

# Compensation, Retention, & Recruitment: Program, Community, Policy & Systems Innovations in Colorado

Alliance for Early Success ECE Workforce Convening

September 24, 2019

**COLORADO CHILDREN'S CAMPAIGN**  
*Every Chance for Every Child*



**EARLY MILESTONES**  
COLORADO



# Overview of Today's Session

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What are we doing in Colorado to grow the supply of a stable workforce and how do provider, local, and state strategies come together?

- State of EC Workforce in Colorado
- Provider Initiatives
- Local Initiatives
- State Initiatives
- Feedback loops & Implications for Advocacy

## **COLORADO IS THRIVING AND GROWING.**

**Availability of high-quality early childhood care and education is no small matter.**

**63% of children under age 5 live in households where all parents work.**

**The number of children under age 5 is expected to grow over 21% by 2026.**

**Colorado is #1 state economy in the nation**

## Research

# Colorado's Early Childhood Workforce

### STAFF SHORTAGES



**70%**

of early learning directors report difficulty in filling vacant positions

### LOW WAGES



**90%**

Almost 9 in 10 teachers have difficulty paying their bills

### HIGH DEMAND



**33%-43%**

By 2025, there will be a 33-43% increased need for teachers and leaders

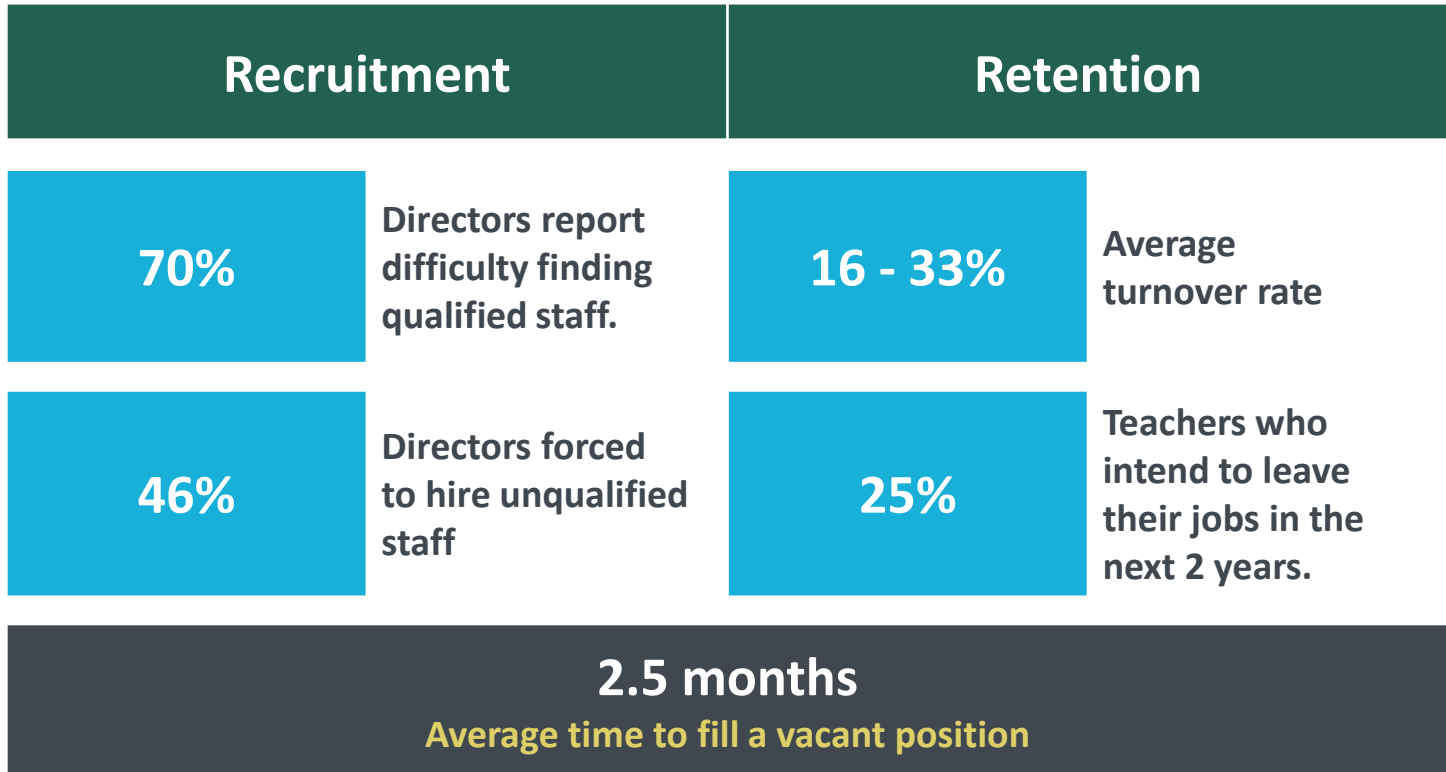
Every \$1 Invested in early care and education contributes \$2.25 to the Colorado economy



