

San Francisco

# ECE Workforce Think Tank

May 16, 2008

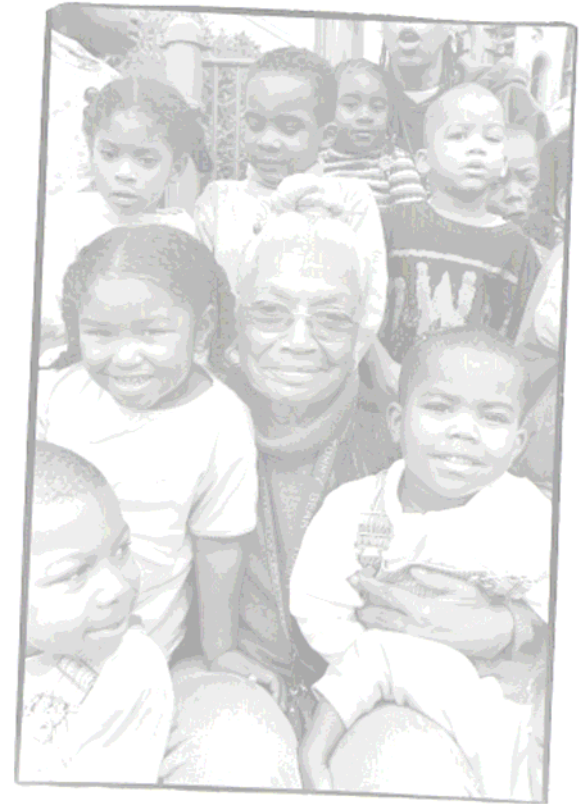


WU YEE CHILDREN'S SERVICES  
護兒兒童服務



# WF Presentation

- I. Overview of SF Workforce
- II. Local Initiatives
- III. Impact of local Initiatives
- IV. Brainstorming



# Overview of the SF Workforce

# SF Workforce Participation

**Total Center Workforce Participants in SF<sup>1</sup>**

**2,890**

**Total FCC Workforce Participants in SF<sup>1</sup>**

**1,156**

**4,046 TOTAL**

<sup>1</sup> Whitebook, M., Kakai, L., Kipnis, F., et. al.: California Early Care and Education Workforce Study: *Licensed Child Care Centers and Family Child Care Providers, San Francisco County* (August 2006).

SF Workforce Study estimated 3692 early care and education workforce participants; including FCCs and FCC Teacher Assistants. Adjusted workforce participant numbers based on the methodology described in Appendix B.

# SF Workforce - Center

## Center Workforce by Auspice (FY06-07)

Source	# Workforce Participants	% of Center WF
SFUSD - CD	579	20.0%
City College	51	1.8%
Head Start	52	1.8%
Head Start - Delegate	92	3.2%
SF CARES	425	14.7%
SF CARES/WAGES Plus	271	9.4%
WAGES Plus	398	13.8%
Wages+ Non-Augmented Teaching Staff	33	1.1%
Workforce Participants Uncategorized <sup>5</sup>	989	34.2%
<b>TOTAL</b>	<b>2890</b>	<b>100%</b>

Whitebook, M., Kakai, L., Kipnis, F., et. al.: California Early Care and Education Workforce Study: *Licensed Child Care Centers and Family Child Care Providers, San Francisco County* (August 2006). As well as estimated data provided by publicly administered programs.

# SF Workforce - Center

## Degree Attainment of Center Workforce (FY06-07)

Degree Attainment of all Workforce Participants in Centers								
Job Category <sup>22</sup>	# Center Workforce Participants	% Associate Degrees <sup>23</sup>	# Associate Degrees	% Bachelor Degrees or Higher <sup>24</sup>	# Bachelor Degrees or Higher	Total Degrees	TOTAL Public Sector Degrees	Non Public Sector Degree Attainment
Teacher Assistant	1079	18%	194	14%	151	345	144	202
Teacher	1551	25%	388	50%	776	1163	259	904
Site Supervisor	260	7%	18	88%	229	247	63	184
<b>TOTAL</b>	<b>2890</b>		<b>600</b>		<b>1155</b>	<b>1756</b>	<b>469</b>	<b>1289</b>

Whitebook, M., Kakai, L., Kipnis, F., et. al.: California Early Care and Education Workforce Study: *Licensed Child Care Centers and Family Child Care Providers, San Francisco County* (August 2006). As well as estimated data provided by publicly administered programs.

