take-up Rates

System Wide Application Take-up Rates

	Overall Take-Up Rates	Majority BIPOC Census Tract	Gateway Cities	Low SVI (0-.25)	Highest SVI (.75-1)	Serving Children Receiving Subsidies	Serving No Children Receiving Subsidies
FCC	78%	88%	84%	71%	90%	92%	63%
Center Based	77%	76%	82%	73%	80%	80%	73%

Center-based take-up rates have increased significantly in recent months

Center-Based providers in Gateway Cities, Highest SVI areas, and those who serve children receiving subsidies had the highest take-up rates

FCC providers in majority BIPOC census tracts, Highest SVI areas, and those who serve children receiving subsidies had the highest take-up rates

Overall Take-up = total number of providers who have submitted at least one approved application (some providers have submitted for multiple months) out of all eligible providers. Majority BIPOC census tract take-up = total number of providers who have submitted at least one approved application (some providers have submitted for multiple months) located in Majority BIPOC census tracts, out of total eligible providers who are located in Majority BIPOC census tracts.

Analysis by Third Sector

Typical Funding Per Licensed Child Care Slot

	Total Median Funding Per Month Per Licensed Slot
All Providers	$167
FCC	$175
Center Based (All)	$163
Center Based (No I/T)	$117
Center Based (>0 I/T)	$195

As intended, the staffing adjustment leads to providers serving infants and toddlers receiving additional funds due to their lower educator: child ratios

Analysis by Third Sector

Typical Monthly Funding for Family Child Care Homes

	Median per Licensed Slot
All FCCs	$175
Majority White Census Tracts	$146
Majority BIPOC Census Tracts	$194
Gateway Cities	$194
Low SVI (0 - .25)	$139
Highest SVI (.75 - 1)	$194
Owned/Operated by a Person of Color	$194
Owned/Operated by a Black Person	$194
Owned/Operated by a Hispanic or Latino Person	$194

Providers in:
- High SVI Census Tracts
- Majority BIPOC Census Tracts
- Gateway Cities

are all receiving additional funding per child, indicating that the equity adjustment is working as intended and targeting additional funds to these priority groups of providers

Analysis by Third Sector

Typical Monthly Funding for Centers

	Median per Licensed Slot	
Serves Infants and Toddlers? (I/T)	No Infants/Toddlers	Serves Infants/Toddlers
All Providers	$117	$195
Majority BIPOC Census Tracts	$128	$198
Low SVI (0 - .25)	$108	$163
Highest SVI (.75 - 1)	$128	$213
Owned/Operated by a Person of Color	$140	$218
Owned/Operated by a Black Person	$128	$205
Owned/Operated by a Hispanic or Latino Person	$140	$222
Receive Subsidy	$117	$206
Do Not Receive Subsidy	$124	$183

Center based providers show similar results:
- Providers who serve infants and toddlers are receiving additional funding compared to those who do not as a result of the staffing adjustment
- Providers in high priority communities are receiving additional funding as a result of the equity adjustment

Analysis by Third Sector

Reminder: C3 Operational Grants - Bonuses

Workforce Bonus - Addition for Spring 2022
Additional $15/slot will be added to base per-slot amount designed to reflect success in:

- Retaining long-term, existing workforce; recruiting new educators
- Support professionalization by making meaningful expansion in staff benefit structures
- FCC's that have substantially increased family-facing services through hours, infant toddler care, and other expanded offerings of their child care business

From on-going feedback with the field, EEC recognizes that retaining and recruiting the workforce must be driven by individual employers that best understand their communities. EEC will aim to provide flexibility for programs to invest in the compensation enhancements that are most meaningful to their employees.

Feedback surveys remain open on the engagement portal at www.eecstrategicplanportal.org

| **English**	**Spanish**	**Chinese**	**Portuguese**
C3 Operational Grants	Financiamiento C3 de EEC	MA EEC C3 基金	Financiamento de C3 de EEC
Survey to Inform Bonus Structure	Sobre bonos de compensación	薪酬奖金投入调查的问题草案	Sobre bônus de compensação
Center Based	Programas basados en el centro	以中心为基础的项目	Programa baseado no centro
Home Based/ FCC	Programas de la FCC	FCC 项目	Programas FCC

**Engagement Feedback and Insights
Bonus Structure Proposal**

Recommended to EEC by Third Sector Capital Partners

As the workforce crisis persists, providers are facing significant challenges retaining educators

- 60% of programs report reduced enrollment driven primarily through **staff shortages** ⭐
- 69% of programs report educator openings, open positions reflect 12% of program staffing ⭐
- **Educators leaving for other industries (47%)** or **leaving the workforce (37%)** cited as larger problem than those leaving for other programs (21%) or public schools (34%) ⭐
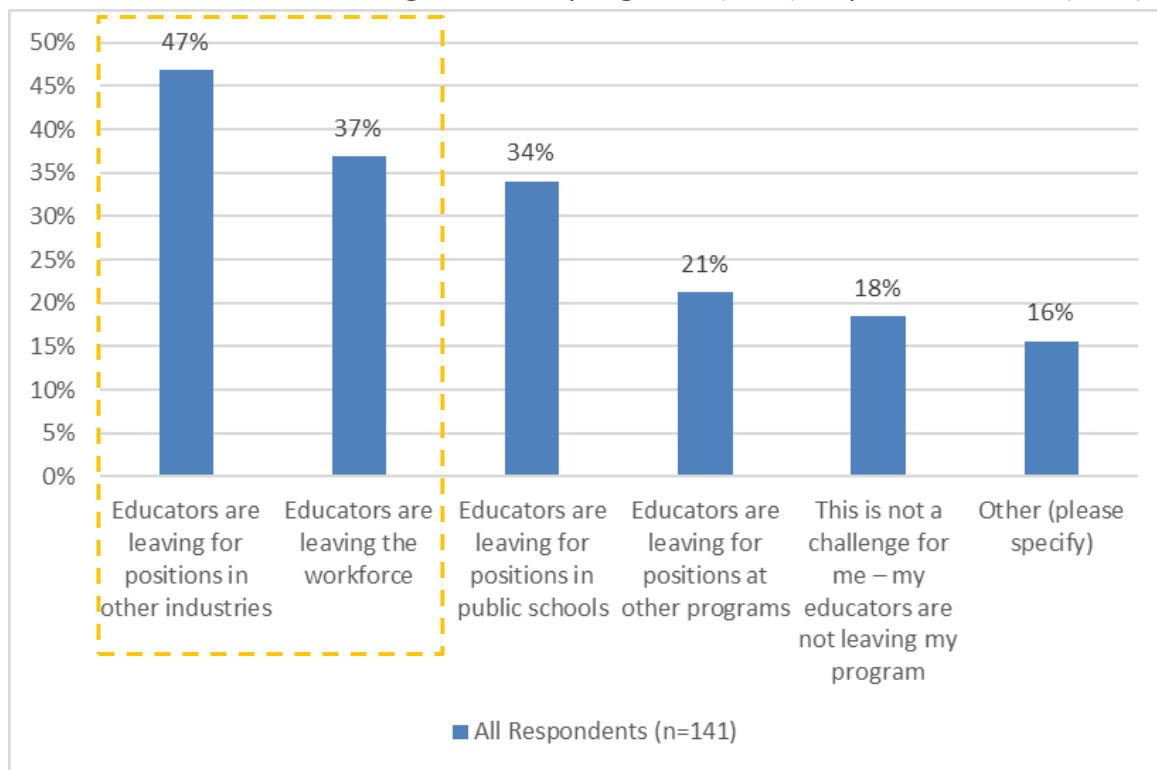
"Our biggest competition is other industries. Being a childcare worker they are on the front lines, being exposed to COVID regularly and that has led to several long term educators leaving the field. Increasing salary has helped but many of the talented, certified, educated workforce we had for years has left. That is frustrating."

