

Understanding the True Cost of Child Care in San Diego County

The County of San Diego Cost Estimation Model (CEM)

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Prenatal to Five Fiscal Strategies



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About Prenatal to Five Fiscal Strategies

Prenatal to Five Fiscal Strategies is a national nonprofit, founded by Jeanna Capito and Simon Workman, that seeks to address the broken fiscal and governance structures within the prenatal to five system with a comprehensive, cross-agency, cross-service approach. The initiative is founded in a set of shared principles that centers on the needs of children, families, providers, and the workforce. This approach fundamentally rethinks the current system to better tackle issues of equity in funding and access.

For more information about P5 Fiscal Strategies, please visit: www.prenatal5fiscal.org

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Introduction and Background

The Broken Child Care Market

The child care market is often described as "broken" because it fails to function in a way that supports both child care providers and families. At the core of this issue is the significant gap between the price of care—what parents can afford to pay—and the “true cost” of providing quality child care. This disconnect creates a system where child care providers, who are predominantly small businesses operating on very tight margins, are forced to set tuition prices based on what families in their community can bear, rather than on what it actually costs to provide care. As a result, programs are forced to rely on unsustainable practices like staff working more than the hours they are paid or using personal funds to cover expenses for materials, and the inability to offer care that meets quality standards without incurring financial losses.

Families with lower household incomes can get help by accessing publicly funded, or subsidized, child care. However, the amount that child care providers are reimbursed for serving eligible families is based on this broken market. Most states set the reimbursement rates based on what is called a “market rate approach”, which relies on the study of tuition prices charged to families. Yet, in most communities, child care providers are unable to charge tuition prices at a level that would cover their true costs. This rate setting approach perpetuates inequities between high- and low-income communities.

In a properly functioning market, the price of child care would reflect the actual cost of delivering that care, including adequate compensation for staff and sufficient resources to meet regulatory and quality standards. This leads to a situation where subsidy-eligible families, who rely on vouchers or other forms of public assistance, are often unable to access quality child care because the subsidies do not cover the true cost of care and providers are unable to provide the level of care that they aspire to provide to children and families.

This market failure is particularly severe for the care of infants and toddlers, which is more expensive due to lower group size, staff-to-child ratios, and increased regulatory requirements. The gap between what it costs to provide child care for infants and toddlers and the amount providers are paid through subsidies is just too big for providers to make ends meet. This disincentive to serve younger age groups means that in nearly all communities, there are only enough infant and toddler spaces to serve fewer than 10 percent of eligible children.¹

Policymakers and advocates are recognizing the need to address this broken system. Cost estimation models (CEMs) offer a valuable tool for states and regions to better understand the true cost of providing care. Unlike the market rate approach, cost estimation models take into account the actual expenses providers incur to meet state standards and deliver quality child care. These models can simulate various scenarios, such as changes in program size, the age mix of children served, and geographic location, to estimate how these factors impact the cost of care.

¹ Workman, S., & Jessen-Howard, S. (2020, October 15). *Understanding the True Cost of Child Care for Infants and Toddlers*. Center for American Progress.
<https://www.americanprogress.org/article/understanding-true-cost-child-care-infants-toddlers/>

By utilizing cost estimation models, policymakers can gain a clearer picture of what is needed to close the gap between the price families pay and the cost of care. This information can be used to set subsidy rates that more accurately reflect the true cost of care, ensuring providers are adequately compensated and families, regardless of income, have access to quality child care. Moreover, these models can help identify where investments are most needed to expand child care capacity, particularly in underserved areas or for specific age groups, ultimately contributing to a more equitable and functional child care system. California is among a growing number of states to make the shift from a market rate approach to an alternative methodology, or cost-based approach, such as one utilizing a cost model to set reimbursement rates.

Child Care Landscape in San Diego

San Diego ranks as the thirteenth most expensive metro area in the country and the average price of child care for two young children consumes forty percent of a typical family of four's household budget and they need to earn more than \$107,358 to afford paying for child care out of pocket.² The high child care tuition prices force many families, particularly those in the middle-class, to make difficult choices about whether or not it makes financial sense for them to stay in the workforce or enter it at all. The inability to secure reliable child care forces some families, especially those with unpredictable or non-standard work schedules, to leave the workforce or struggle to maintain employment. Women are disproportionately affected by the lack of affordable and available child care and when faced with a lack of child care, many are forced to shift to part-time work or leave the workforce altogether. According to a 2022 report, nearly half of the mothers who were unemployed left the workforce because of child care issues.³ This situation exacerbates workforce shortages, particularly in critical sectors like healthcare, customer service, and public safety.⁴

Defining terms

PRICE OF CARE means the tuition prices that programs set, which are usually based on local market conditions and what families can afford, ensuring programs are competitive within their local market and can operate at as close to full enrollment as possible.

COST OF CARE means the actual expenses providers incur to operate their program, including any in-kind contributions such as reduced rent, allocating expenses across classrooms and enrolled children based on the cost of providing service and not on what parents can afford.

TRUE COST OF CARE refers to the cost of operating a program with the staff and materials needed to meet licensing and quality standards and provide a developmentally appropriate learning environment for all children. Cost of quality is another term often used to refer to the true cost of care. The true cost includes adequate compensation to recruit and retain a professional and stable workforce, in line with the education and experience requirements of the positions.

² The San Diego Workforce Partnership. (n.d.). *Workforce + Child Care: Two Vital Components of a Thriving San Diego Region*. Retrieved from childcare.workforce.org

³ First Five Years Fund. (2023, March 8). *First five things to know: The impact of the child care crisis on women*. First Five Years Fund. <https://www.ffyf.org>

⁴ Center for American Progress. (2021, September 27). *The child care crisis is keeping women out of the workforce*. Center for American Progress. <https://www.americanprogress.org/article/child-care-crisis-keeping-women-workforce/>

Even those families who can afford to pay for care have a difficult time finding it because the supply of child care has not kept pace with demand. Nearly 190,000 children under 12 with parents in the workforce have no available licensed child care spot in San Diego County.⁵ This shortage is particularly acute for infant and toddler child care, which is the most needed in the region. In fact, about two-thirds of San Diego families live in a child care “desert”, or a region where fewer than three child care spaces are available for every ten children under age six.⁶ The lack of child care spaces has always been an issue in San Diego County but the rising cost of living in the region coupled with the impact of the COVID-19 pandemic has had a devastating impact on child care providers’ ability to remain open and to earn a living wage themselves. Child care providers face increasingly high operational costs, insufficient wages, and lack of benefits, all of which have led to significant child care workforce shortages and high turnover.⁷

Understanding True Costs and Market Rates in San Diego County

The San Diego County Board of Supervisors has taken significant steps to address the child care crisis by allocating funds from the American Rescue Plan funds to help address the child care crisis, including the cost estimation model presented in this report. This effort is part of a broader child care blueprint aimed at increasing access to affordable child care and supporting child care providers.