# SF Workforce - Center

## FCC Degree Attainment (FY 06-07)

Job Title	Degree Attainment				Bachelor Degree or Higher	Total Degrees	TOTAL W+/SF CARES	Non W+/SF CARES Degree Attain.
	# FCC	% AA	Associate Degree	% BA or Higher				
FCC Owners <sup>25</sup>	709	12%	85	19%	135	220	9	211
FCC Teacher Assistant <sup>26</sup>	447	12%	54	19%	85	139	31	108
<b>TOTAL</b>	<b>1156</b>		<b>139</b>		<b>220</b>	<b>358</b>	<b>40</b>	<b>318</b>

# SF Workforce - Center

Annual Wages FY06-07 Job Title based on the CA Child Development Permit Matrix	SFUSD K-12 <sup>12</sup>	SFUSD - Child Development Program <sup>13</sup>	City College	Average Annual Wage within Job Title		
				Head Start - SFSU <sup>14</sup>	WAGES+ Wage Floor Average	WAGES+ with Additional Funding from Centers
Aide/Assistant				\$ 23,109	\$ 19,906	\$ 20,488
Teacher Assistant			\$ 35,256	\$ 24,034	\$ 21,216	\$ 21,861
Associate Teacher			\$ 35,256	\$ 29,515	\$ 24,669	\$ 26,666
Teacher w/o 16 G.E.					\$ 26,208	\$ 27,206
Teacher	\$41k - \$79k	\$53,770	\$ 36,213	\$ 31,242	\$ 27,560	\$ 28,662
Master Teacher				\$ 38,210	\$ 30,680	\$ 32,469
Site Supervisor			\$ 41,922	\$ 44,782	\$ 36,920	\$ 39,333
Program Director			\$ 45,781			

Indicates income may meeting eligibility criteria for some public assistance programs (i.e.. Based on family of 3).

# SF CARES

## *Program Description*

### Comprehensive Approaches to Raising Educational Standards

Since 2000 (FY 99-00), SF CARES awards annual stipends to the ECE Workforce based on the education level of individuals.

Workforce participants submit applications and supporting documents annually.

# SF CARES

## *Program Goals*

- Increase retention
- Improve compensation
- Increase educational achievement by assisting applicants to move up the California Child Development Permit Matrix and towards degrees
- Increase the advancement of ECE staff and their commitment to the field
- Increase the Professional Development of the ECE Workforce and the Professionalization of the Field.



# SF CARES

## *Program Administration*

### **Wu Yee Children's Services:**

- Provides citywide outreach to the ECE community about eligibility and stipend information (*Materials are available in English, Spanish, and Chinese*);
- Awards stipends based on an individual's Child Development Permit Level and educational achievement, ranging from \$300 to \$5000 (*stipends are prorated based on paid hours worked per week*);
- SF CARES Eligibility Specialists determine eligibility and stipend level, meeting with all first-time applicants individually;
- The stipend application period runs from November through February and stipend checks are mailed to recipients in June.



# SF CARES

## ***Program Eligibility***

### **To be eligible in 2007 participants had to:**

- Work in San Francisco at a licensed Center or FCC a minimum average of 15 hours per week and earn less than \$60,000/yr
- Have a current California Child Development Permit or have a receipt confirming they applied for a Permit. Applicants with 1-5 units and first time applicants are not required to have permit
- Directly care for a minimum of 3 children not related to themselves or supervise those that do
- Meet the minimum education requirements according to the SF CARES matrix
- Complete Continuing Eligibility requirements if they have received a stipend in the past
- Work 9 consecutive months at the same Center (agency) or FCC within the one year time period of 9/1/06 through 8/31/07\*  
(\*Some exceptions may apply)



# SF CARES

## Program Benefit Levels

### 2007 Average Stipend Data by Job Title

#### CENTER STAFF

#### Center Average 2007

\$2,788

FTE \$1.34 per hour

Actual Job Title Center Staff	Total Stipend Recipients	Average Stipend
Substitute	31	\$1,982
Teacher Assistant	144	\$1,805
Associate Teacher	194	\$1,627
Teacher	339	\$2,809
Master Teacher	118	\$4,239
Site Supervisor	83	\$4,378
Program Director	52	\$4,365
<b>TOTAL STAFF</b>	<b>961</b>	



# SF CARES

## Program Benefit Levels

### 2007 Average Stipend Data by Job Title

#### FCC STAFF

#### FCC Average 2007

\$2,011

FTE \$0.96 per hour

Actual Job Title FCC Staff	Total Stipend Recipients	Average Stipend
FCC Owner	139	\$2,017
FCC Assistant	31	\$1,984
<b>TOTAL STAFF</b>	<b>170</b>	