THIRD SECTOR

As the workforce crisis persists, providers are facing significant challenges recruiting qualified candidates

Providers without enough educators to meet enrollment demands experience significant trouble **getting qualified applicants to apply (75%) and complete the hiring process (63%)** - and then those qualified applicants are requesting higher salaries (67%). ⭐
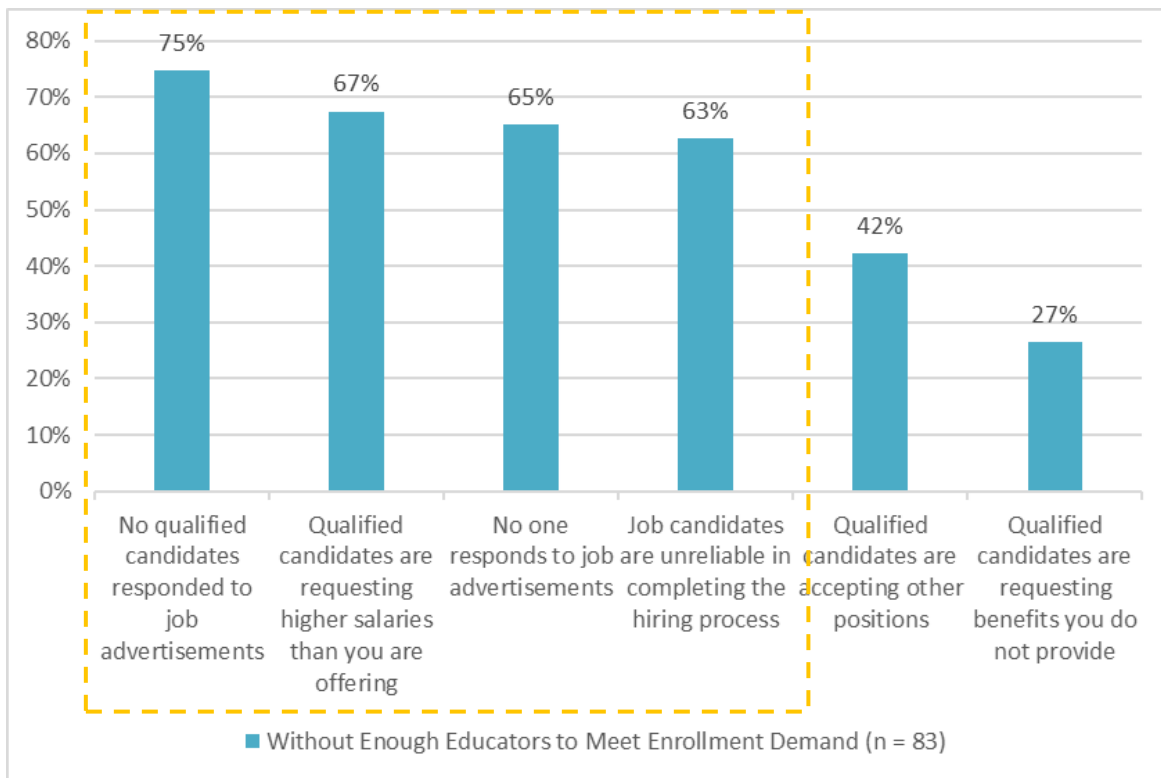

"Current applicants are not qualified, not committed to the field, using job as stepping stone to public school or charter schools"

"Many applicants do not show up for interviews; many ask for salaries that we simply cannot provide"

⭐ C3 Operational Grants Mid-Point 2021 Survey
⭐ December 2021 Survey to inform bonus structure

THIRD SECTOR

What are center-based providers currently doing to recruit quality educators?