EARLY MILESTONES  
COLORADO

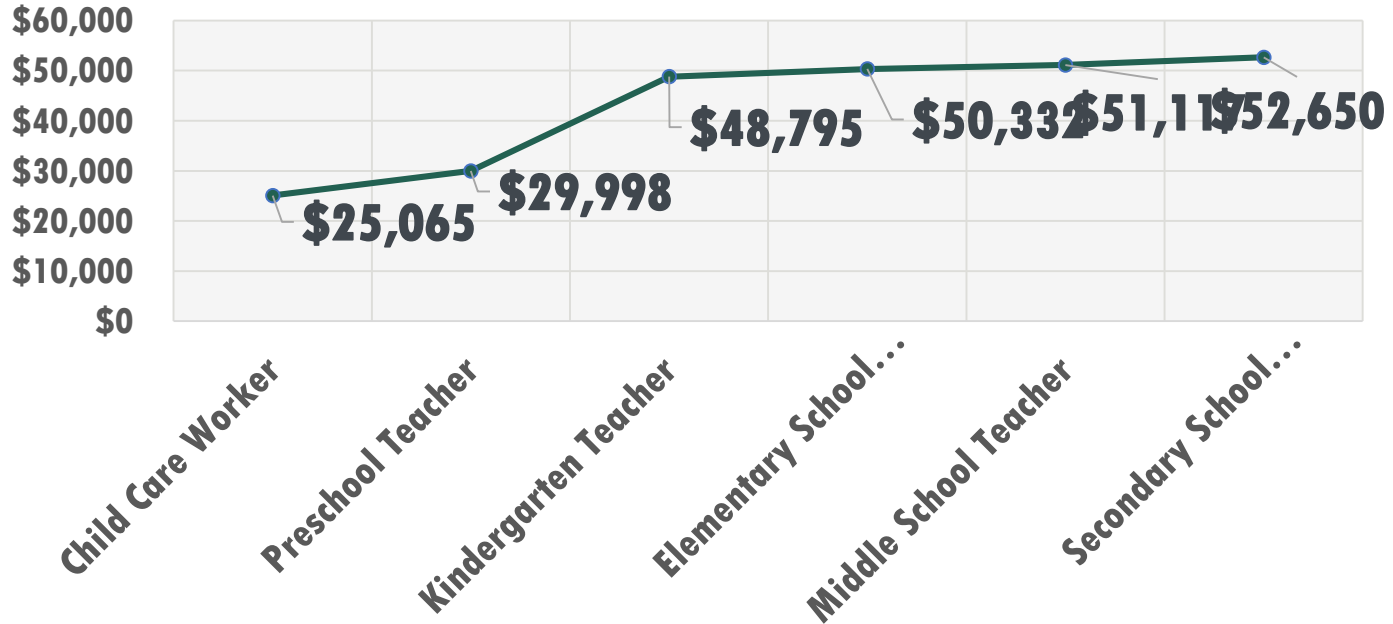
Transforming the  
Early Childhood Workforce  
in Colorado

## EC WORKFORCE RECRUITMENT & RETENTION



## WAGES COMPARISON

### Mean Colorado teacher salaries by child/student age (2015)



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## INSTABILITY: QUALITY IMPACT

- 63%** Teachers are “burned out”
- 46%** Directors must hire unqualified staff
- 44%** Staffing holes force frequent, destabilizing moves of teachers and children
- 35%** Program quality suffers
- 31%** Child behavior problems increase



# Mile High Early Learning

Pamela Harris, President & CEO



## Our Expertise: Mile High Early Learning

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- 45+ Years Community Impact
- 600+ Children
- 7 Early Learning Centers
- Head Start/Early Head Start
- Family, Friend, and Neighborhood

## National Crisis in Early Childhood Education

- High rates of teacher turnover
  - Consequences for children
  - Effect on work environment
  - Cost to employer

# Our Teachers' Daily Experience

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- Comprehensive services: health, dental, mental health, disabilities, family support
- Child screenings and assessments
- Parent engagement
- Meals and nutrition education
- Ongoing supervision

# Our Solution: Goals

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- Impact on Teachers
- Impact on Children
- Impact on ECE System