# SF CARES

## Program Budget FY 06-07

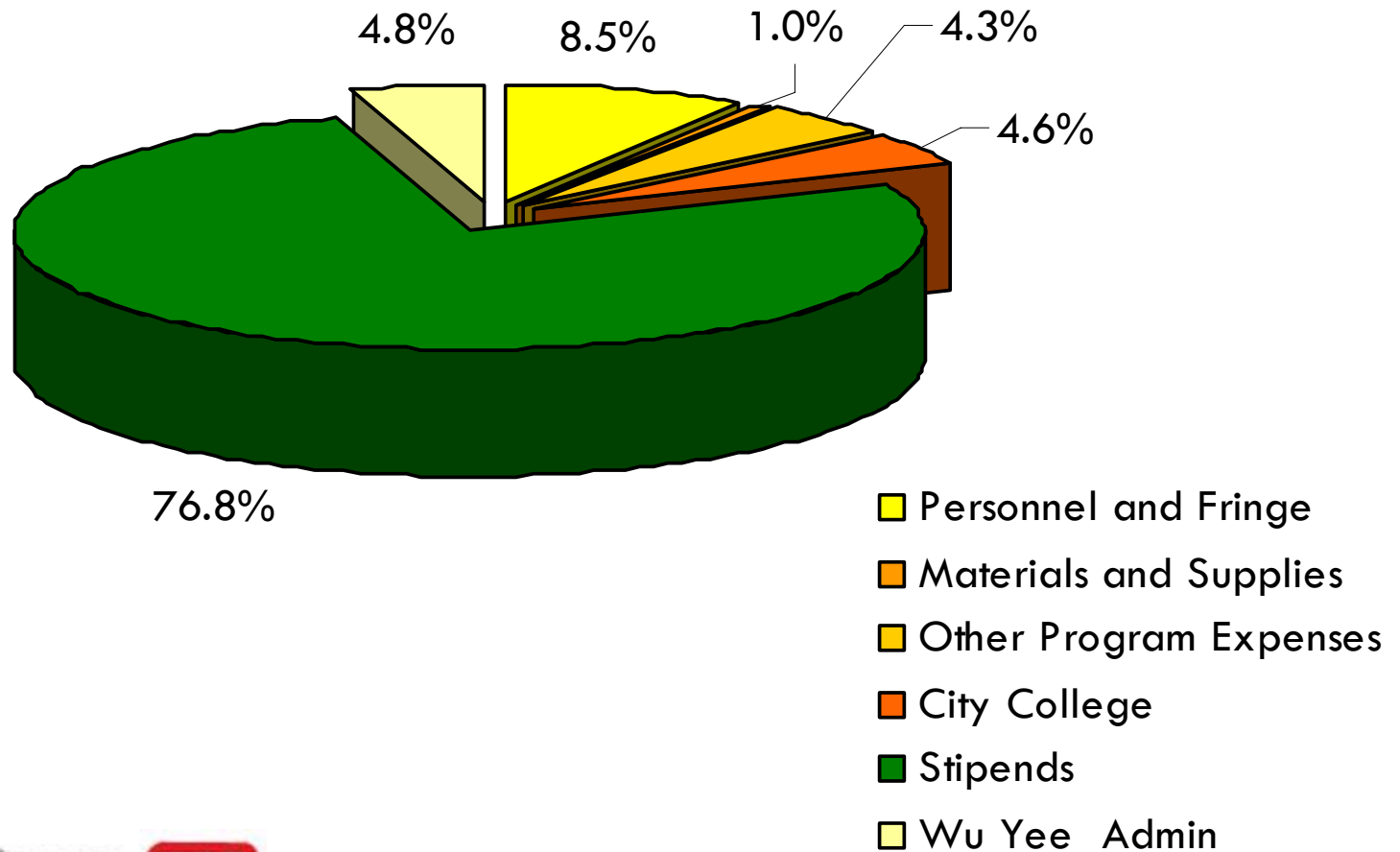
Personnel and Fringe	\$336,496
Materials and Supplies	\$40,500
Other Program Expenses	\$169,879
City College	\$180,000
Stipends	\$3,030,094
Wu Yee Admin	\$188,000
<b>Total</b>	<b>\$3,944,969</b>

**Funding from First 5 California, First 5 San Francisco, DCYF, AB212/CDD**



# SF CARES

## Program & Administrative Costs



# SF CARES

## Program Evaluation

LaFrance Associates, LLC conducted a joint evaluation of SF CARES & WAGES+ for program years 2000-2002:

Exhibit 1: Achievement of Outcome Objectives		
Outcome Area	SF CARES	WAGES+
Compensation	✓	✓
Professional Development	✓	✓
Recruitment	NA	✓
Retention	✓	✓
Advancement	✓	✓
Commitment	✓	NO
Professionalization of the Field	✓	✓