Providers are currently working to provide the following in order to attract new educators: **increased salaries (72%), professional growth opportunities (55%)**, **and benefits (53%)** ★
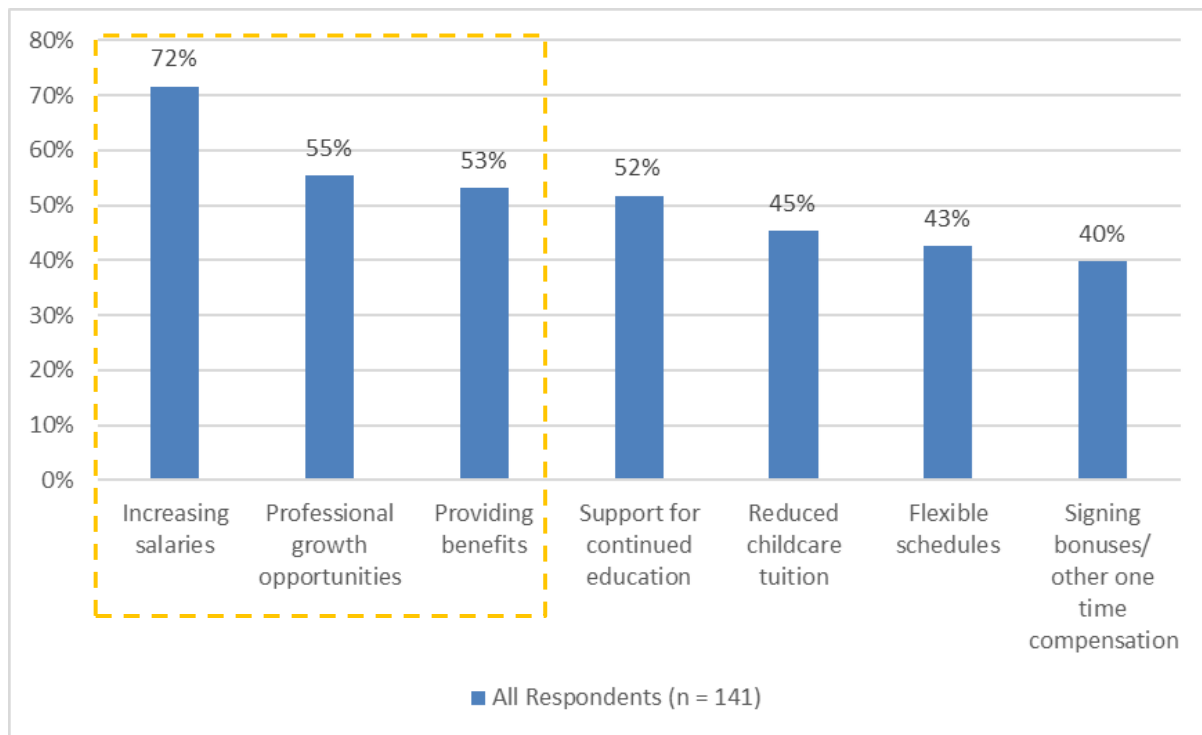
"Increase in salaries has helped with recruiting and retention, bonuses have been very appreciated"
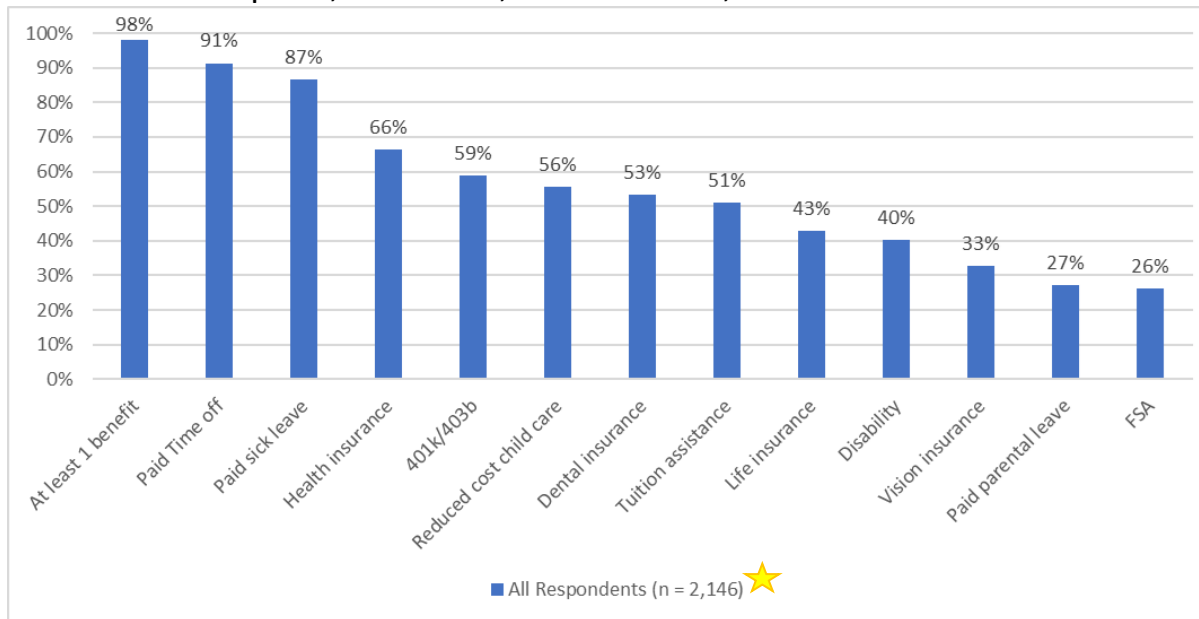
"We try to increase salaries and benefits and provide better teacher/child ratios"

"Just fight through raises– I have raised my staffs' pay 3 times in 18 months"

★ December 2021 Survey to inform bonus structure

Many center-based providers already offer core benefits (PTO, sick time, health insurance, retirement)

- 98% of programs offer benefits; the most common benefits are PTO and sick time (86%) and around 60% of programs offer either health insurance or retirement benefits (although these benefits may not be available to all employees) ⭐
- An average of 30% of funds have already been used for benefits and wages, ⭐ however programs still wanted to sponsor more and better benefits such as: free/discounted child care for staff, access to retirement plans, more PTO, flexible hours, affordable health care and dental benefits, and lower ratios. ⭐


Bar chart — All Respondents (n = 2,146):
- At least 1 benefit: 98%
- Paid Time off: 91%
- Paid sick leave: 87%
- Health insurance: 66%
- 401k/403b: 59%
- Reduced cost child care: 56%
- Dental insurance: 53%
- Tuition assistance: 51%
- Life insurance: 43%
- Disability: 40%
- Vision insurance: 33%
- Paid parental leave: 27%
- FSA: 26%

"We currently offer a 3% match for a 503b retirement account. Teachers are choosing not to enroll in this because they can not afford it."

⭐ C3 Operational Grants Mid-Point 2021 Survey
⭐ December 2021 Survey to inform bonus structure
⭐ C3 Application Data through January 4, 2021

THIRD SECTOR

Center-based providers wished they could have more support with recruitment

Respondents also expressed that the field needs to develop a **better pipeline of applicants** to be able to recruit educators particularly from schools (high school/ colleges) or be able to connect with local teachers who want to work. Providers also wanted **access to more recruitment tools.**
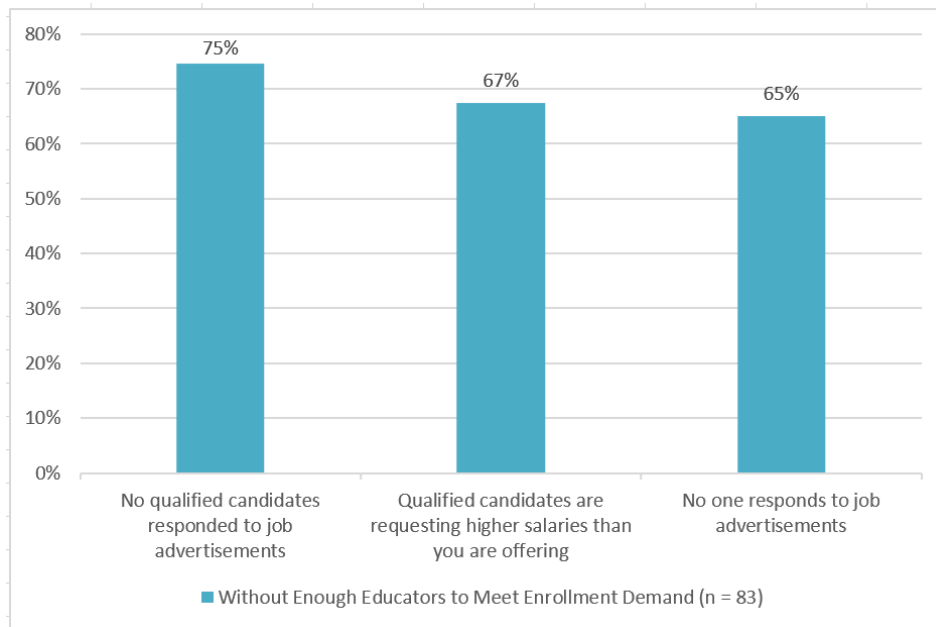

"Begin to ramp up the early education field. We need new applicants. We need people to feel that early education is a valuable field. We need people to feel that this can be a lucrative career."