# Our Staff Well-Being:

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## Current Compensation

- 401k, health/dental, life insurance, STD/LTD
- Paid leave
- Paid professional development
- Continuing education

# Our Workforce Pipelines

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## Child Development Associate

- 120 hours / Hybrid / Coaching

## Master of Arts

- Leadership in Urban & Diverse Communities
- Family Diversity & Social Justice

## Inclusive Practices In Early Childhood

- Strategies for working with children who have challenging behavior
- Teach for America

## Compensation

- \$17.50-\$21 range – Mile High Early Learning
- \$14-\$16.50 average – Colorado
- \$12.93-\$14.32 – US



## Teacher-to-Child Focus

- Trauma Informed Care

## Adult-to-Adult Focus

- Reflective Supervision

## Working Conditions

- Schedule; Planning Time

# Our Investment

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## Investment:

- \$400,000+

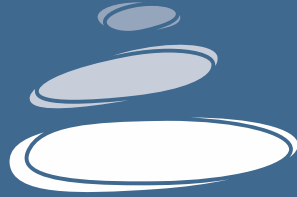
## Partners:

- Constellation Philanthropy
- University of Colorado Denver
- Mile High Early Learning

# Our Outcomes

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- Teacher Outcomes
  - Retention
  - Well-being
  - CLASS
- Child Outcomes
  - Teaching Strategies GOLD
  - Social/emotional