*Building the Field That Builds the Future: A Comprehensive Evaluation of San Francisco SF CARES and WAGES Plus, LaFrance Associates, LLC, 2004*



# SF CARES

## Successes

- Program is effective in achieving its objectives
- Over 1100 members of ECE staff receive educational counseling to help them move up their career ladder as well as a stipend for continuing their education (on an annual basis)
- Program is working with institutes of higher education to address barriers to degree attainment (both AA and BA) as well as to offer classes that are responsive to the needs of the ECE workforce
- CARES offers a platform for discussion of ECE workforce issues as well as for collaboration and advocacy across the Bay Area and the state



# SF CARES

## *Areas for Improvement*

- Funding for program is decreasing by approximately \$200,000 for FY 08-09 and future funding is uncertain
- Developing effective strategies to support Associate Teachers and family child care providers to continue their education by addressing barriers to degree achievement



# WAGES+

## Program Description

### Wage Augmentation Guarantees for Entry-level Staff

**WAGES+** provides *hourly wage augmentation, including discretionary wage and business support funding monthly* to licensed centers operating in San Francisco, beginning FY 00-01.

**WAGES+ FCC** provides *monthly stipends, hourly wage augmentation and business support funding monthly* to licensed family child care providers operating in San Francisco, beginning FY 00-01.

## BACKGROUND:

**Momentum from the Living Wage movement, organized ECE community, wind-fall of public resources from state participation in IHSS (In-Home Supportive Services) and political will by public officials and policy makers.**

# WAGES+

## *Program Goals*

- ✓ **Provide more liveable wages**
- ✓ **Increase retention and reduce turnover**
- ✓ **Increase quality of care for children from low-income families**
- ✓ **Rationalize wages in the field**
- ✓ **Professionalize the ECE field**

# WAGES+

## *Program Administration*

### **Human Services Agency:**

- ❖ Provides outreach to potential centers/FCCs to be funded and establishes a “**Funding Agreement**” with each participating program
- ❖ Program & Policy Analyst/Program Coordinator collect center/FCC and staff level data from participating centers/FCCs, monitors & audits funding to ensure that funding is paid at appropriate levels and provides estimated funding on a monthly basis
- ❖ Contracts with Children’s Council of San Francisco (CCSF) as the Fiscal Agent and authorizes funding for distribution to participating programs
- ❖ Monitors **wage augmentation** of eligible staff based on program standards through monthly Reconciliation Reporting funding based on a per pay check basis for individuals/staff receiving WAGES+ funding

# WAGES+

## Program Eligibility

- **LOW-INCOME REQUIREMENT:** 10% of the children cared for must be from low-income families based on 75% of state median income. For example, a family of three earning less than \$43,536 annually is eligible for public assistance.
- **WAGES MUST BE RAISED TO \$7.75:** Centers/FCCs that pay individuals less than \$7.75 per hour must bring wages to \$7.75 before receiving WAGES *Plus* funds. Employers are required to pay payroll taxes.
- **LOW-WAGE REQUIREMENT:** Centers/FCC providers must have a least one teaching staff paid under the \$9.50 per hour wage floor to receive wage funding.
- **NUMBER OF CHILDREN SERVED:** FCC providers must have a least three children enrolled in the program that are not their own.

# WAGES+

## Program Benefit Levels

WAGES+ Workforce Participants by Data Source

Job Title Based on the CA Child Development Permit Matrix	Average Hourly Augmentation / Stipend	Average Hours per Week	Average Annual Increase
Teacher Assistant	\$1.76	24	\$2,196
Associate Teacher	\$2.76	33	\$4,736
Teacher	\$2.73	35	\$4,969
Master Teacher	\$3.07	37	\$5,907
Site Supervisor	\$3.60	39	\$7,301
FCC Owner	\$200		\$2,400
FCC Teacher Assistant	\$1.75	26	\$2,366

# WAGES+

## Program Participation

**WAGES+ Workforce Participants by Data Source (FY 07-08)**

Job Title Based on the CA Child Development Permit Matrix	Receive Wage Augmentation / Stipend	TOTAL	BA+
Teacher Assistant	277	277	2
Associate Teacher	144	144	2
Teacher	149	149	19
Master Teacher	41	41	16
Site Supervisor	53	53	19
FCC Owner	185	185	11
FCC Teacher Assistant	55	55	2
<b>TOTAL STAFF</b>	<b>904</b>	<b>904</b>	<b>71</b>