The San Diego CEM presented in this report leverages prior work conducted by Prenatal to Five Fiscal Strategies as part of the California Cost of Care study. The San Diego CEM leverages prior work conducted by Prenatal to Five Fiscal Strategies as part of the California Cost of Care study. In 2022, Prenatal to Five Fiscal Strategies was funded by philanthropy to conduct the California Cost of Care study to support California’s shift from a market rate approach to an alternative methodology⁸ for rate setting. As part of the 2022 study, a statewide CEM, or cost model, was created to support the California Rate and Quality Workgroup in developing recommendations for child care subsidy rate reform. That study involved gathering data and input from child care providers across the state, including a significant number of providers in San Diego County.

In addition to developing a cost model, a secondary goal of this project was to establish an understanding of the child care market rate. Understanding child care market rates is important for a couple of reasons. First, it is important to benchmark costs against the market reality. Market rates are important reference points for determining how child care subsidies and policies are aligned with the tuition charged of families in a given market. Without accurate market rate data, policymakers cannot assess if subsidies cover enough of the tuition to support families and providers to be able to ‘purchase’ care with their subsidy. Second, understanding market rates helps to identify inequities in access to affordable, quality child care. For example, if the market rate is too high relative to family incomes, especially in lower-income areas, families likely will not

⁵ The San Diego Workforce Partnership. (n.d.). *Workforce + Child Care: Two Vital Components of a Thriving San Diego Region*. Retrieved from childcare.workforce.org

⁶ San Diego Regional EDC. (n.d.). *Interactive map viewer*. San Diego Regional EDC. <https://sd-regional-edc.maps.arcgis.com/apps/webappviewer/index.html?id=f3196b40e28a4df6a19b7e162b209f90>

⁷ *A Report by the Rate and Quality Workgroup*, August 15, 2022.

[https://cdss.ca.gov/Portals/9/CalWORKs/CCT/CCDD/Rate%20and%20Quality%20Stakeholder%20Workgroup%20Report_August%202022_FINAL%20ADA%20\(2\).pdf?ver=2022-08-24-081240-333](https://cdss.ca.gov/Portals/9/CalWORKs/CCT/CCDD/Rate%20and%20Quality%20Stakeholder%20Workgroup%20Report_August%202022_FINAL%20ADA%20(2).pdf?ver=2022-08-24-081240-333)

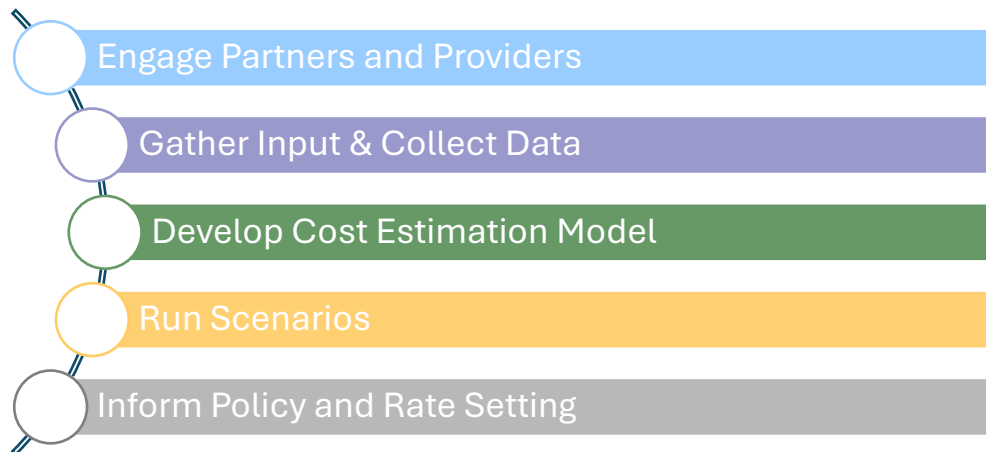
⁸ *Understanding Alternative Methodology*. (n.d.). Prenatal to Five Fiscal Strategies. Retrieved from https://www.prenatal5fiscal.org/_files/ugd/8fd549_011b1b6f7585428a8fe16759381d635e.pdf

be able to afford care. Knowing the market rates allows policymakers to design targeted financial assistance and potentially adjust or augment subsidies in a way that addresses these disparities.

Methodology

The San Diego CEM building process was conducted according to the Prenatal to Five Fiscal Strategies [approach](#) to cost modeling. This approach includes five phases, as shown in Figure 1. This section of the report details the steps of this process completed in San Diego.

Figure 1: Prenatal to Five Fiscal Strategies cost modeling approach

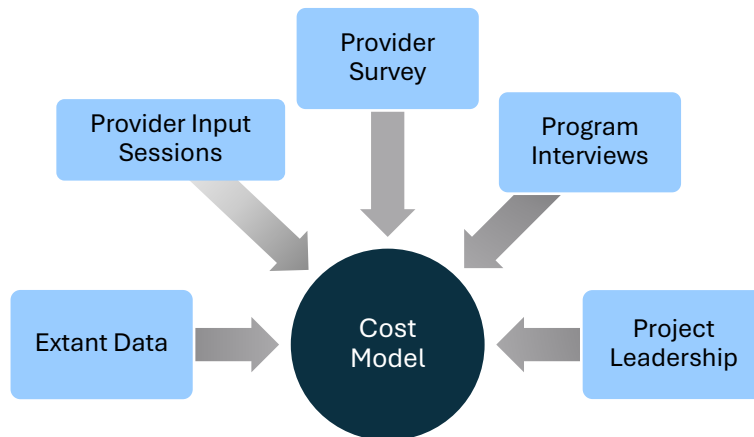


Constituent Engagement and Input

A key component of Prenatal to Five Fiscal Strategies’ (P5FS) approach is the engagement of constituents⁹ and child care providers. For this project, P5FS used several strategies to engage constituents, as shown in Figure 2. Overall project leadership and guidance was provided by the County of San Diego, First 5 San Diego, and leadership of Children First Collective San Diego. P5FS met regularly with this leadership team to ensure the goals of the project were achieved. Members of the Project Leadership team also provided advice on the survey and input sessions, helped with provider engagement and messaging, and with decisions regarding model inputs and selection points.

⁹ P5FS uses the term constituent instead of stakeholder, where possible, to describe those directly involved in the project and those most impacted by the services and programs studied. The term “[stakeholder](#)” can reflect a power differential and has a violent connotation for some tribes and tribal members.

Figure 2: CEM constituent input



Child Care Provider Survey Data

To ensure the cost model represents the reality of child care provider operations, P5FS led activities to engage a diverse group of child care programs and leaders. P5FS hosted child care provider input sessions, administered a provider survey, and conducted interviews with providers, as needed, to gain additional input. It is imperative that any cost model is informed by those with the deepest knowledge about the operations of the programming the tool is intended to model. P5FS designed an approach to data collection that would minimize burden on child care providers while also ensuring the data reflects the experience of diverse child care providers in San Diego County by leveraging data from the [2022 California Cost of Care](#) study.

