



# Doing the Math: A Roadmap for Change in ECE Educator Compensation

Presented by

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# DOING THE MATH

## *A Roadmap for Change in ECE Educator Compensation*

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# AGENDA

Overview of Centers

Salary Scales and Benefits

Calculating the Cost of Care

Lessons Learned



# PARENT INFANT CENTER

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For 45 years, the Parent Infant Center (PIC) has provided high quality child care to children whose families live or work in West Philadelphia. Children learn through play and are given opportunity to connect with nature.



## Early Learning Program (6 weeks-5 years)

- 15 classrooms- 2 buildings
- 224 children enrolled

## School-age Programs (kindergarten-5th grades)

- 6 classrooms- 3 buildings
- 128 children enrolled

# PARENT INFANT CENTER

NAEYC ACCREDITED SINCE 1997



- 1978: The University of Pennsylvania opens PIC to serve infants and toddlers too young for the campus preschool
- 1979: University closes PIC and parents incorporate as an independent, nonprofit organization with 85 children
- 1983: Begin serving children in publicly financed child care (subsidy)
- 1986: Create a scholarship fund to assist families not eligible for subsidy but unable to afford private tuition
- 1996: Open After School Center for grades K-6, enrolling 40 school age children.
- 2012: Nature playground initiative launched; Magic Circle Nature Playground opens in 2014





# CHILD DEMOGRAPHICS PIC

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## Early Learning Program

46% White children  
26.5% Black children  
24% Asian children  
3.5% Latinx

32% families receiving state subsidy  
5% families receiving internal scholarships  
63% private pay families paying full tuition

## School Age Program

41% White children  
30% Black children  
25% Asian children  
4% Latinx

17% families receiving state subsidy  
8% families receiving internal scholarships  
75% private pay families paying full tuition







# STAFF DEMOGRAPHICS PIC

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Full-time teaching staff= 54  
Part-time teaching staff= 23  
Admin staff= 11  
Total = 88

## Credentials

Full time teaching staff with BA/BS degrees in field= 27 (50%)  
Full-time teaching staff with AA degrees in field= 14 (26%)

Full-time teaching staff who have received degrees through TEACH- 14 (26%)  
Current full-time teaching staff participating in TEACH- 15 (28%)

## Turnover/Longevity:

Turnover over last 5 years averages 5.5%  
We typically lose 1-2 certified teachers per year who move onto the Philadelphia School District for 10 month teaching positions (& shorter days, more holiday closures, etc.)





# CHILDREN'S VILLAGE

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Children's Village is a non-profit educating young and school-age children, current and future teachers, and families. Children's Village is distinguished by teaching excellence, a comprehensive and holistic framework, and a focus on inclusion and diversity. Working together with children, families and the community, we promote a society that is fair, compassionate, and economically vibrant.

## Early Learning Program (6 weeks-5 years)

- 18 classrooms
- 279 children enrolled

## School-age Programs (kindergarten-7th grades)

- 6 classrooms
- 129 children enrolled



# CHILDREN'S VILLAGE

NAEYC ACCREDITED SINCE 1996



- 1976: Children's Village begins as one of the first industry-related state-licensed child care centers Philadelphia to benefit children of parents working in the unionized garment industry. Established as a non-profit
- 1976: Teaching and kitchen staff represented by the PA Federation of Teachers Union
- 1988: Becomes independent from partner agency; adds toddler program
- 1998: Partners with Head Start to create one of the first Head Start/Child Care Collaborative programs in Pennsylvania.
- 2001: School-Age program begins
- 2020: Infant Program begins
- On-site chef-led commercial kitchen serves nutritious meals family style that reflect the diverse cultures of families and include produce from local farms (featured in recent Philadelphia Inquirer Article)