⭐ December 2021 Survey to inform bonus structure

THIRD SECTOR

What are providers currently doing to retain educators?

Increasing salaries over time (76%) and bonuses (60%) cited as most effective tools for retention.⭐
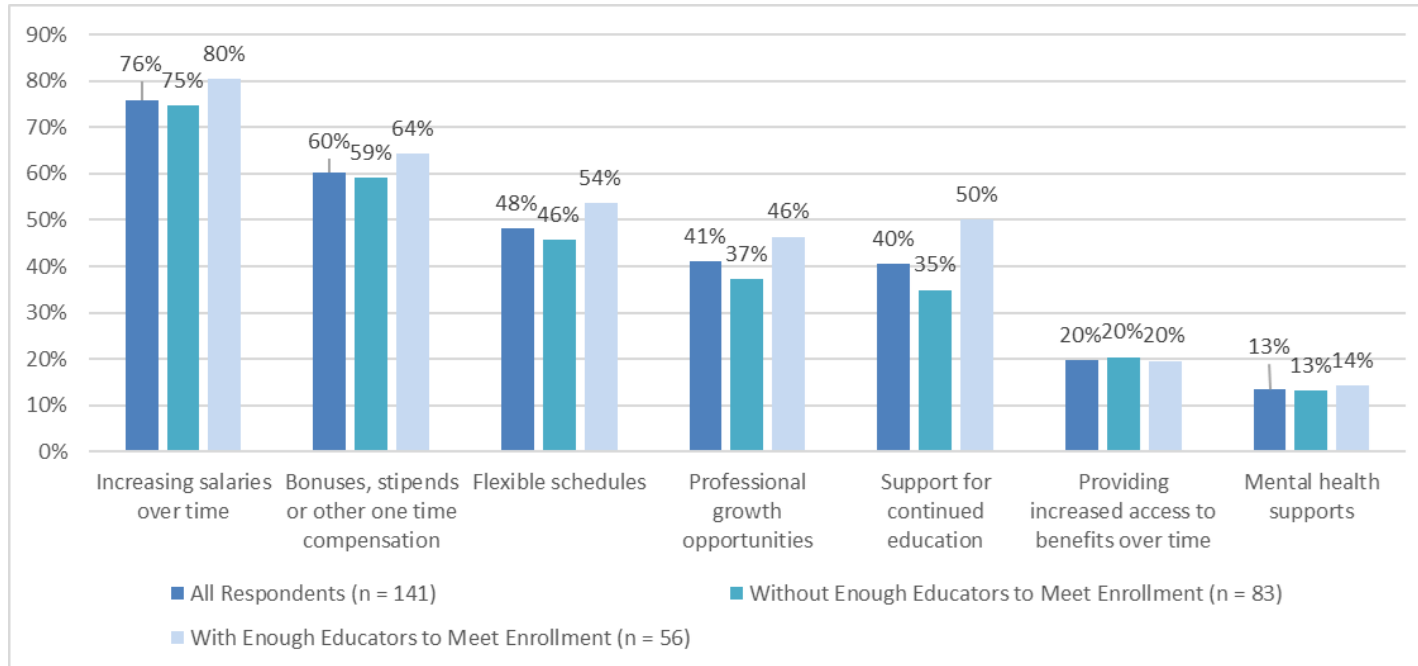
"We are doing our best to retain, but paying our educators more is the only way to make this happen."

"Long term staff are getting burned out and the monthly bonuses have given them a 'little boost.'"

⭐ December 2021 Survey to inform bonus structure

THIRD SECTOR

What opportunities do educators have to increase their salary?

Programs that have sufficient educators to meet enrollment demands are significantly more likely to offer raises beyond the cost of living. ⭐

THIRD
SECTOR
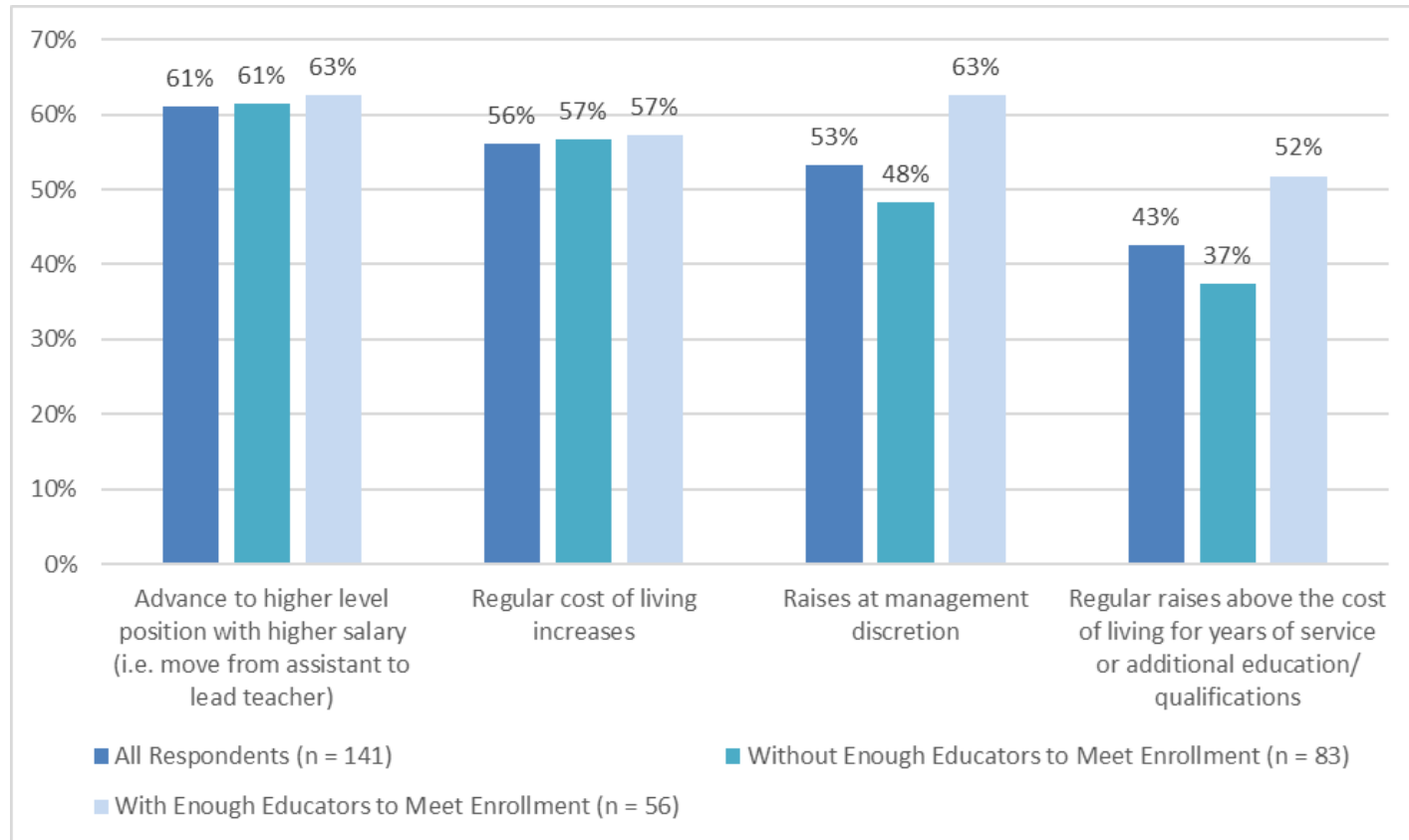
Center-based providers shared many supports that could help retain educators to consider in designing the C3 workforce bonus structure