The purpose of the 2022 statewide provider survey was to gather detailed data from individual child care sites about their program type, size, and children served, their staffing model (including ratios and group sizes), program expenses (personnel and nonpersonnel), and revenue details. These data were used to inform estimates of the cost per child with variations for program type, location, and age of child served. Data collection for the 2022 Cost of Care study took place between April and July 2022 and 5,432 individuals responded. However, a portion of those respondents did not complete basic information necessary to be included in the final sample. The final sample (N=3,855) comprised family child care (FCC) providers (64%), centers (30%), and license exempt family, friend, and neighbor providers (6%). This distribution across provider types is similar to the distribution of all providers in the state. Overall, the sample (excluding FFN) represents just over 10% of the licensed providers in the state. While the sample represents a relatively small proportion of the overall population of providers, this is not surprising given the short data collection window and the other challenges facing child care providers during this time (e.g., staff and teacher shortages and the ongoing COVID-19 pandemic).

The 2022 CA Cost of Care study did not gather data on tuition rates charged to families nor did it explicitly engage out-of-school time programs. It also had a less robust response rate from centers than from family child care homes in San Diego. Since both market rates and costs for out-of-school time programs were a priority for this CEM, the 2024 San Diego Market Rate and Cost of Care Survey was used (see survey appendix C) and was specifically targeted to center-based providers and out-of-school time providers to augment the data from the 2022 study. Both surveys included questions in the following areas:

1. Program characteristics, including size, program type, ages of children served, and funding streams.
2. Staffing patterns, including the number of program staff and the number of teaching staff.
3. Compensation and benefits, including average salaries for employees and benefits offered.
4. Select nonpersonnel expenses, such as occupancy, including rent/lease/mortgage and utilities.
5. Costs for serving populations of children and families, such as children with delays/disabilities, children with behavior concerns, or families with unstable housing.

The 2024 San Diego Market Rate and Cost of Care survey also included questions about tuition rates for full-time and part-time care (including before and after school care or out-of-school time care) by age of children served. The survey employed skip logic, which allowed participants to be presented with only those questions that were relevant based on their provider type and previous answers. For example, only out-of-school time providers were asked cost-related questions (since data from the 2022 cost of care survey was used for other types of programs). Similarly, providers were only asked about tuition rates for age groups they had indicated that they serve and only if the program indicated that they charge parents tuition. This approach helped minimize the burden on providers completing the survey and increased the ease of completion.

The online survey was open between April 25, 2024, and June 10, 2024 and was available in six languages (English, Spanish, Simplified Chinese, Traditional Chinese, Tagalog, and Farsi/Persian). It was distributed through multiple avenues including email distribution from First 5 San Diego, San Diego County Office of Education, YMCA CRS, and members of the Children First Collective San Diego. Project Leadership advised on a constituent engagement communications and messaging toolkit, which was used by community members to share out the survey. The toolkit supported provider outreach efforts and ensured consistent messaging. The toolkit included sample emails, newsletters, and social media captions with graphics, along with designed flyers and postcards, all in the multiple languages of the survey. The materials were made available on a shared drive for downloading as well as emailed to provider supporting organizations. The toolkit included sample social media posts to support partners to easily share information about the study and ways that providers could participate.

In addition to the online version of the survey, P5FS utilized a version of the survey in Microsoft Excel format for organizations that oversee multiple child care sites. This multisite tool was shared with school districts and large organizations so that these organizations did not have to complete a survey for each of their sites. Instead, these organizations were able to repeat the same answers across multiple sites, as applicable.

Table 1 provides a summary of the number of San Diego County providers who were engaged through the 2022 California cost of care survey and the 2024 San Diego Market Rate and Cost of Care Survey.

Table 1: San Diego provider respondents, by survey source and provider type

	2022 California Cost of Care Survey	2024 San Diego Market Rate and Cost of Care Survey
Licensed Family Child Care Providers	362	27
Licensed Child Care Centers	101	40
Out-of-School Time Programs	15	150
Family, Friend, and Neighbor Providers	23	0
Total San Diego Sample	501	217

Child Care Provider Input Sessions and Interviews

Input sessions offer the opportunity for deeper dialogue with providers about their expenses, challenges with operations and revenue, and the true cost of providing care when not constrained by limited resources. Input sessions engaged providers in a discussion about barriers to delivering the quality they aspire to provide and what they need to be able to recruit and retain staff, provide quality care, and meet the needs of children and families in their community. The information provided in these sessions helps inform the assumptions in the cost model.

Three input sessions were convened with the Children First Collective Working Group on May 16, June 13, and June 20, 2024 and included members of the Quality Counts California (QCC) San Diego Consortium. A total number of 72 providers participated in the three input sessions. An additional input session was also held in June with members of the California Afterschool Advocacy Alliance CA3 to capture the out-of-school time program perspective and included approximately 20 attendees. Finally, local experts in the before- and after-school care space provided input on the survey questions and assisted with survey dissemination.

Extant Data and Document Review

In addition to the data gathered through the surveys and input sessions, publicly available data is also an important input for developing a cost model and doing an analysis of the child care landscape in a community. For the market rate analysis, recent data published online by the YMCA CRS was used¹⁰. These data are reported by programs through the mychildcareplan¹¹ database and provide average full-time weekly rates for child care as of July 2024 by region, zip code, and child age group. To inform the salary assumptions in the cost model, data on current salaries were obtained from the Bureau of Labor Statistics, Occupational Employment and Wage Statistics and data on living wage salary levels in San Diego were obtained from the Living Wage Calculator. Data on costs for health care benefits were obtained from Kaiser Family Foundation average annual single premium per enrolled employee for employer-based health insurance. Information on local minimum wage ordinances and requirements related to paid leave for staff were gathered from the City of San Diego and County of San Diego, in order to ensure the cost of care includes local measures.¹²

¹⁰YMCA of San Diego County. (n.d.). Cost of child care. <https://www.ymcasd.org/community-support/childcare-resource-service/family-resources/choosing-child-care/cost-child-care>

¹¹ <https://mychildcareplan.org/>

¹² San Diego County Office of Labor Standards and Enforcement. (n.d.). *Office of Labor Standards and Enforcement*, San Diego County <https://www.sandiegocounty.gov/content/sdc/OLSE.htm>

Additional reports that were reviewed to better understand the San Diego County context were: *The San Diego Child Care Blueprint (2023)*; *San Diego County report card on children & families: A vision for the future of our region’s youth*; *Workforce + Child Care: Two Vital Components of a Thriving San Diego Region*; *San Diego County Childcare Landscape: An Analysis of the Supply and Demand*; *Spring 2024: Statewide ELO-P Survey*; *San Diego County profile: Economic indicators*; *Live Well San Diego annual report 2023*.

Market Rate Analysis

While the 2024 survey included questions about tuition and market rates, the response rate was not sufficient to provide analyses across the types of care, ages of children served, and regions. Thus, the extant data on market rates from the YMCA CRS administrative data was used. Table 2 provides a summary of these data by listing the average market rates in San Diego County for different types of child care across the six Health and Human Service Agency (HHS) regions in San Diego County (see Figure 3 for a map of the regions). The rates are categorized by the type of care (Family Child Care Homes vs. Centers) and the age group of children served (infant, preschool, school age).

As shown in the table, not surprisingly, infant care is the most expensive across all regions due largely to the higher staff-to-child ratios. Rates for preschoolers are generally lower than infant care but vary significantly by region. The lowest rates are generally for school-age children, reflecting the ratio and group size allowed and the fewer hours of care typically provided for before- and after-school care. Family child care home tuition rates are consistently lower than those of centers, consistent with trends nationwide.