# EARLY MILESTONES

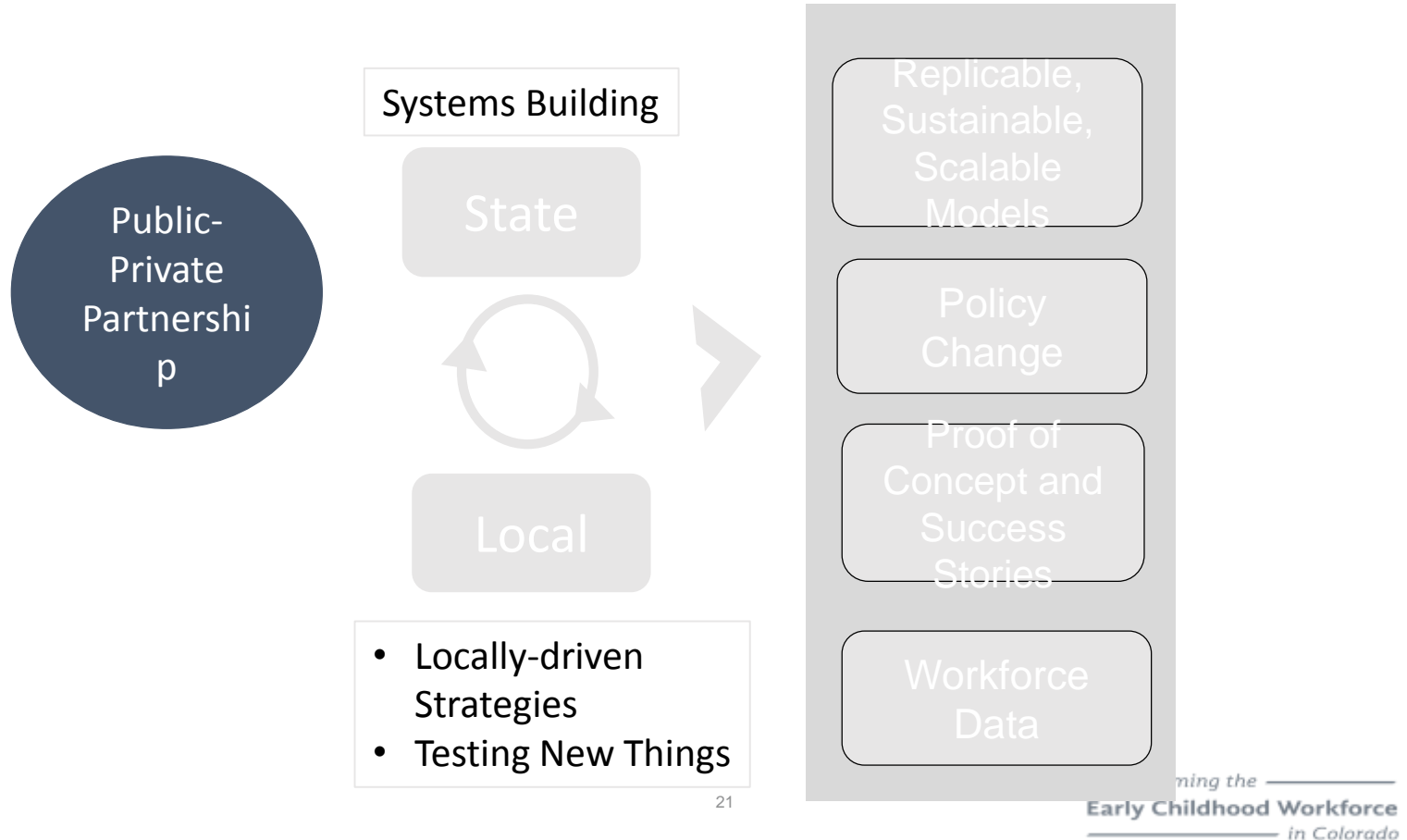
## COLORADO

### **ABOUT EARLY MILESTONES**

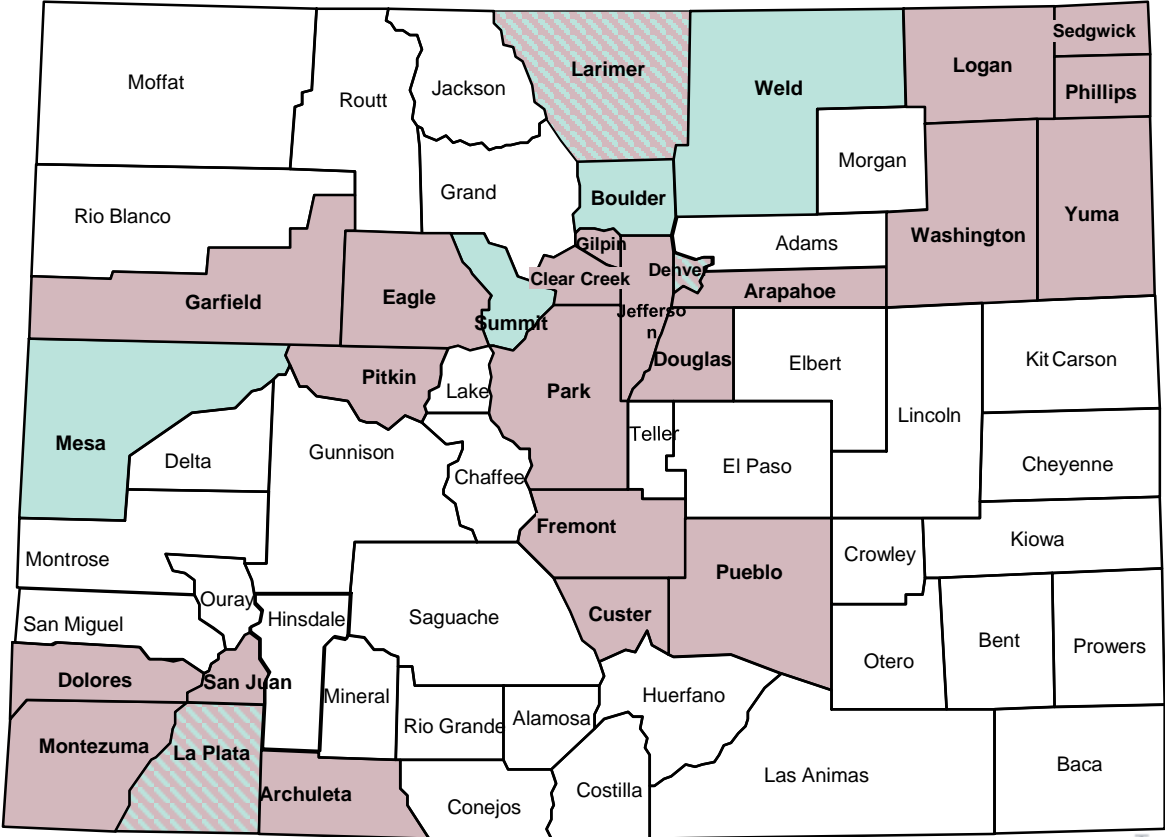
**Early Milestones Colorado is an independent organization helping to advance innovative solutions that improve policies and practices in early childhood development. We work with state and local partners to exchange ideas, share resources, and create lasting, positive change for children.**

**JENNIFER STEDRON, PH.D.**  
**EXECUTIVE DIRECTOR, EARLY MILESTONES COLORADO**

# Implementing Solutions



# Innovation Grantees



# 2018 – 2019 Innovation Grantees

Workforce Issue	Innovation Grantee
Compensation	<ul style="list-style-type: none"><li>• Child Care 8,000</li><li>• Compensation Parity in Summit County</li></ul>
Targeted Recruitment & Retention Working Conditions	<ul style="list-style-type: none"><li>• Denver’s Early Childhood Workforce Initiative</li><li>• Expanding Possibilities in Early Childhood</li></ul>
Education and Career Pathways	<ul style="list-style-type: none"><li>• La Plata County Early Childhood Workforce Initiative</li><li>• Pathways to Teaching (P-TEACH)</li><li>• Apprenticeship and Teacher Preparation Initiative</li><li>• Creating Pathways to Early Childhood Training for Rural Latinx Caregivers</li></ul>