- Respondents felt strongly that bonuses were helpful in the short term, but the best way to retain staff is **sustainable raises to the salary structure**⭐

> *"Provide ongoing funding to support raising the salary scale to align with public school and cost of living"*
>
> *"By designing higher pay for teachers... more people will enter the field, You will see a higher retention rate, you will see more people staying in our field rather than leaving to go into public school systems."*

- Respondents felt that being able to compensate teachers more with higher qualifications, and **pay educators the same as public school teachers when qualifications are similar,** would help retain educators.⭐

> *"Not a quick fix but long term... not just a one time bonus but being able to pay teachers what teachers should make. They are not even close to public schools salaries."*
>
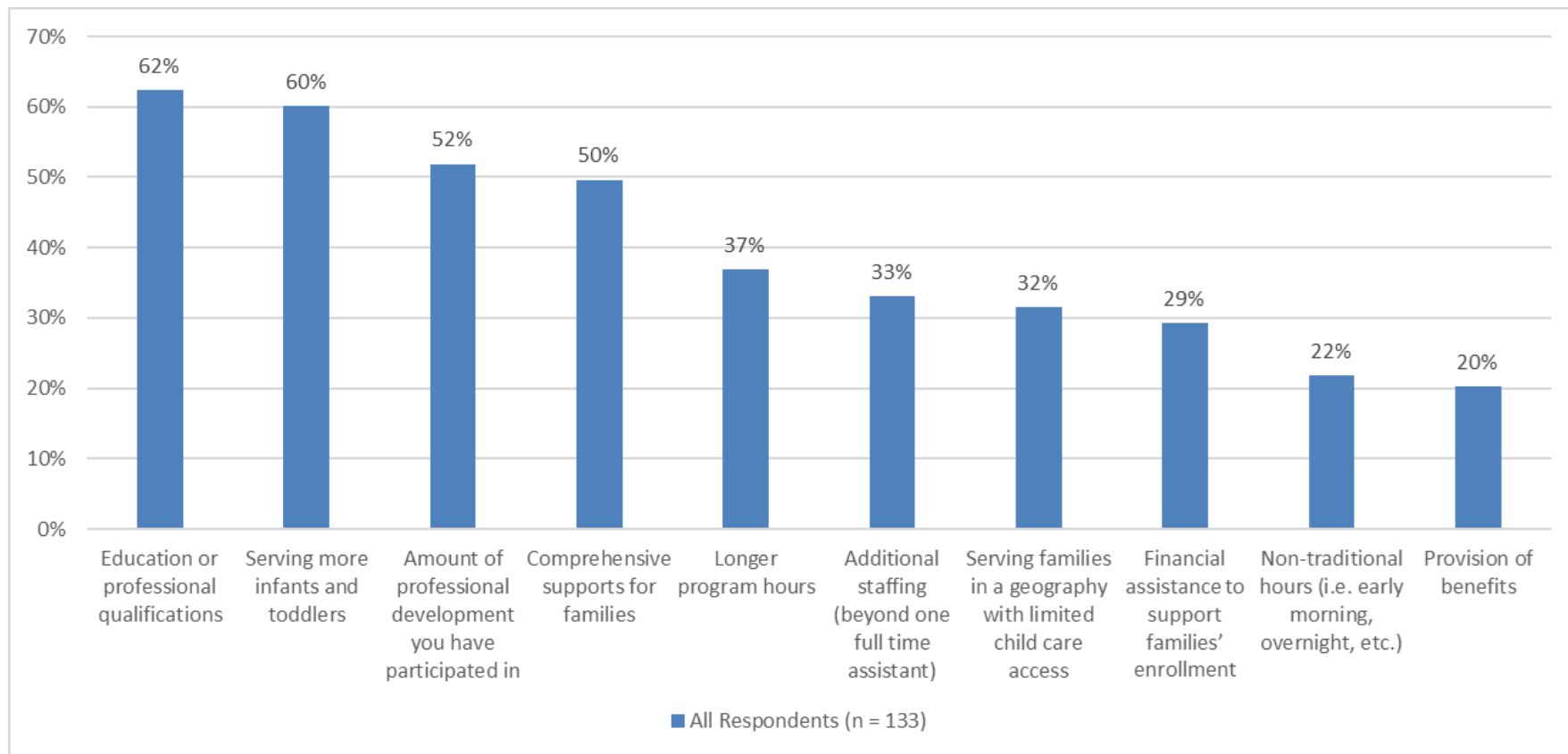> *"A balance of rewarding longevity and retention, while also rewarding work quality and qualifications."*

★C3 Operational Grants Mid-Point 2021 Survey
⭐December 2021 Survey to inform bonus structure

Summary - Center-Based Providers' Current Recruitment & Retention Reality

1. Center-based providers continue to *struggle to recruit and retain qualified staff,* both because of low wages and work conditions as a result of COVID-19.

2. Providers expressed wanting *more support to recruit high quality educators,* specifically citing recruitment tools and improving the pipeline of candidates.

3. *Raising salaries over time has shown to consistently be the best tool to retain educators,* while providing bonuses, professional growth opportunities and increased benefits have also been helpful strategies.