# CHILD DEMOGRAPHICS CV

## Early Learning Program

7% White children

19% Black children

64% Asian children

1% Latinx

9% Multiracial

74% non English speaking households

75% families receiving state subsidy

5% staff families receiving internal scholarships

23% private pay families paying full tuition

## School Age Program

3% White children

12% Black children

78% Asian children

2% Latinx

5% Multiracial

84% non English speaking households

90% families receiving state subsidy

1% staff families receiving internal scholarships

9% private pay families paying full tuition



# STAFF DEMOGRAPHICS CV

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Full-time teaching staff= 50  
Part-time teaching staff= 12 substitutes  
Admin staff= 7 full time  
Kitchen staff = 5 full time  
Family Services Staff - 5 full time  
Office, Accounting staff - 8 full time; 1 part time  
Special Needs = 1 full time, 2 part-time  
Library - 2 part time  
Total = 76 full time; 17 part-time

## Credentials

Full time teaching staff with MA/MS in field - 5 (10%)  
full time teaching staff with BA/MS in field - 13 (26%)  
Full-time teaching staff with AA degrees in field - 17 (34%)

Full-time teaching staff who received degrees through TEACH - 25 (50%)  
Current full-time teaching staff participating in TEACH - 19 (38%)

## Turnover/Longevity:

Turnover over last 5 years averages 4%;  
this past year was 10%  
We typically lose 1 certified teacher per year  
who move onto the Philadelphia School  
District for 10 month teaching positions,  
shorter days, more holiday closures, etc. .  
Approximately 25% of them return





# SALARY SCALES AND BENEFITS

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Aligning with K-12 Educators

# PIC SALARY SCALE

POSITION	ENTRY LEVEL	LEVEL A (CDA, 9 ECE credits or School Age Credential)	Level B (AA in ECE or related field)	LEVEL C (BA/BS in ECE or related field)	LEVEL D (MS/MA w/ ECE Content)	ADDITIONAL EXPERTISE/CERTIFICATES: Infant/Toddler Certificate, Infant/Toddler Leadership Project, Trauma Informed Certificate, PRIDE Project, TEACH Plus Program, Director's Credential (& others)			EXPERIENCE IN THE FIELD			AVERAGE SALARY
<b>\$49,000/yr</b>									(or School District for School-age)	STAR 4 program		<b>24.50/hr</b>
<b>Lead Teachers</b> <i>Starting Rate \$20.00/hr \$41,600/yr</i>	Must have minimum of AA degree in ECE or related field AND working toward BA/BA degree in ECE or related field			ADD \$2,000 Bachelor's degree in ECE or related field	ADD \$2,000 MS/MA w/ ECE Content		ADD \$2,000 Special Education Certification	ADD \$1,000 each additional certificate or credential (as approved)	ADD \$500 for every 2 years of experience at PIC as of 6/30/23	ADD \$500 every 3 yrs prior experience in a NAEYC accredited or STAR 4 program (or School District for School-age)	ADD \$500 every 5 years of prior experience in non-NAEYC accredited or STAR 4 program	<b>Lead Teachers</b> <i>Average \$48,428/yr \$23.28/hr</i>
<b>Ass't. Teachers</b> <i>Starting Rate \$17.00/hr \$35,360/yr</i>	Must have minimum of a CDA, School Age Credential or 9 ECE credits AND working toward AA in ECE or related field		ADD \$1,000 AA degree in ECE or related field	ADD \$2,000 Bachelor's degree in ECE or related field	ADD \$2,000 MS/MA w/ ECE Content	ADD \$2,000 Level 1 Certification	ADD \$2,000 Special Education Certification	ADD \$1,000 each additional certificate or credential (as approved)	ADD \$500 every 2 years of experience at PIC as of 6/30/23	ADD \$500 every 3 yrs prior experience in a NAEYC accredited or STAR 4 program (or School District for School-age)	ADD \$500 for every 5 years of prior experience in non-NAEYC accredited or STAR 4 program	<b>Ass't. Teachers</b> <i>Average \$38,835/yr \$18.67/hr</i>
<b>Flex Teachers</b> <i>Starting Rate \$17.00/hr \$35,360/yr</i>	Must be working toward a minimum of a CDA, 9 credits on ECE, or School Age Certificate		ADD \$1,000 AA degree in ECE or related field	ADD \$2,000 Bachelor's degree in ECE or related field	ADD \$2,000 MS/MA w/ ECE Content		ADD \$2,000 Special Education Certification	ADD \$1,000 each additional certificate or credential (as approved)	ADD \$500 each 2 years of experience at PIC as of 6/30/23	ADD \$500 every 3 yrs prior experience in a NAEYC accredited or STAR 4 program (or School District for School-age)	ADD \$500 for every 5 years of prior experience in non-NAEYC accredited or STAR 4 program	<b>Flex Teachers</b> <i>Average \$38,835/yr \$18.75/hr</i>
<b>Hourly Part Time</b> <i>Starting Rate \$17.00/hr</i>	Must have a minimum of HS diploma and 2 years experience working w/ children	ADD \$.50 CDA, 9 ECE credits or SA credential	ADD \$.50 AA in ECE for related field	ADD \$1.00 Bachelor's degree or higher in ECE or related field	ADD \$1.00 MS/MA w/ ECE Content		ADD \$1.00 Special Education Certification	ADD .50 each additional certificate or credential (as approved)	ADD .50 each 2 years of experience at PIC as of 6/30/23	ADD .50 every 3 yrs prior experience in a NAEYC accredited or STAR 4 program (or School District for School-age)	ADD .50 every 5 years of prior experience in non-NAEYC accredited or STAR 4 program	<b>Hourly Part Time</b> <i>Average \$18.50/hr</i>