Table 2: Average market rates by type of care, age of children served, and geographic region

Regions	Family Child Care Homes			Centers		
	Infant	Preschool	School age	Infant	Preschool	School age
Central	\$320.39	\$295.56	\$248.58	\$428.65	\$299.61	\$208.09
East	\$310.71	\$276.68	\$254.66	\$372.18	\$263.97	\$226.43
North Central	\$345.25	\$318.87	\$280.81	\$413.43	\$318.53	\$271.86
North Inland	\$303.30	\$278.37	\$268.26	\$418.97	\$297.56	\$284.84
North Coastal	\$347.47	\$313.97	\$275.34	\$425.38	\$317.58	\$263.38
South	\$283.47	\$255.69	\$226.29	\$377.61	\$258.59	\$203.21
County	\$318.43	\$289.86	\$258.99	\$406.04	\$292.64	\$242.97

Across regions, the Northern Central region shows consistently higher rates across age groups and types of care than the other regions, likely reflecting the higher income in this region. According to

Understanding the Cost of Care

Child care cost models can provide transparency into the fiscal realities of operating early care and education programs. Models can provide a comprehensive understanding of the true cost of meeting program standards and the impact of different programmatic and policy decisions on the financial stability of child care providers.

A cost of care study was conducted in 2022 on the delivery of child care direct services in the state of California. The study included both the gathering of input on child care operations and costs from child care providers, and the development of a cost estimation tool to model the cost of child care direct services. The [CEM](#) determines what it actually costs providers to meet licensing standards. The model also embeds cost variables that reflect the values of the state as demonstrated during constituent engagement, including adequately compensating educators and ensuring programs have the resources to meet the needs of children and families. This study and cost model are drawn upon as part of the San Diego CEM to leverage this existing work and avoid duplication of effort, but also to stay in step with key concepts of the cost of child care in California informed by the diverse constituent group of the Rate and Quality Workgroup and the provider input process in 2022, which reached nearly 5,000 providers. Full detail on the Cost of Care study is available in the Rate and Quality Workgroup report¹⁶, as relevant content from this study used in the San Diego County work is woven throughout this report.

The San Diego County child care CEM benefits from the foundation built in the 2022 statewide process. During the 2022 Cost of Care study, constituent engagement included meetings with the California Rate and Quality Workgroup, input sessions with groups of child care providers, a provider survey, and interviews with providers and other constituents. Additionally, P5FS engaged in regular meetings with the project leadership including staff from the California Department of Social Services and the California Department of Education, as well as leadership from Child Care Providers United, the Joint Labor Management Committee, and other state and local groups to ensure the cost modeling was completed comprehensively and collaboratively. Also, individual interview opportunities were offered to members of the California Rate and Quality Workgroup to provide more in-depth insight into the model development and to seek additional input.

Input from Child Care Providers

To ensure the San Diego cost model reflects the realities faced by providers in the region, the P5FS team partnered with the Children First Collective San Diego to gather input from child care programs in the county. In addition to this direct engagement with programs, data gathered as part of the 2022 statewide Cost of Care study was analyzed as part of understanding the costs and realities of child care operations in San Diego County. Engagement with the Children First Collective across the three meetings detailed in the Methodology section supported the child care community in modifying California’s 2022 child care CEM, built for the statewide process, to reflect

¹⁶ A Report by the Rate and Rate and Quality Workgroup. (2022, August 15).

[https://cdss.ca.gov/Portals/9/CalWORKs/CCT/CCDD/Rate%20and%20Quality%20Stakeholder%20Workgroup%20Report_August%202022_FINAL%20ADA%20\(2\).pdf?ver=2022-08-24-081240-333](https://cdss.ca.gov/Portals/9/CalWORKs/CCT/CCDD/Rate%20and%20Quality%20Stakeholder%20Workgroup%20Report_August%202022_FINAL%20ADA%20(2).pdf?ver=2022-08-24-081240-333); Capito, J., Fallin Kenyon, K., and Workman, S. (2022, August) *Understanding the True Cost of Child Care in California*. Prenatal to Five Fiscal Strategies.

https://www.prenatal5fiscal.org/_files/ugd/8fd549_831af20bfb4142b59fda11194bb908fd.pdf

local priorities and program implementation. The discussions on child care programming and the cost model functioning focused on the idea that the 2022 cost model would serve as a basis for understanding the cost of care to meet licensing standards and Title 5 contract requirements, but the opportunity as part of the San Diego CEM project was to enhance this model to reflect San Diego County's child care operations and goals.

Through the meetings on cost model building with the Children First Collective San Diego, several enhancements to the cost model were identified. To reflect the delivery of quality care in San Diego, the group requested the addition of Early Head Start/Head Start program standards and National Association for the Education of Young Children (NAEYC) program standards to the model. The Children First Collective San Diego also recommended the addition of the California State Preschool Program as a program option in the model. For each of these additions, the P5FS team researched the program standards, assessed the cost drivers and discussed the final approach to valuing the program operations of these new program models with the Children First Collective San Diego and Project Leadership, in order to modify the 2022 child care cost model. With these enhancements to the cost model, the San Diego child care community will be able to run scenarios of programs delivering one of several options: Title 22, Title 5 Contracts (Child Care Centers, Family Child Care Home Education Network and California State Preschool Program, full and part day), Early Head Start/Head Start, and NAEYC.

The Children First Collective San Diego reviewed the salary scale built for the San Diego cost model. Through this process of reviewing all the different salary floor options and how they are used to create a salary scale, including all of the positions in a child care programming, the Collective endorsed salary options unique to the final cost model for San Diego. The salary options in the San Diego cost model are delineated in the Model Functioning section. The full salary scale for the San Diego cost model is included in appendix B, table A2.

Additional input on the model functioning from the Children First Collective San Diego and other provider discussions on cost demonstrated the need for several modifiers within the cost model to allow the San Diego child care community to adjust cost outputs. The area identified as needing a local modifier to the default values for San Diego County, or the state values, are Discretionary Benefits and Occupancy, along with the addition of a Retirement Benefits category. The cost model functioning includes an option for a user input on the Discretionary Benefits, to model higher or lower than the default cost per full time position and a percentage change to increase the default Occupancy value. The Retirement Benefits field was added entirely to the model functioning.

Modeling the Cost of Child Care

Child Care CEM Functionality

The California 2022 CEM was built to allow for running many scenarios to understand the cost of care. Program characteristics and model variables as they were built in the San Diego County CEM is outlined in this section.

Program Characteristics

The CEM accounts for many key program characteristics. Each characteristic impacts the cost of care and is explained below.

Region: To allow for an understanding of the San Diego County costs, in relationship to the statewide cost of child care, a region selection is required. The options are San Diego County or statewide outputs.

Program Regulations: A regulation field in the cost model allows for selection of different program specific standards and regulations. The options in this drop down include: Licensing (Title 22)¹⁷, Title 5¹⁸ Contracts (Child Care Centers, Family Child Care Home Education Network and California State Preschool Program, full and part day), Early Head Start/Head Start, and for centers, the National Association for the Education of Young Children (NAEYC) standards.