4. Providers believe that the following things would be the best way to retain educators in the long-run and should be included in the C3 Bonus structure:
   a. *Consistent sustainable increases to the salary structure,*
   b. *Paying higher qualified educators more, and*
   c. *Increasing pay to be on par with public school teachers,*

5. Only 40% of providers are currently collecting data on educator retention

Family child care providers believe the following aspects of their program should be taken into account when designing the bonus structure⭐

All Respondents (n = 133)

Aspect	Percentage
Education or professional qualifications	62%
Serving more infants and toddlers	60%
Amount of professional development you have participated in	52%
Comprehensive supports for families	50%
Longer program hours	37%
Additional staffing (beyond one full time assistant)	33%
Serving families in a geography with limited child care access	32%
Financial assistance to support families' enrollment	29%
Non-traditional hours (i.e. early morning, overnight, etc.)	22%
Provision of benefits	20%

"Experience is the highest professional qualification"

"Level of education completed, area of study, years in the field, years in operation, certifications held"

⭐ December 2021 Survey to inform bonus structure

THIRD SECTOR

Workforce bonus must accommodate the current challenges of the system while moving towards long term retention/recruitment metrics

Short-term goal ➡ *Long-term vision*

	Programs are able to address persistent recruitment and retention challenges in individualized ways that meet the specific needs of their communities	*Field has feedback loops on successful strategies to educator recruitment, retention, salaries, and benefits to inform future investments in specific workforce strategies*
Center-based Measurements	Range of levels investment programs are making in: • Existing Workforce: Individual educators salaries, benefits, etc • New Workforce: Recruitment bonuses, stipends, etc.	Ongoing Metrics of Success: ○ Annual turnover of educators ○ Average tenure of educators ○ Salary and benefits increases over time ○ Number of new educators
FCC	Range of levels of investments programs are making in: • salaries, benefits, etc. for assistants to expand capacity • Enhancements to their business models to better serve families	Ongoing Metrics of Sucess: ○ Salary/ benefits for FCC educators and assistants ○ Expanded hours or enhanced services to families that have financial implications for FCC's

Recommended Bonus Structure

Based on current feedback from the field, we recommend use of a self-report on investments from the C3 Operational Grants to date and the impact on their workforce retention and recruitment. This will allow for baseline information to be gathered, while rewarding programs for effective strategies unique to specific communities. The self-report should include specific data on:

Center-based provider actions to increase retention and recruitment:
- salary raises or bonuses including amount, targets, tenure at program, funding source
- new or improved benefits including who received, when, tenure at program, funding source
- professional supports including who received, when, tenure at program, and revenue source
- program revenue reports, enrollment, tax documentation, budgets (exact reporting TBD)
- all existing grant reporting and Registry participation

Family Child Care provider actions to invest in the business and educator salary:
- changes in hourly wages, hours worked, benefits for FCC educator and any assistant(s)
- investments in family responsiveness and program quality including training, education supports, quality improvement, as well as changes to program hours, additional enrollment or changes to enrollment (ex. More infants)
- tax documentation, enrollment information (exact reporting TBD)
- all existing grant reporting and Registry participation

Assumptions: Registry is fully operational with engagement from the field by the end of the fiscal year

TS THIRD SECTOR

Workforce Strategies

Overview:
- In Sept. the Board met to review EEC's comprehensive workforce strategies
    - EEC's strategic action plan goal for educators is to build program capacity for recruiting and sustaining a highly qualified workforce
    - Supporting initiatives include the EEC Credential, Professional Registry, Professional and Career Pathways, and other efforts towards educator career advancement and professionalization
    - EEC has made additional policy and operational shifts to address the immediate workforce crisis
- In Nov. The Board engaged in a conversation about approaches to competency-based training

- Today's focus is to update the Board on strategy progress and propose concrete next steps for competency-based training efforts

Strategic Action Plan: Educator and Workforce Initiatives

Jan Update - Workforce Initiatives

Workforce Pipeline and Educator Recruitment:
- Broaden flexibility for qualifications to target new educators into the field (Launched Nov. 2021)
- Coordinate with existing job recruitment infrastructure to communicate about EEC sector (Planning in progress)

Access to Higher Education and Preparation Programs:
- Professional Pathways (partnership with Neighborhood Villages) (Launched November 2021)
- Working with Career Pathways grants, Scholarships to build capacity to monitor gaps, target capacity to demand (On-going)

Stable Employers and Competitive Compensation:
- Business cohorts to expand program capacity as employers; pilot conclusion and expansion (underway)
- Operational Grants planning for expansion and targeted investment in educator compensation (Announced Dec 2021; In Design for Launch in 2022)

Clear and Compelling Career Pathways:
- Launch Professional Registry for educators to centralize all career records and professional accomplishments (Launching February 2022)
- Develop a professional credential that can serve as a validation for on-going professional growth (Development ongoing; Training pilot targeted for spring - see next slides)
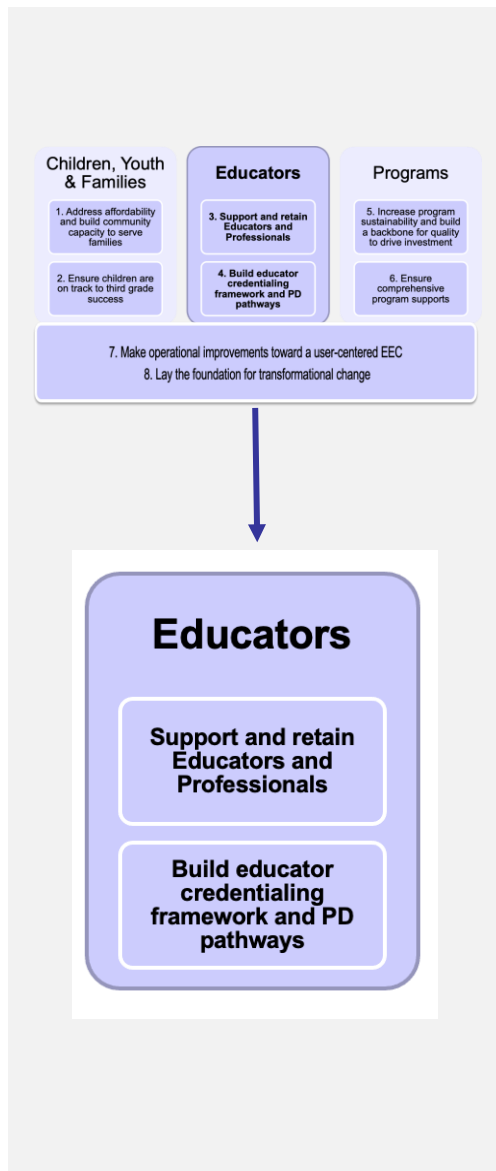
EEC Professional Pathways Update

The EEC Professional Pathways resource, led by Neighborhood Villages, launched in November.

Student Requests

CDA courses: 5

Child Growth course: 8

Degree options: 12

Director courses: 12

Lead teacher courses: 14

Students inquiring about coursework: **96**

Institutions enrolling students: **10**

Cohorts assembled for coursework: **1**; another in formation

Center **Directors** seeking to enroll their employees: **10**

Languages requested by students: **4**

Working Well
- online, intuitive, accessible navigation tools
- strong and growing college partnerships
- dedicated, individualized support
- EEC funding is following demand/ need

Challenges
- long lead time between prospective student outreach and final decision to enroll
- perception that there are pathways available to students, rather than one-off courses
- field still acclimating to qualification changes
- data collection challenges

www.eecprofessionalpathways.com

Professional Pathways

Launch your career in Early Education and Care!