Based on self-reporting of FCC and verified degree data

WAGES+	Employers	Sites
Center	31	76
FCCs	185	n/a

# WAGES+

## Program Budget

### WAGES+ Budget Details

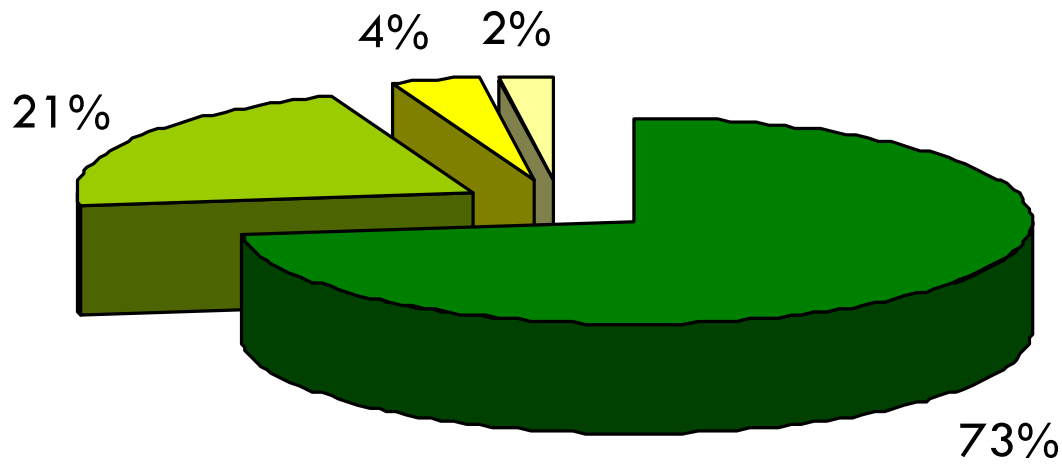
FY 07-08

Description	Costs
Center Augmentation/Bus. Supports	\$ 3,921,514
FCC Stipends/Augmentation	\$ 1,143,880
CCSF Contract	\$ 201,419
HSA Administration	\$ 119,970
<b>TOTAL Program Cost</b>	<b>\$ 5,386,783</b>

<sup>1</sup> Adjustments include revenue contributions from HSA and DCYF.

# WAGES+

## Program & Administrative Costs



- Center Augmentation/Bus. Supports
- FCC Stipends/Augmentation
- CCSF Contract
- HSA Administration

# WAGES+

## Program Evaluation

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Advancement	✓	✓
Commitment	✓	NO
Professionalization of the Field	✓	✓

*Building the Field That Builds the Future: A Comprehensive Evaluation of San Francisco SF CARES and WAGES Plus, LaFrance Associates, LLC, 2004*



# WAGES+

## Successes

- Wage increases reach the pockets of WAGES+ participants as an hourly wage increase every paycheck
- Amount of benefit is directly related to the actual hours worked by participating staff
- Initial program evaluation showed positive impact on the ECE field
- Additional funding stream for many Title 5 centers
- Access to a significant amount of detailed data on a portion of the workforce
- Higher rate of professionalized business practices and payroll taxes paid by WAGES+ FCC participants
- Increase in use of “Teacher Assistant” versus “Helper” in FCC
- Rationalizing wages in the field

# WAGES+

## *Areas for Improvement*

- Administrative burden on participating providers required to report on multiple funding streams
- Wage floors do not specifically reward degree attainment
- Annual increases (\$0.10 per hour) administratively cumbersome for participating programs and WAGES+ staff
- Transcript data difficult to obtain and maintain
- Data collection (i.e. ss# and creating unique I.D.s amongst all programs and their staff, if applicable)
- Lack of visibility; staff are not always aware of WAGES+ program and program parameters
- Wages lag behind local and state minimum wage levels

# 8-Years of Wages in CA & SF

Fiscal Year	State Minimum Wage	SF Minimum Wage Ordinance1 (all employers)	SF Minimum Compensation Ordinance2 (non-profit)	WAGES+ Program
FY 00-01	\$6.25		\$9.00	\$9.00
FY 01-02	\$6.75			\$9.25
FY 02-03				
FY 03-04		\$7.50		
FY 04-05		\$8.62		\$9.50
FY 05-06		\$8.82		
FY 06-07	\$7.50	\$9.14	\$9.14	
FY 07-08	\$8.00	\$9.36	\$10.77 <sup>1</sup> \$11.03 <sup>2</sup>	
FY 08-09		\$9.59 <sup>3</sup> f	\$11.30 <sup>4</sup> f	

# PFA - Early Childhood Educator BA/MA

## Bonus Program Description

*Classroom staff employed in licensed centers and FCCs participating in Preschool for All apply for the Early Childhood Educator BA/MA Bonus once, and confirm their continuing eligibility on a quarterly basis through a employment verification form.*