Size of Center: Size is represented as the number of classrooms, or children for family child care homes, by age range—infants, toddlers, three-year-old preschoolers, four-year-old preschoolers, and school-age. These age categories, staff-to-child ratios, and the number of children in each group are determined by the program type selected:

- Title 22: meets Community Care Licensing (CCL) regulations
- Title 5: meets CCL regulations and Title 5 regulations
- Early Head Start/Head Start: meets Head Start Program Performance Standards
- NAEYC: meets the NAEYC Accreditation of Early Learning Programs Standards

Ratio and Group Size: The model includes Licensing (this option meets Title 22 Community Care Licensing regulations), Title 5 (this option meets ratio regulations under Title 5 and group size aligned with these), Early Head Start/Head Start (meets ratio and group size under Head Start Program Performance Standards) and NAEYC (meets ratio and group size under NAEYC accreditation standards). The Title 5 ratio and group size also apply to California State Preschool Program sites (CSPP). Tables 3 and 4 detail Licensing and Title 5 ratios for centers and table 5 covers the ratios for family child care homes.¹⁹

Table 3: Adult: child ratio, center meeting Title 22 standards

Age Group	Adult:Child Ratio
Infant (0-24 mos)	4
Toddler (18-30 mos)	6
Preschooler (2-5 years)	12
School Age	15

¹⁷ Title 22 regulations apply to all licensed programs and primarily focus on the health and safety of children, covering basic facility requirements, staff background checks, staff-to-child ratios, and emergency preparedness.

¹⁸ Title 5 builds upon Title 22 requirements with a focus on educational quality for programs contracted with the California Department of Education (CDE).

¹⁹ California Code of Regulations, Title 22, Division 12. <https://www.cdss.ca.gov/inforesources/child-care-licensing/resources-for-providers/laws-and-regulations>

Table 4: Adult: child ratio, center meeting Title 5/CSPP, EHS/HS, and NAEYC standards

Age Group	Title 5/CSPP Adult:Child Ratio	EHS/HS Adult: Child Ratio	NAEYC Adult: Child Ratio
Infant (0-18 mos)	3	4	4
Toddler (18-36 mos)	4	4	6
Preschooler (3-5 years)	8	8	10
School age	14	14	15

Table 5: Family child care home licensing, Title 5, and EHS/HS ratio information

Small Family Child Care Home	Large Family Child Care Home
1 adult: 4 children (may include up to 4 infants, infant is defined as children under the age of 2)	2 adults: 12 children (may include up to 4 infants)
1 adult: 6 children (may include up to 3 infants)	2 adults: 14 children (may include up to 3 infants and must include at least 2 children over the age of 6)
1 adult: 8 children (may include up to 2 infants and must include at least 2 children over the age of 6)	

Note: provider's own children under the age of 10 must be included in adult to child ratio

Family Child Care Home Enrollment: The FCC model includes options for both sizes of FCC homes, small and large. The FCC model also includes understanding the cost of Family, Friend, and Neighbor (FFN) settings.

Additional Staffing, Nontraditional Hours: The FCC model includes the option of modeling care outside of the traditional work day, beyond 10 hours per day.

Staffing and Personnel

The personnel calculations are based on a standard staffing pattern typical of most centers and family child care homes, with the following assumptions built in:

Non-teaching Staff

- ECE Program Director (0.5 FTE if enrollment is less than 50, 1 FTE if between 51-150, 1.5 FTEs if 151-249, and 2 FTEs if above 250) or Family Child Care Provider/Owner (1 full time)
- ECE Staff Supervisor/Assistant Director (1 per 94 children)
- Financial Manager (.25 FTE if <30 children, .5 FTE up to 60 children, then full time)
- Administrative Assistant (0.5 FTE if enrollment is less than 60, then 1 per 60 children)

Teaching Staff

The number of teachers and assistant teachers is driven by California's ratio regulations, based on whether the program meets Title 22 or Title 5, or the ratio and group size standards under Early

Head Start/Head Start, or NAEYC (dependent on the selection made in the model). Each classroom has a lead teacher, with additional staff counted as assistant teachers to meet ratio requirements.

In addition, the model includes an additional 0.2 FTE per classroom teaching staff to allow for coverage throughout the day for breaks and opening and closing. This reflects that the program is open more than 40 hours per week and, to always maintain ratios, additional staffing is needed.

In family child care homes, the provider/owner is the only staff member unless licensing regulations call for an assistant (large home licensed sites, up to 14 children). The model includes support for the provider/owner in the form of additional assistant time each week of 25 hours.

Wages

The model includes several salary data sources to understand the impact of different salary levels, these salary points are the floor of the salary scale. The salary selection points include:

- Minimum Wage, San Diego County
- Bureau of Labor Statistics (BLS) wage data (May 2023), Statewide or San Diego County
- MIT Living Wage Calculator, Single Person, Statewide or San Diego County
- MIT Living Wage Calculator, Family Composition, San Diego County (using workforce demographic data on family compensation to establish the living wage base for the teacher assistant position)

To build salaries for all the child care positions, or a salary scale, under Minimum Wage, BLS, or the MIT Living Wage calculator, data collected from California child care programs was used. These program-level data demonstrate the difference in salary or wage points across the positions in a center or a family child care home. These program data were used to build a salary scale reflective of the different responsibilities of the positions. These positions include Director, Assistant Director, Teacher/Lead Teacher, Assistant Teacher, and Floater/Substitute. The Title 5 positions include a 23% increase in the salary amounts to account for the increased expectations and qualifications of the roles in meeting the contract requirements.

Mandatory and Discretionary Benefits

All mandatory expenses related to staffing are built into the models. These expenses meet federal and state requirements, including FICA-Social Security at 6.2%, Medicare at 1.45%, unemployment insurance at 3%, and workers' compensation at 6%.

The model also includes discretionary benefits in sick and paid leave days for each staff, an amount referred to as health insurance, and an option for retirement contribution. The model includes both sick and paid leave, per employee, and the user puts in the number of days per year, per employee. The default values are 10 days of sick time and 10 days of paid leave, per employee, per year.

If the health insurance option is selected, the model includes \$6,099 per full time equivalent employee, which is the average annual employer contribution to health insurance, based on [Kaiser Family Foundation](#) data for California. This benefit is included in the model as a dollar amount, which individual programs could choose to deploy in different ways, including health insurance contribution, or other discretionary benefits. Family child care home and FFN providers could also choose to deploy this dollar amount in different ways, including purchasing health insurance from

the public marketplace, contributing to a health savings account, or paying the premium for a family member-provided health plan. The cost model also allows a user to select User Input option for discretionary benefits and key in the value of the cost, at a per employee rate.

For the Retirement contribution, the user enters a percentage per employee for this contribution, as part of the program costs.

Nonpersonnel Expenses

Center-based

Nonpersonnel costs are aggregated into four categories:

Program Management and Administration: Office supplies, telephone, internet, insurance, legal and professional fees, permits, fundraising, memberships, administration fees

Occupancy: Rent/lease or mortgage, real estate taxes, maintenance, janitorial, repairs, and other occupancy-related costs

Education Program for Children and Staff, which includes:

- **Education/Program—Child:** Food/food related, classroom/child supplies, medical supplies, postage, advertising, field trips, family transportation, child assessment materials
- **Education/Program—Staff:** Professional consultants, training, professional development, conferences, staff travel

Contribution to Operating Reserve Fund: Annual contributions to an operating reserve fund—a practice that contributes to long-term financial sustainability—can be included as a percentage of total expenses. The amount is set at 5% by default.