Professional Pathways is a Department of Early Education and Care (EEC) and Neighborhood Villages resource designed to help early educators enroll in higher education courses towards a credential and advance their careers in early education. Through Professional Pathways, students can work with Neighborhood Villages Student Support Associates (SSA) to help identify professional and educational goals and enroll in courses and degree programs offered by Massachusetts community colleges, and higher ed institutions with Associates, Bachelors and Masters degrees.

Institutions receiving students: Bunker Hill CC, Cape Cod CC, MassBay CC, Middlesex CC, Mt. Wachusett CC, Northern Essex CC, North Shore CC, Quinsigamond CC, Springfield Tech CC, Urban College

Community Colleges and Career Pathways Enrollment

10,700+ students supported across 15 sites with free coursework, credentialing cohorts, and academic and non-academic supports (see next slide RE types of supports)

Community Colleges	Fall 2019	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021	Total
Berkshire	56	89	31	21	40	36	55	328
Bristol	0	48	31	14	108	34	148	383
Bunker Hill	45	269	110	54	122	128	54	782
Cape Cod	42	91	54	51	115	55	41	449
Greenfield	36	75	39	63	60	31	47	351
Holyoke	20	212	54	57	46	63	43	495
Mass Bay	100	301	0	67	150	158	134	910
Massasoit	105	193	122	121	142	114	98	894
Middlesex	58	160	53	56	84	54	79	544
Mount Wachusett	84	110	0	26	36	21	48	325
North Shore	279	282	92	234	260	126	197	1470
Northern Essex	128	428	229	219	283	155	124	1566
Quinsigamond	89	145	12	41	97	46	45	475
Springfield Technical	43	117	117	47	134	46	26	530
Urban College of Boston	0	378	237	138	118	120	211	1201
Total (Across Grantee Sites)	1,085	2,898	1,181	1,209	1,795	1,187	1,350	10,703

Higher Ed Supports & Completion Rates

Types of academic and non-academic supports provided, with participant frequency; completion rates

Total Students Participating in Support since Fall 2019

Academic Supports

Academic Advising, Career Counseling and Job Placement Support	5212
Textbooks and Other Related Academic Materials	4765
Applying to College, Enrolling in Courses, Completing CDA credential	4203
Training and Courses at Accessible Locations	4115
Flexible Hybrid Models with Online Opportunities	4028
Training on the Use of Technology	2821
Embedded Tutoring and Coaching within Courses	1931
CDA Certificate Application and Submission Support	1073
Contextualized Adult Basic Education	289
Contextualized English Composition	171
Contextualized College-level Math	168
HiSet or GED Equivalency preparation	77

Financial Supports

Child Care	1031
Technology	1286
Textbooks and Other Related Academic Materials	3610
Transportation	842
Scholarships or Stipends for Tuition and Fees	4340

Language Supports

Multi-lingual Advising, Career Counseling, and Job Placement	1812
Co-teaching for Non-native English Speakers	495
Multi-language Instruction	185
Multi-language Textbooks and other Related Academic Materials	272
Training on the use of Technology in Languages other than English	355

Social Supports

Peer Mentoring	1234
Professional Learning Communities	1151
Coaching or mentoring in workplace	881

Certificate and Degree Completion

TOTAL SINCE Fall 2019	
All Certificates	**1122**
Infant-Toddler Teacher	252
Infant-Toddler Lead Teacher	120
Preschool Teacher	329
Preschool Lead Teacher	118
Director I or Director II	303
All Degree Completion	**333**
CDA	253
Associates Degree	62
Bachelor's Degree	20
Masters Degree	37

This fall, EEC announced the intention to address operational and policy barriers for providers to hire qualified candidates - without reducing expectations for educator competencies. Minimum Requirements for Hiring Educators were published December 3.

Reminder: Key Shifts

Policy Direction: Broadens types of EEC-permitted educator preparation programs and certificates to enable candidate recruitment; updates prior work experience criteria to allow for activities demonstrating competency for a prospective role

Operational Direction for Center-Based Programs: Eliminates Teacher Qualification verification process for hiring prospective candidates – to overcome backlog of former paper-driven process; provides increased flexibility for programs to confirm qualifications at the site level and recruit candidates quickly by allowing some coursework to be done after hiring

Operational Direction for FCC Programs: Streamline FCC assistant workflow and reduce required documentation to simplify assistant hiring processes at the program level

Requirements were published in English, Mandarin, Spanish, and Portuguese. Based on initial feedback from providers, key clarifying points were immediately addressed and policies re-published.

Over the course of December, the licensing operations team, especially the teacher qualifications unit, supported over 600 participants in live office hours to answer questions related to implementation.

NOTE: All sessions were recorded and remain posted on the EEC strategic plan portal for ongoing viewing by providers. Web visits to the site doubled between November and December, reaching 4,300 total.

Workforce Committee of the EEC Board

BACKGROUND:
- EEC will use the EEC Public-Private Trust Fund established by the Chapter 124 of the Acts of 2020 (3000-1531) to support pilots for innovative approaches to creating, enhancing and measuring competency-based training approaches that focus new and existing members of the EEC workforce.
- EEC Public-Private Trust Fund will initially invest $500,000 and has ability to receive philanthropic funding to expand this investment.

PROPOSAL:
- The EEC Board will relaunch a Workforce Committee in to inform the design of a Department RFP seeking pilots for competency-based training for the early education and care workforce.
- The Committee will solicit input from appropriate experts to help identify research and models that will inform the RFP recommendations.
- The Workforce Committee will begin working in February, with the goal to complete recommendations by Summer 2022.

SUGGESTED GOALS FOR THE COMMITTEE:

1. Develop a definition of *competency-based training* for the Department to guide applicants seeking funding, including suggested criteria for training delivery.

2. Inform success measures the Department can use to evaluate the on-going success of pilots.

3. Consider the metrics EEC might use to determine a pilot's ability to scale.

Appendix

Parent Fee Implementation Update
Caseload Account Spending Updates

Parent Fee Implementation Update

Area	Activity	Updates
Comms.	Announce detailed plan to subsidy administrators; Provide training materials and guidance on family communications -Updated Policy Guide -Updated Procedures Manual -Parent Fee Table -Parent Fee Online Calculator -FAQs, Templates, and Forms	Complete 12/17 *EEC will be releasing an updated policy guide and procedures manual to clarify closure codes and payment procedures based on subsidy admin feedback*
Operations and Training	Conduct training and drop-in session series for subsidy administrators to support in printing funding letters and preparing family communications -Training on Calculating Fee -Training on Entering Attendance -General Drop-In Sessions	Fee Trainings: 12/20, 1/5 Attendance Trainings: 1/10, 1/19 Drop-In Sessions: 1/7, 1/12, 1/18, 1/25, 1/28
Parent Outreach	Work through subsidy administrators to ensure all parents have received communications	EEC sent letters on 12/23 via email and mail; Subsidy administrators will send fee agreements by 1/14
Implementation	Programs begin collecting co-payments from parents using new scale and policies	2/1