- ❖ *March 2007: First 5 San Francisco Commission allocated \$1 million to address compensation for the early care and education workforce*
- ❖ **May – July 2007: Held Five PFA Advisory Committee meetings to develop recommendations to the Commission, attended by as many as 40-60 community stakeholders**
- ❖ **July – August 2007: First 5 San Francisco Committee and Full Commission meetings to approve BA/MA Bonus**
- ❖ **October 2007: Program launch**

# PFA - Early Childhood Educator BA/MA Bonus

## *Program Goals*

**Goal:** Recruit and retain highly qualified individuals to teach in Preschool for All (PFA) sites.

# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Program Administration***

**First Five San Francisco** provides funding to Wu Yee Children's Services (WYCS) to operate the program:

- Generating documents (e.g., guidelines, application forms, continuing eligibility forms);
- Mailing guidelines and applications to potential participants;
- Providing information and assistance in person and by phone;
- Verifying initial and ongoing eligibility;
- Mailing bonus checks;
- Tracking participation, collecting demographic data, and reporting.

# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Program Eligibility***

*To be eligible for a BA/MA Bonus, the applicant must:*

- Hold a BA or MA in ECE/CDEV or a BA or MA in any field plus 24 ECE units or a Teacher Permit or higher;
- Work in San Francisco at First 5 San Francisco-approved PFA site as an Assistant, Associate, Teacher, Lead Teacher, Site Supervisor, FCC Owner or FCC Assistant, serving infants, toddlers, and/or preschoolers;
- Work an average of 15 hours per week and work continuously through the end of each quarter.

# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Program Benefit Levels & Participation***

- Eligible participants receive quarterly bonus checks in the amount of \$1,250
- Annual benefit: Up to \$5,000 (FTE \$2.40 per hour)
- Number of Q1/Q2 applicants: 184
- Eligible Q1/Q2 applicants: 150

*Currently, 81 out of 137 Lead Teachers (59%) in PFA classrooms have at least a BA degree*

# PFA - Early Childhood Educator BA/MA Bonus

## Program Participation (Quarter 1 & 2: June – December 2007)

Job Title	# of Participants	% of Participants
Assistant	12	8%
Associate Teacher	5	3%
Teacher	74	49%
Master Teacher	36	24%
Site Supervisor	16	11%
Program Director	2	1%
Family Child Care Home Owner	2	1%
Other	3	2%
<b>Total</b>	<b>150</b>	<b>100%</b>

# PFA - Early Childhood Educator BA/MA Bonus

## Program Participation (Quarter 1 & 2: June – December 2007)

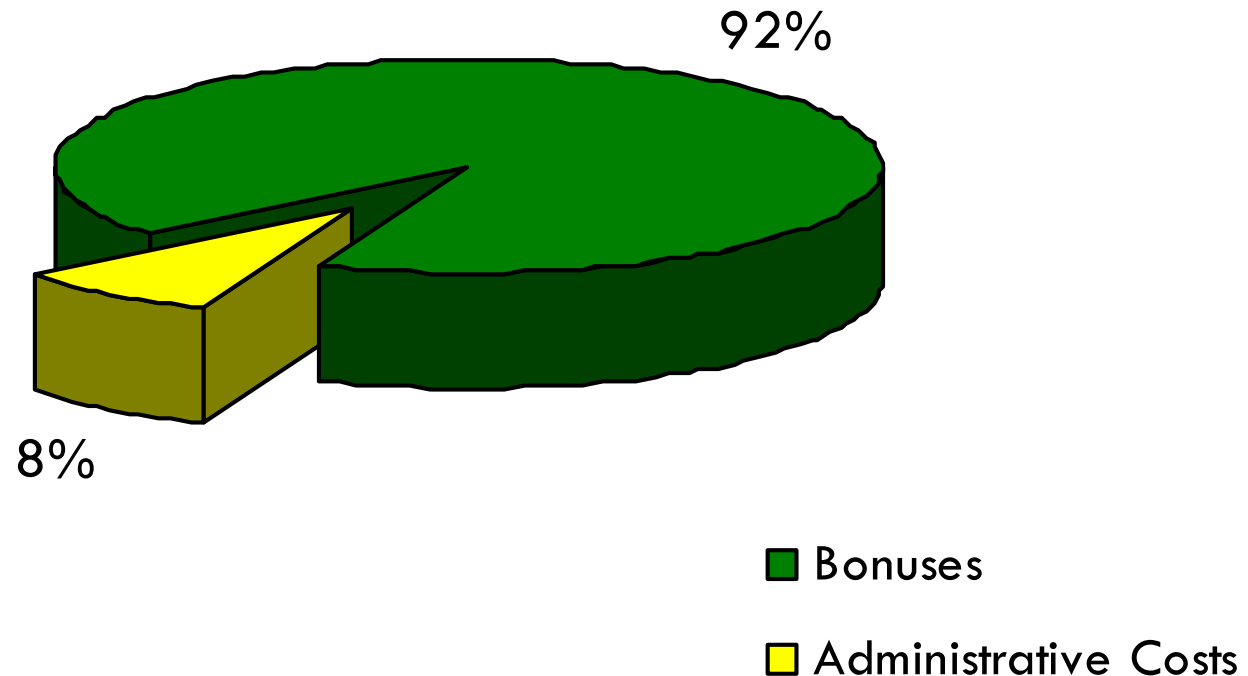
Auspice	# of Participants	% of Participants
SFUSD	68	45%
City College	7	5%
Head Start Grantee	16	11%
Head Start Delegate	5	3%
Other Centers	52	35%
Family Child Care Home	2	1%
<b>Total</b>	<b>150</b>	<b>100%</b>

# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Program Budget FY 07-08***

<b>Expense</b>	<b>Cost</b>
Bonuses	\$920,000
Administrative costs	\$80,000
<b>TOTAL</b>	<b>\$1,000,000</b>

# PFA - Early Childhood Educator BA/MA Bonus Program & Administrative Costs



# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Additional Program Goals & Supports***

- ✓ *By 2010, every PFA classroom will be staffed by a Lead Teacher with at least a BA degree.*
- ✓ *In addition to supporting BA/MA Bonus and SF CARES, First 5 San Francisco is also supporting the Dual-Language BA Cohort program at San Francisco State University (70 students) in partnership with SF Head Start*

# **PFA - Early Childhood Educator BA/MA Bonus**

## ***Lessons Learned***

- Clarify eligibility to reflect responsibilities in classrooms

# FCC Subsidized Medical Benefits

## *Program Description*

### **Goal:**

Improve retention of healthy and consistent family child care providers as part of city wide child care system.

### **BACKGROUND:**

- Unique needs of family child care providers surfaced in High Quality Child Care Fund community planning in 1999-2000.
- Family child care providers identified lack of health care benefits as a major factor for remaining in the field.
- DCFY unsuccessfully pursued several partnerships and models prior to landing the current Medical Savings Account and Subsidy design.

# FCC Subsidized Medical Benefits

## *Program Administration*

Collaboratively administered by:

- **Family Child Care Association of San Francisco**

*Conducts outreach and manages the application process and screens applicants for eligibility. Eligible applicants are referred to Lincoln Financial Services.*

- **Lincoln Financial Services**

*Assists the provider in selecting and applying for health insurance and establishes a Medical Spending Account for the provider through Health Comp.*

- **Health Comp.**

*Manages the Medical Savings Account for each participant as Third Party Administrator. Participants can submit insurance or health care costs monthly for reimbursement through their MSA.*

**NOTE:** *SF Health Plan has served as a planning partner and fiscal agent since its inception through June 30, 2008.*



# FCC Subsidized Medical Benefits

## *Program Eligibility*

### **SF Family Child Care Owner and their employees:**

- ✓ FCC home is located in San Francisco
- ✓ Licensed for six months and in good standing
- ✓ Operated for least 45 hours per week
- ✓ Recipient works in FCC at least 30 hours a week
- ✓ Service to at least the equivalent of three full time children for each recipient enrolled in the plan.

**Priority** is provided for those that have been uninsured for the last six months.



# FCC Subsidized Medical Benefits

## *Program Benefit Levels*

- ❖ All participants receive medical benefit advice, enrollment, and Medical Spending Accounts.
- ❖ Depending on age, participants receive partial subsidies for medical expenses from coverage option chosen:  
\$150 per month for those under 50 years of age  
\$190 per month for those over 50 year of age

# FCC Subsidized Medical Benefits

## *Program Participation*

*Program reaches an average of 100 full time equivalent family child care providers and staff.*

Provider Type	Under 50 Years of Age	Over 50 Years of Age
FCC Owner	35	49
FTE Employees	7	5