# Systems Change Opportunities

Key Themes	Systems Change Opportunity
<p>Education &amp; Career Pathways</p> <ul style="list-style-type: none"><li>• Build skills/reduce frustration</li><li>• Support “grow your own”</li><li>• Improve pathways</li></ul>	<ul style="list-style-type: none"><li>• Mentor teachers (and mental health consultants)</li><li>• Expand and enhance concurrent enrollment (and leverage through ASCENT)</li><li>• Scale federally-registered apprenticeships</li></ul>
<p>Recruitment &amp; Retention</p> <ul style="list-style-type: none"><li>• Increase pathway flexibility</li><li>• Targeted skill building</li><li>• Targeted recruitment/retention</li> <li>• Build diverse workforce</li></ul>	<ul style="list-style-type: none"><li>• Secure certification waivers</li><li>• Dept of Labor soft skills assessment and training</li><li>• Enhance data systems to ID who is “almost qualified” or “already qualified”</li><li>• Bilingual CDA training targeting FFN providers</li></ul>
<p>Compensation</p> <ul style="list-style-type: none"><li>• Alleviate burden - centralized services</li><li>• Balance and gradient pay</li></ul>	<ul style="list-style-type: none"><li>• Community hire – billing &amp; bookkeeping</li><li>• Local wage ladders &amp; pay parity with K-12</li></ul>



## Audience Discussion

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- What are the innovations at the local level that you are aware of?
- How are they shared and translated into policy initiatives?  
Why is this going well or why is this hard to do?

# ELSA HOLGUÍN, PRESIDENT & CEO DENVER PRESCHOOL PROGRAM

## VISION

Every child in Denver enters kindergarten ready to reach their full potential.

## MISSION

Denver Preschool Program helps Denver fulfill its commitment to its youngest learners. We champion, fund and increase access to quality preschool across our community.



## DENVER'S COMMITMENT

### BY THE NUMBERS

- Funded by City and County of Denver sales tax (originally approved in 2006, then renewed and expanded in 2014)
- Universal access – all Denver families with a 4-year-old
- 247 participating preschool sites including public and community-based preschools received \$2.07 million in quality improvement funds
- All providers must participate in QRIS
- In 2017-2018, more than \$13.5 million in tuition support was distributed to families
- 4,702 students received tuition credit dollars during 2017-2018



## DENVER PRESCHOOL PROGRAM AND QRIS

### DPP QI Core Values

#### Intentional Teaching

- **DPP believes** that curriculum and instruction are essential for children's growth and learning which is informed by the use of ongoing authentic child assessments and observations.

#### Highly-Effective Teachers

- **DPP believes** in attracting and retaining highly-effective teachers and directors by offering professional development and training opportunities to advance their skills, experience and careers in early childhood education.

#### Positive Teacher-Child Interactions

- **DPP believes** that promoting positive teacher-child interactions increases child outcomes and school readiness.



## DENVER PRESCHOOL PROGRAM AND QRIS

### DPP Quality Improvement Resources

#### Investing in programs:

- Leadership, Management and Administration Supports
- Developmentally-Appropriate Curriculum and Authentic Child Assessment Tools
- Directors' Professional Learning Community
- Classroom Materials
- Program Achievement Awards

#### Investing in teachers and directors:

- Coaching and Professional Development Opportunities
- Child Development Associate™ Scholarship
- T.E.A.C.H. Early Childhood® College Scholarships
- Teacher and Director Achievement Awards
- DPP's Preschool Forum



# Bill Jaeger, Vice President Early Childhood & Policy Initiatives

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**COLORADO CHILDREN'S CAMPAIGN**  
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- Legislative Initiatives to Support the EC Workforce
  - Substitute licensure
  - Background check portability'
  - Alternative licensure
  - Teacher shortage plan
  - Early Childhood Educator Tax Credit
  - CCCAP Reform & State Investment
- Reflections on how the provider, local, and state landscape shape the advocacy environment

## Audience Discussion

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- What does this conversation mean for how advocates and the larger advocacy community think about connecting local work with state policy?
- What are the levers (philanthropy, local innovation, program changes, policy reform) that are best suited to making change?



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