FY22 Caseload Account Spending Update

Number of Billed Children						
	June Actuals	**July Actuals**	**Aug Actuals**	**Sept Actuals**	**Oct Actuals**	**Nov Actuals**
DCF Voucher	4,528	4,686	4,781	4,669	4,459	4,439
DCF Contract	6,420	6,567	6,593	6,388	5,967	5,967
DTA Voucher	7,406	7,468	7,577	7,559	7,311	7,356
IE Voucher	18,083	18,106	18,484	18,291	17,733	17,885
IE Contract	11,703	11,886	12,127	12,171	11,367	11,663
	48,140	**48,713**	**49,562**	**49,078**	**46,837**	**47,310**

Actual Costs						
	June Actuals	**July Actuals**	**Aug Actuals**	**Sept Actuals**	**Oct Actuals**	**Nov Actuals**
3000-3060 Base Caseload	$ 21,273,013	$ 26,465,920	$ 22,493,957	$ 19,844,139	$ 19,050,902	$ 20,253,830
3000-4060 Base Caseload	$ 23,262,414	$ 24,693,760	$ 24,652,771	$ 21,449,103	$ 20,937,618	$ 22,594,275
Parent Fees	$ 6,443,310	$ 7,092,513	$ 7,099,891	$ 5,422,347	$ 5,209,045	$ 5,703,295
Total:	**$ 50,978,737**	**$ 58,252,192**	**$ 54,246,619**	**$ 46,715,589**	**$ 45,197,565**	**$ 48,551,399**
FY2021 Actuals		$ 61,064,343	$ 48,441,849	$ 48,614,667	$ 46,928,116	$ 44,586,492
Difference		*$ (2,812,150)*	*$ 5,804,770*	*$ (1,899,079)*	*$ (1,730,551)*	*$ 3,964,907*

Income Eligible Utilization - Overview

Income Eligible Child Care	Anticipated Placements	Current Placements	Difference	Percent Utilized
Voucher	21,665	18,388	3,277	84.9%
Contract	13,541	10,868	2,673	80.3%
Total	*35,206*	*29,256*	*5,950*	*83.1%*

Source:
- Voucher information based on CCRR weekly report for week ending 1/1/2022.
- Contract information based on contract utilization on 1/5/2022.

Income Eligible Utilization – Voucher Detail

CCRR	Voucher Allocation	Current Placements	Difference	Percent Utilized	Current Waitlist
Child Care Circuit (Northeast)	6,274	5,789	485	92.27%	4,445
Child Care Network (Cape & The Islands)	1,114	984	130	88.33%	286
Child Care Choices of Boston (Boston)	3,374	2,651	723	78.57%	2,506
Community Care for Kids/QCAP (Metro)	1,743	1,341	402	76.94%	1,040
PACE Child Care Works (Southeast)	3,466	3,216	250	92.79%	2,447
Child Care Resources (Central & Western)	5,694	4,407	1,287	77.40%	4,326
Total:	21,665	18,388	3,277	84.87%	15,050

Source:

- Voucher information based on CCRR weekly report for the week ending 1/1/2022.
- Waitlist information based on active children as of 1/5/2022

Income Eligible Utilization – Contract Detail

Region	Program Type Description	Slots Awarded	Slots Used	Flex Slots Used	Total Slots Used	Slots Open*	Percent Utilized	Current Waitlist
1	GSA - Infant to Pre-School	1,081	598.5	37	635.5	445.5	58.79%	1,392
	GSA - School Age	593	311	21	332	261	55.99%	861
	FCC - All Ages	295	234.5	124.5	359		121.69%	
	Region Totals	**1,969**	**1,144**	**182.5**	**1,327**	**706.5**	**67.37%**	**2,253**
2	GSA - Infant to Pre-School	483	413	38	451	32	93.37%	988
	GSA - School Age	349	348.5	70	418.5		119.91%	584
	FCC - All Ages	562	529	217	746		132.74%	
	Region Totals	**1,394**	**1,290.5**	**325**	**1,615.5**	**32**	**115.89%**	**1,572**
3	GSA - Infant to Pre-School	1,122	805	40	845	277	75.31%	2,976
	GSA - School Age	901	784	113	897	4	99.56%	1,438
	FCC - All Ages	748	688	322.5	1,010.5		135.09%	
	Region Totals	**2,771**	**2,277**	**475.5**	**2,752.5**	**281**	**99.33%**	**4,414**
4	GSA - Infant to Pre-School	481	392.5	23	415.5	65.5	86.38%	1,266
	GSA - School Age	529	306	69	375	154	70.89%	631
	FCC - All Ages	423	363	83	446		105.44%	
	Region Totals	**1,433**	**1,061.5**	**175**	**1,236.5**	**219.5**	**86.29%**	**1,897**
5	GSA - Infant to Pre-School	1,175	684	77	761	414	64.77%	1,780
	GSA - School Age	925	568	11	579	346.0	62.59%	872
	FCC - All Ages	451	353.5	0	353.5	98	78.38%	
	Region Totals	**2,551**	**1,605.5**	**88**	**1,693.5**	**857.5**	**66.39%**	**2,652**
6	GSA - Infant to Pre-School	1,923	878	63	941	982	48.93%	1,396
	GSA - School Age	705	389.5	54	443.5	262	62.91%	866
	FCC - All Ages	795	755	104	859		108.05%	
	Region Totals	**3,423**	**2,022.5**	**221**	**2,243.5**	**1,244**	**65.54%**	**2,262**
	GSA - Infant to Pre-School Total	*6,265*	*3,771*	*278*	*4,049*	*2,216*	*64.63%*	*9,798*
	GSA - School Age Total	*4,002*	*2,707*	*338*	*3,045*	*1,026.5*	*76.09%*	*5,252*
	FCC - All Ages Total	*3,274*	*2,923*	*851*	*3,774*	*97.5*	*115.27%*	
	Grand Total	**13,541**	**9,401**	**1,467**	**10,868**	**3,340**	**80.26%**	**15,050**

Negative values have been removed from the "Open Slot" column since they are caused by EEC's current policy of unlimited flex and do not take away from the total number of slots still available.

Source:
- Contract information based on contract utilization on 1/5/2022; Waitlist information based on active children as of 1/5/2022.

Income Eligible Utilization – Waitlist Detail

Region	Infant	Toddler	Preschool	School Age	Total
Region 1 - Western	340	585	467	861	**2,253**
Region 2 - Central	293	404	291	584	**1,572**
Region 3 - Northeast	882	1,064	1,030	1,438	**4,414**
Region 4 - Metro	334	526	406	631	**1,897**
Region 5 - Southeast	449	683	648	872	**2,652**
Region 6 - Boston	461	607	328	866	**2,262**
Total:	**2,759**	**3,869**	**3,170**	**5,252**	**15,050**

Source:
- Waitlist information based on active children as of 1/5/2022