Values for each of these nonpersonnel categories is based on nonpersonnel expense data from the national resource, the [Provider Cost of Quality Calculator](#). Table 6 summarizes the nonpersonnel values.

Table 6: Center-based model, nonpersonnel expense values, annual cost per child

	Statewide	San Diego County
Administration	\$395	\$403
Occupancy	\$3,104	\$3,197
Education Program	\$3,095	\$3,176

Family Child Care Homes

Nonpersonnel costs in the family child care home model align with the expense categories that home-based providers report on their federal taxes (Internal Revenue Service Schedule C). These expenses are aggregated into three categories:

Administration/Office: This category includes advertising, insurance, legal and professional fees, office supplies, and repairs, maintenance, cleaning of the child care space.

Occupancy – Shared Use of Business and Home: Home-based businesses may count a certain percentage of their occupancy costs as business expenses, including rent/lease/mortgage costs, property taxes, homeowners insurance, utilities, and household supplies. The model follows Internal Revenue Service Form 8829 to estimate a time-space percentage for how these expenses apply to the business.

Program: This category includes classroom supplies, medical supplies, food, and educational supplies.

Contribution to Operating Reserve Fund: Annual contributions to an operating reserve fund—a practice that contributes to long-term financial sustainability—can be included as a percentage of total expenses. The amount is set at 5% by default.

Values for each of these nonpersonnel categories are based on the Provider Cost of Quality Calculator. Table 7 summarizes the nonpersonnel values for family child care homes (FCC). Table 8 summarizes the nonpersonnel expense values for family, friend, and neighbor (FFN) settings, also gathered through the 2022 California cost of care survey.

Table 7: FCC model, nonpersonnel expense values, annual cost per child

	Statewide	San Diego County
Administration	\$992	\$1,010
Occupancy	\$1,104	\$1,137
Program	\$2,353	\$2,417

Table 8: FFN model, nonpersonnel expense values, annual cost per child

	Statewide	San Diego County
Administration	\$2,418	\$2,486
Occupancy	\$1,104	\$1,137
Program	\$49	\$49

Occupancy Adjustment: The model includes a modifier for occupancy, in response to the community input on the tool, to account for the potential high occupancy costs across the county. The Occupancy Adjustment is a percentage input field where a user can input a percentage value that will increase the default occupancy costs for San Diego used in the cost model outputs.

Model Variables

The model includes several variables that relate to meeting base quality of Title 22, Title 5, Early Head Start/Head Start, or NAEYC standards/regulations. For each variable there may be up to five choices: (1) No program expenses related to the variable; (2) Base quality meeting Title 22 licensing; (3) Base quality meeting Title 5 contract regulations; (4) Quality meeting Head Start Program Performance Standards; or (5) Quality meeting NAEYC Accreditation of Early Learning Programs Standards. There are Title 5 regulations that apply to centers (and those that apply to family child care homes (Family Child Care Home Education Network or FCCHEN). California State Preschool Program (CSPP) is included with Title 5 selection, unless there is a different value to model variable for CSPP. The model variables are:

- Family Engagement
- Professional Development Training

- Professional Development Coaching
- Planning and Release Time
- Child Education and Development
- Education: Inclusion and Multi-language Supports
- Child Health
- Mental Health Consultant
- Inclusion Supports

Family Engagement

The model includes the cost of family conferences each year as a selection to meet the family engagement concepts covered in Title 22, Title 5, and NAEYC or conferences plus family engagement staffing to meet Early Head Start/Head Start. The cost of conferences consists of paying a substitute teacher to cover while the teacher or provider/owner is leading the conference. Table 9 describes the family engagement selections available in the child care cost model.

Table 9: Family engagement selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start	NAEYC
Center	2 family conferences per year, 2 hours of substitute coverage per conference	3 family conferences per year, 2 hours of substitute coverage per conference	3 family conferences per year, 2 hours of substitute coverage per conference; Family Engagement Specialist, 1 staff per 34 children (set at Lead Teacher salary point); Community and Family Engagement Manager, 1 per 10 Family Engagement Specialists (set at Assistant Director salary point)	3 family conferences per year, 2 hours of substitute coverage per conference
FCC, small or large	2 family conferences per year, 2 hours of substitute coverage per conference	3 family conferences per year, 2 hours of substitute coverage per conference	3 family conferences per year, 2 hours of substitute coverage per conference; Family Engagement Specialist, 1 staff per 34 children (set at Lead Teacher salary point)	NA
FFN	none			

Professional Development Training

Annual training hours are included at 16 hours per center-based director and two hours for provider/owner per year to meet licensing requirements. The model includes additional professional development training hours to meet Title 22, Title 5, Early Head Start/Head Start, and NAEYC standards/regulations. Additional training hours can be selected to model more training requirements. The expense related to these supports includes the cost of hiring a substitute to cover staff to attend trainings. Table 10 describes the professional development training selections in the child care cost model.

Table 10: Professional development training selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start	NAEYC
Center	Director and teachers, 21 hours per year	Director and teachers, 32 hours per year	Director and teachers, 96 hours per year	Director and teachers, 42 hours per year
FCC, small or large	16 hours per year, per person	32 hours per year, per person	Owner and teacher assistant, 96 hours per year	42 hours per year, per person
FFN	16 hours per year (CCDBG health and safety requirements)			

Professional Development Coaching

The model has the option of including a coach position to support program activities. The coach position is linked to the Assistant Director salary point. The user may select yes or no option to add the coach position. The value to the position is driven by number of children. A coach position of .25 FTE is included for 46 children, .5 FTE for 47 to 64 children, and one full-time coach position for over 64 children in a center.

Planning and Release Time

The model has the option of including weekly planning and release time for teachers and provider/owner, or teachers, provider/owner, and assistant teachers. The expense related to these supports is the cost of a substitute to cover the teaching staff and provider/owner time out of the classroom. Table 11 describes the planning and release time selections available in the child care cost model. For this variable, the selection for California State Preschool Program (CSPP) differs from the Title 5 selection.

Table 11: Planning and release time selections

Type of Care	Title 22	Title 5/FCCHEN	CSPP	Early Head Start/Head Start or NAEYC	NAEYC
Center	1 hour a day for lead teacher	1.5 hour a day for lead, .5 hour a day for other teaching staff	2 hours a day for lead, 1 hour a day for other teaching staff	3 hours a day for lead, 3 hours a day for other teaching staff	3 hours a day for lead, 1 hour a day for other teaching staff
FCC, small or large	1 hour a day for provider/owner	1.5 hour a day for provider/owner, 0.5 hour a day for assistant	2 hours a day for lead, 1 hour a day for other teaching staff	2 hours a day for lead, 1 hour a day for other teaching staff	NA
FFN	none				

Child Education and Development

The model includes costs for additional educational materials and curriculum expenses, costs associated with providing care under Title 22, Title 5, Early Head Start/Head Start, and NAEYC standards/regulations.