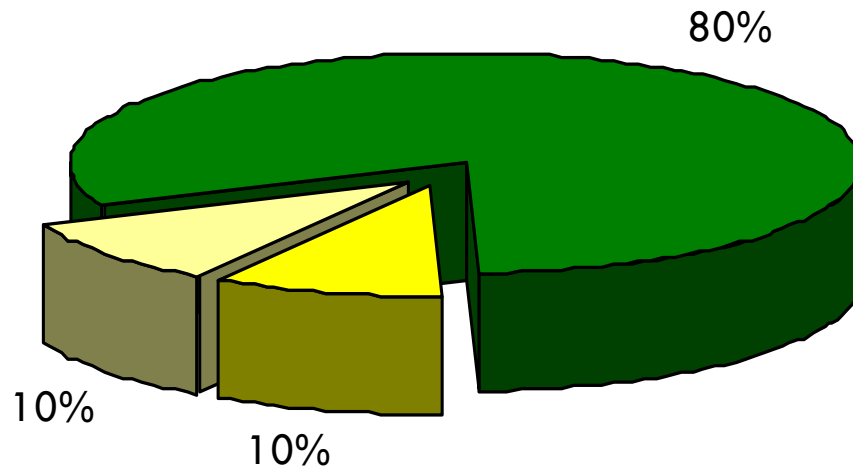
# FCC Subsidized Medical Benefits

## *Program Budget FY 07-08*

Program Item	Amount
Health Care Subsidies for Providers	\$210,000
Family Child Care Association of SF	\$25,000
Lincoln Life and Health Comp.	\$25,000
<b>TOTAL</b>	<b>\$260,000</b>

# FCC Subsidized Medical Benefits

## Program & Administrative Costs



- Health Care Subsidies for Providers
- Family Child Care Association of SF
- Lincoln Life and Health Comp.

# FCC Subsidized Medical Benefits

## Successes

*Data demonstrates the program is successful in providing health care security and access for family child care providers*

### Key outcomes for October 2006:

- 34% of previously uninsured participants were able to use their MSA/subsidy to purchase health insurance.
- 58% of program participants used the program to maintain existing health coverage.
- 10 participants denied health coverage used their MSA/subsidy to cover un-reimbursed medical expenses.

# FCC Subsidized Medical Benefits

## *Areas for Improvement*

- Scale and reach
  - Relatively high administrative costs spread across a small number of providers
- Assessing needs given increase options for coverage since inception
- Explore a menu of benefits for providers beyond medical
  - Some providers have access to medical coverage through family members, but lack other typical employer supported benefits such as retirement

# Local Investments



# SF Workforce - Center

Number of

Center Workforce Participants *by Data Source* (FY 06-07)

Job Title (Based on the CA Child Development Permit Matrix)	City College Child Develop.	SFUSD - Child Develop 1	Head Start - SFSU	Head Start - Delegates (Kai Ming /Mission)	WAGES + Only	SF CARES/ WAGES +	SF CARES Only	Workforce Participants Uncategorized <sup>2</sup>		TOTAL Center WF Participants <sup>3</sup>
								W+ Non- Aug.	Remain.	
Teacher Assistant	2	285	21	45	247	34	33	3	169	1079
Associate Teacher	14		7	18	60	76	64	1		
Teacher	7	257	11	12	66	91	191	14	765	1551
Master Teacher			9	10	11	36	62	9		
Site Supervisor	21	37	4	5	14	34	31	6	55	260
Program Director	7			2			44			
<b>TOTAL STAFF</b>	<b>51</b>	<b>579</b>	<b>52</b>	<b>92</b>	<b>398</b>	<b>271</b>	<b>425</b>	<b>33</b>	<b>989</b>	<b>2890</b>

Whitebook, M., Kakai, L., Kipnis, F., et. al.: California Early Care and Education Workforce Study: *Licensed Child Care Centers and Family Child Care Providers, San Francisco County* (August 2006).

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# SF Workforce - FCC

Family Child Care Workforce Summary - by Data Source (FY06-07)

Role in Family Child Care	SF CARES Only	WAGES+ FCC Only	SF CARES/ WAGES + FCC	FCC Workforce Participants Uncategorized	Total FCC Workforce Participants
FCC Owner	73	53	72	584	709
FCC Teacher Assistant <sup>6</sup>	8	23	18	406	447
<b>TOTAL STAFF</b>	<b>81</b>	<b>76</b>	<b>90</b>	<b>990</b>	<b>1156</b>

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# SF Workforce - FCC

FCC Participation in Medical Health Benefits and WAGES+ FCC (FY07-08)

Provider Type	Medical Health / WAGES+ FCC	Medical Health Only	WAGES+ FCC Only	<b>NO</b> MB / W+ Benefit	Total FCCs
FCC Owner	63	21	120	505	709
FTE Teacher Assistant	5	7	67	368	447
<b>TOTAL</b>	<b>68</b>	<b>28</b>	<b>187</b>	<b>873</b>	<b>1156</b>

# Breakout Session

## Questions:

1. Are the current program impacting the ECE workforce in ways that achieve our goals?
2. Are the strategies going broad enough and deep enough, and in the right way?
3. Where can we improve?