Starting Salary:  
17.00/hour

Average Hourly Part-time:  
18.50/hour

Highest Teacher Salary:

# PARENT INFANT CENTER BENEFITS

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- 90% paid Medical, Dental and Vision insurance
- Short and Long Term Disability Insurance STD covers 70% of salary for 6 week maternity leave.
- Employees may take up to 3 month leave with additional time either unpaid or use of PTO.
- Retirement: PIC matches up to 7% of employee contribution (incremental increase from 2-7 years)
- Discounted Child Care Cost
- PTO increases with longevity of employment (23 - 29 days/year) + week between Christmas and New Year's Day.
- Professional Development: T.E.A.C.H.; 4 days/year, program closes for staff PD; additional time for local/national conferences



# CHILDREN'S VILLAGE SALARY SCALE

Lead Teacher - A.A. in ECE		
Step	Hourly	
1	\$20.00	\$41,600.00
2	\$20.60	\$42,848.00
3	\$21.22	\$44,137.60
4	\$21.85	\$45,448.00
5	\$22.95	\$47,736.00

Lead Teacher - BA in ECE or related field		
Step	Hourly	
1	\$21.00	\$43,680.00
2	\$21.63	\$44,990.40
3	\$22.28	\$46,342.40
4	\$22.95	\$47,736.00
5	\$24.10	\$50,128.00

Lead Teacher - MA in ECE or related field		
Step	Hourly	
1	\$21.50	\$44,720.00
2	\$22.15	\$46,072.00
3	\$22.81	\$47,444.80
4	\$23.50	\$48,880.00
5	\$24.68	\$51,334.40

Lead Teacher - BA + ECE Cert Level I		
Step	Hourly	
1	\$23.00	\$47,840.00
2	\$23.69	\$49,275.20
3	\$24.40	\$50,752.00
4	\$25.13	\$52,270.40
5	\$26.38	\$54,870.40

Lead Teacher - BA + ECE Cert Level II		
Step	Hourly	
1	\$24.75	\$51,480.00
2	\$25.49	\$53,019.20
3	\$26.26	\$54,620.80
4	\$27.04	\$56,243.20
5	\$28.39	\$59,051.20

Lead Teacher - MA + ECE Cert Level II		
Step	Hourly	
1	\$25.25	\$52,520.00
2	\$26.00	\$54,080.00
3	\$26.78	\$55,702.40
4	\$27.58	\$57,366.40
5	\$28.96	\$60,236.80

Asst. Teacher - HS plus 2 years experience		
Step	Hourly	
1	\$17.00	\$35,360.00
2	\$17.51	\$36,420.80
3	\$18.04	\$37,523.20
4	\$18.58	\$38,646.40
5	\$19.50	\$40,560.00

Assistant Teacher HS plus 18 ECE Credits		
Step	Hourly	
1	\$18.00	\$37,440.00
2	\$18.54	\$38,563.20
3	\$19.10	\$39,728.00
4	\$19.67	\$40,913.60
5	\$20.65	\$42,952.00