Table 12: Child education and development selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start	NAEYC
Center	\$100 per child per year and \$1,500 per classroom per year	\$200 per child per year and \$3,000 per classroom per year	\$300 per child per year and \$3,000 per classroom per year; Education Coordinator, 1 full time per 10 teaching staff	\$200 per child per year and \$3,000 per classroom per year
FCC, small or large	\$100 per child per year and \$1,500 per year	\$200 per child per year and \$3,000 per year	\$300 per child per year and \$3,000 per year	NA
FFN	none			

Education: Inclusion and Multi-Language Supports

The model includes the option of a flat annual amount per classroom for capacity investments related to inclusion and multi-language supports. This selection is \$3,000 per classroom for a center and \$3,000 per family child care home.

Child Health

The model includes the costs per child for activities related to supporting child health, costs associated with meeting Title 22, Title 5, Early Head Start/Head Start, and NAEYC standards/regulations.

Table 13: Child health selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start or NAEYC
Center	\$50 per child per year	\$100 per child per year	\$200 per child per year
FCC, small or large	\$50 per child per year	\$100 per child per year	\$200 per child per year
FFN	none		

Mental Health Consultant

The model includes an option to include the costs of a mental health consultant for the program. The position is linked to the Assistant Director salary and calculates as a portion of a position based on one consultant to every 200 children.

Inclusion Supports

The model includes expenses related to serving children with delays and disabilities. These relate to equipment and materials needed and time for an aide to support inclusive learning.

Table 14: Inclusion supports selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start	NAEYC
Center	\$250 per child per year; Inclusion Aide, 5 hours per week, per child	\$400 per child per year; Inclusion Aide, 10 hours per week, per child	\$400 per child per year; Inclusion Aide, 10 hours per week, per child; Disabilities Coordinator, 1 full time per 400 children	\$400 per child per year; Inclusion Aide, 10 hours per week, per child
FCC, small or large	\$250 per child per year; Inclusion Aide, 5 hours per week, per child	\$400 per child per year; Inclusion Aide, 10 hours per week, per child	\$400 per child per year; Inclusion Aide, 10 hours per week, per child	\$400 per child per year; Inclusion Aide, 10 hours per week, per child
FFN	none			

Multi-Language Supports

The model includes the ability to select higher expenses related to serving children who are multi-language learners. These relate to material expenses and increase in staff compensation.

Table 15: Multi-language supports selections

Type of Care	Title 22	Title 5/FCCHEN	Early Head Start/Head Start or NAEYC
Center	\$150 per child per year; Wages increase by 10%	\$300 per child per year; Wages increase by 10%	\$300 per child per year; Wages increase by 10%
FCC, small or large	\$50 per child per year; Wages increase by 10%	\$300 per child per year; Wages increase by 10%	\$300 per child per year; Wages increase by 10%
FFN	none		

CEM Scenario Results

The San Diego CEM can be used to run multiple scenarios to estimate the cost per child under various circumstances, identifying how that cost varies based on program type, program size, ages of children served, and different quality variables. In this way, the CEM is a dynamic tool that can be used to inform policy and advocacy strategies.

Default Model Scenario Assumptions

To provide illustrative results to inform this report, P5FS created default scenarios for child care centers meeting Title 22 and Title 5 standards; family child care homes (small and large); and license-exempt FFN providers. Each default scenario assumes a program that serves children from infants through school age operating on a 10-hour day, full-year schedule. Details of the number of classrooms and children in each default program type are provided below.

Table 16: Center default scenario Title 22 program size and ages served

	Number of Classrooms	Total Enrollment
Infant	1	12
Toddler	1	12
Preschooler	1	24
School Age	1	28
TOTAL	4	76

Table 17: Center default scenario Title 5 program size and ages served

	Number of Classrooms	Total Enrollment
Infant	1	18
Toddler	1	16
Preschooler	2	48
School Age	1	28
TOTAL	5	110

Table 18: Home-based default scenario Title 5 program size and ages served

	Small FCC	Large FCC	FFN
Infant	2	3	1
Toddler	1	1	1
Preschooler	3	6	1
School Age	2	4	2
TOTAL	8	14	5

Scenario Results

A total of 22 scenarios were ran in the CEM for illustrative purposes in this report. In addition to center and FCC settings meeting Title 22 and Title 5 regulations, scenarios were also run for a larger child care center meeting these regulations, and for a child care center meeting Early Head Start/Head Start and NAEYC standards. Each scenario was run using the BLS-San Diego salary selection and with the MIT Living Wage San Diego, Family Composition salary selection. A summary of scenarios is shown in table 19 and results are presented in figures 4-22. All results are presented as monthly per child values.

As part of this set of figures, comparisons across the outputs have also been included. A comparison of the impact on the cost per child of center program size is covered in figures 12, 13, 15, and 16; figures 12 and 13 compare cost per child differences due to changing size in a Title 22, or program meeting only licensing, and figures 15 and 16 compare cost per child differences related to center size for a program meeting Title 5 contract regulations. An additional set of comparisons of cost outputs was completed to delineate the cost per child differences occurring at different levels of quality; these figures, 21 and 22, compare the cost per child outputs of a center program meeting Title 22, Title 5 and NAEYC standards and a center program meeting Title 22, Title 5 and Early Head Start/Head Start standards.

Table 19: Summary of default scenarios

	Program Type or Standard	Setting	Salary Selection	Figure #
By Program Type and Salary Choice				
1	Title 22	Center	BLS, San Diego	Figure 4
2	Title 22	Center	MIT Living Wage, San Diego (Family Composition)	Figure 4
3	Title 22	Small FCC	BLS, San Diego	Figure 5
4	Title 22	Small FCC	MIT Living Wage, San Diego (Family Composition)	Figure 5
5	Title 22	Large FCC	BLS, San Diego	Figure 6
6	Title 22	Large FCC	MIT Living Wage, San Diego (Family Composition)	Figure 6
7	Title 22	FFN	BLS, San Diego	Figure 7
8	Title 22	FFN	MIT Living Wage, San Diego (Family Composition)	Figure 7
9	Title 5	Center	BLS, San Diego	Figure 8
10	Title 5	Center	MIT Living Wage, San Diego (Family Composition)	Figure 8
11	Title 5	Small FCC	BLS, San Diego	Figure 9
12	Title 5	Small FCC	MIT Living Wage, San Diego (Family Composition)	Figure 9
13	Title 5	Large FCC	BLS, San Diego	Figure 10
14	Title 5	Large FCC	MIT Living Wage, San Diego (Family Composition)	Figure 10
By Program Size (Large Center) and Salary Selection				
15	Title 22	Large Center	BLS, San Diego	Figure 11
16	Title 22	Large Center	MIT Living Wage, San Diego (Family Composition)	Figure 11
17	Title 5	Large Center	BLS, San Diego	Figure 14
18	Title 5	Large Center	MIT Living Wage, San Diego (Family Composition)	Figure 14
By Program Quality (Center) Level and Salary Selection				
19	EHS/HS	Center	BLS, San Diego	Figure 17
20	EHS/HS	Center	MIT Living Wage, San Diego (Family Composition)	Figure 17
21	NAEYC	Center	BLS, San Diego	Figure 20
22	NAEYC	Center	MIT Living Wage, San Diego (Family Composition)	Figure 20