Asst. Teacher - AA in ECE		
Step	Hourly	
1	\$19.00	\$39,520.00
2	\$19.57	\$40,705.60
3	\$20.16	\$41,932.80
4	\$20.76	\$43,180.80
5	\$21.80	\$45,344.00

Starting Salary:  
17.00/hour

Average Lead  
Teacher Salary:  
\$55,700

Highest Teacher  
Salary:  
\$60,236

# CHILDREN'S VILLAGE BENEFITS – FULL TIME, UNION EMPLOYEES

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- Health insurance employee/dependents, inc. vision/dental; employee pays 13% of the monthly premium
- Maternity/paternity paid leave of 3 weeks at full pay
- PTO: 10–25 days Vacation (grows w/tenure); 5 personal days; 15 sick days + 9 paid holidays
- Life insurance = 1.5 times annual salary
- Child care tuition reduction for staff
- Paid release time for approved PD
- Participation in T.E.A.C.H.
- One time payment of \$1,000 towards retirement account; plus 4% employer match

# CALCULATING THE COST OF CARE

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What does cost to provide these salaries and benefits?



# TUITION AND AFFORDABILITY AT PIC

## 2023 - 2024 Monthly Tuition

Ages/Program	5 days	4 days	3 days	Drop In-Day*
Infant	\$2,250	\$2,015	\$1,645	\$130
Toddler	\$2,020	\$1,795	\$1,460	\$130
Pre-school	\$1,635	\$1,440	\$1,290	\$130
Part-Day Pre-School	\$935	\$835	\$710	\$125
Pre-K Counts Extended	\$500	n/a	n/a	n/a
After School Center	\$630	\$580	\$550	\$65 afternoon / \$110 full day

Annual Costs/Full time:

Infant - \$27,000

Toddler - \$24,240

Preschool - \$19,620

## Tuition Assistance Options

### Child Care Works (CCW):

PIC accepts applications from families who receive CCW (federal child care subsidy)

### Pennsylvania's Pre-K Counts program:

PIC partners with the School District of Philadelphia to offer PA's Pre-K Counts program, which provides no cost pre-kindergarten education for eligible children ages 3 to 5.

### PIC Tuition Fund

In addition, PIC fundraising efforts support a modest [Tuition Fund](#) to help currently enrolled families who cannot meet the full cost of care. Applications are due May 31 for the next fiscal year and families are notified about financial awards by June 15. We understand that individual circumstances change and assistance requests are accepted throughout the year.

# FINANCES & IRON TRIANGLE: PIC

Organizational budget: \$5,525,600

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Percentage of revenue from:

16% Public Subsidy (Child Care, PreK)

77% Private pay tuition

7% Fundraising

Enrollment

Infant/Toddler: 78

Preschool: 144

School Age: 100

Total = 322

Top 3 expenses:

- Personnel and Benefits- 76%
- Rent & Utilities - 11%
- Supplies (classroom & food) - 13%

Bad debt = 1% (or less)

Vacancy rate = 2-5%

# BLENDING FUNDING TO MEET THE COST OF CARE AT CV

Children are NOT segregated by funding source; the primary difference is in hours of service

Full Day, Full year  
\$17-20,000/year

Full Day, School year  
\$14-17,000/year

School day, School year  
\$7-11,000/year

TYPE OF PRESCHOOL FUNDING	SCHEDULE	ANNUAL REIMBURSEMENT
CCW only	M-F 6:30 – 6:00; year-round	\$11,752
CCW/Head Start	M-F 6:30 – 6:00; year-round	\$19,162
CCW/PKC	M-F 6:30 – 6:00; year-round	\$17,143
CCW/PHL	M-F 6:30 – 6:00; year-round	\$17,898
Private	M-F 6:30 – 6:00; year-round	\$17,680
Private	M-F 6:30 – 6:00; Sept-June	\$14,280
Private/PKC	M-F 6:30 – 6:00; year-round	\$19,795
Private/PKC	M-F 6:30 – 6:00; Sept-June	\$16,395
Private/PHL	M-F 6:30 – 6:00; year-round	\$20,550
Private/PHL	M-F 6:30 – 6:00; Sept-June	\$17,150
Head Start only	M-F 6:30 – 3:30 Sept-June	\$7,410
PKC only	M-F 6:30 – 3:30 Sept-June	\$7,995
PHL only	M-F 6:30 – 3:30 Sept-June	\$8,750
HS/PKC	M-F 6:30 – 3:30 Sept-June	\$11,775
Private	M-F 6:30 – 3:30 Sept-June	\$8,400

### Calculations:

CCW Star 4:	\$45.20 a day
Head Start:	\$7,410
PKC full time:	\$7,995
PKC part time:	\$4,365
PHL	\$8,750
CV Tuition: Private (full day)	\$335 a week
CV Tuition: Private (full day) with PKC or PHL	\$200 a week
CV Tuition: Private (3:30 class)	\$290 a week



# FINANCES & IRON TRIANGLE: CV

Organizational budget: \$8,185,889

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Operating Margin of 3.78%

Percentage of revenue from:

43% Government grants (HS, PKC, EHS)

28% Child Care Subsidy

12% Private pay tuition

3% Fundraising

• Top 3 expenses:

• Personnel and Benefits- \$6,070,308 (76.%)

• Rent & Utilities - \$896,035 (11%)

• Supplies (classroom & food) - \$506,214 (6%)

• Expenses:

Program Services: 86.3% Admin: 10.8% Fundraising: 2.8%

Enrollment

62 /64 slots of infants/toddlers (96% )

238 /240 slots of preschoolers (99%)

125 /129 slots of school agers (97%)

Current bad debt as a percentage of annual revenue

.005% of bad debt over 30 days

.005% of bad debt over 60 days

.003% of bad debt over 90 days

# SCALE MATTERS

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## For children & families

- Diversity of ages served is convenient for families - single drop off/pick up
- Diversity of families is best for children
- Highest standards applied for all children in an age range - regardless of funding source

## For business operations

- Expert fiscal, human resources, fundraising, facilities, and marketing skills on staff/board/via consultants
- Experts create budgets, allocate costs and otherwise meet funder requirements
- Diversity of funding sources supports strong operational cashflow and year-round programming

## For staff

- Administrative costs are low and allow for higher percentage of revenue to be directed to educator compensation
- HR practices are sound, consistent and equitable thanks to the expertise available and support staff recruitment and retention

# Standards for ECE Employer Benefits

Competitive  
Package

Employer  
provides:

- ✓ Vision/Dental coverage
- ✓ Mental health services
- ✓ Paid Family/Medical Leave
- ✓ Short/Long Term Disability
- ✓ Life insurance
- ✓ Continuing Education benefit (tuition, etc.)

Employer Contribution to:

- ✓ Telehealth Services
- ✓ Health Savings Account (HSA) and/or  
Individual Coverage Health Reimbursement Account (ICHRA)
- ✓ Retirement Account

- ✓ HR Policy that all employees required to have Health Insurance
- ✓ Employer provides access to ACA Marketplace Navigator (during work hours)
- ✓ Access to Retirement account with employee payroll deduction (opt out vs. opt in)
- ✓ Accrued Paid Time Off (Minimum of 2 weeks; increased over time/position)
- ✓ Paid planning time for Lead Teachers
- ✓ Employer participates in workforce initiatives (T.E.A.C.H., etc.)

Minimum  
Standards



# RESOURCES FOR THE WORK

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## Salaries

- [Salary Scale Template](#)
- [Budget Template](#)
- [U.S. Bureau of Labor Statistics](#)

## Health Insurance

- [Affordable Care Act Marketplace](#)
- [Telehealth Options](#)
- [ECE Shared Resources](#)
- [Comparison of Health Care Accounts](#)

## Retirement

- [Retirement Tool](#) from Civitas Strategies
- [Hiring a Benefits Broker](#)

# LET'S TALK

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What are your biggest challenges? What have you tried that was successful? What resources do you need to take a next step?



Opportunities  
Exchange

**Change  
NOW!**



For more information, contact:



Opportunities  
Exchange

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