Title 22 results

Figure 4: Child care center meeting licensing standards: Monthly cost per child, by age and salary selection

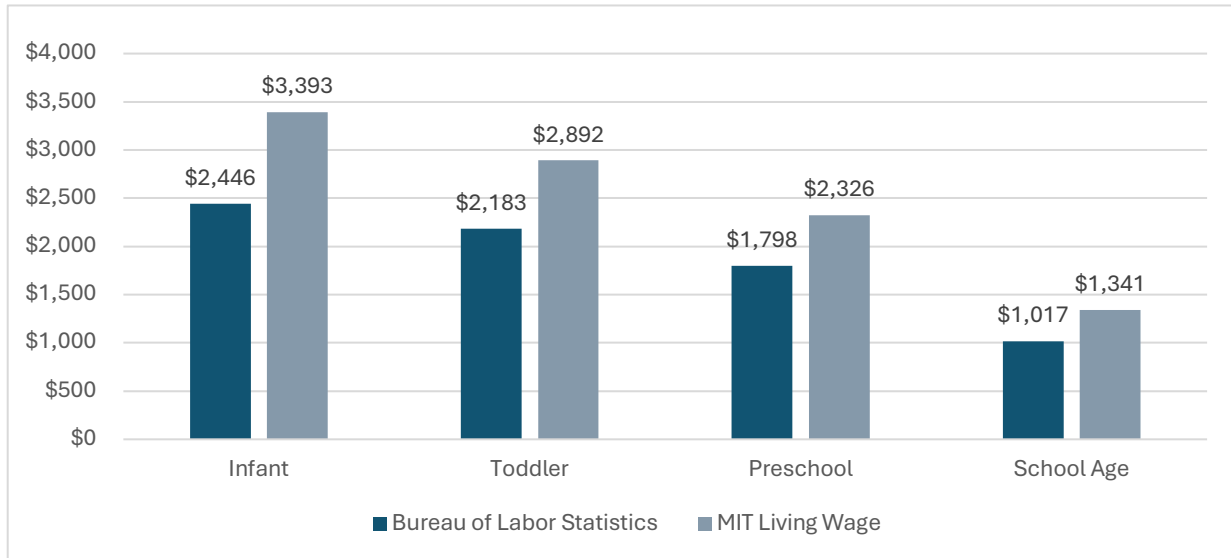


Figure 5: Small family child care home meeting licensing standards: Monthly cost per child, by age and salary selection

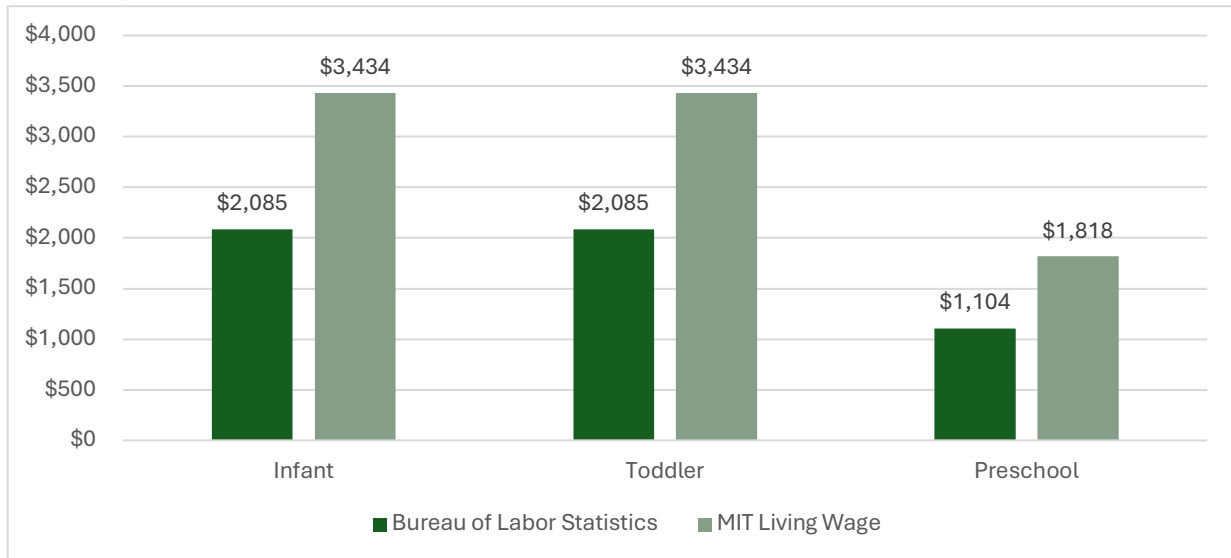


Figure 6: Large family child care home meeting licensing standards: Monthly cost per child, by age and salary selection

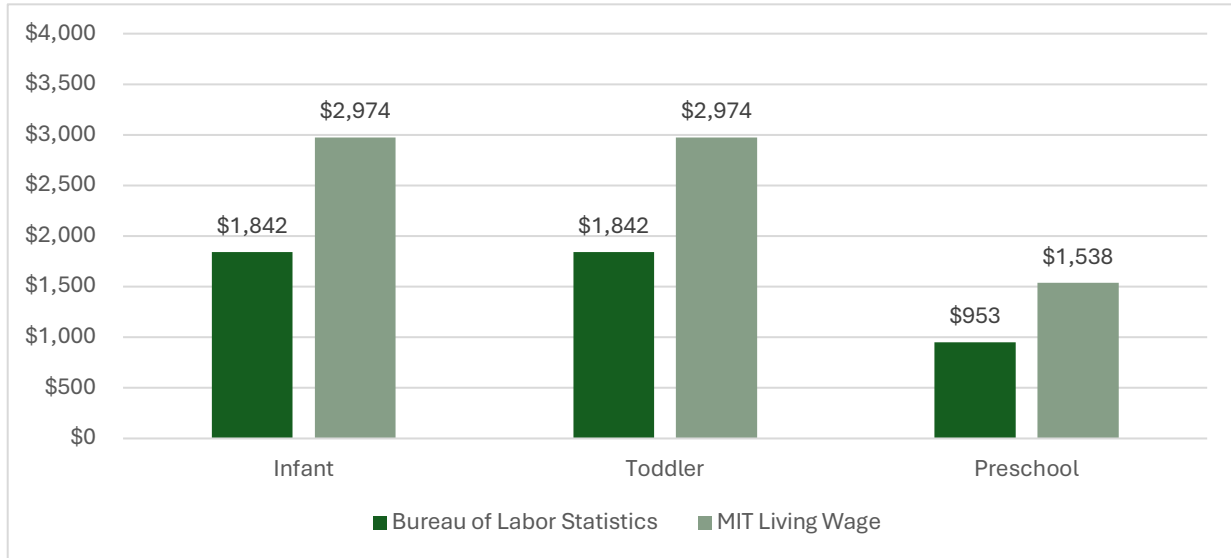
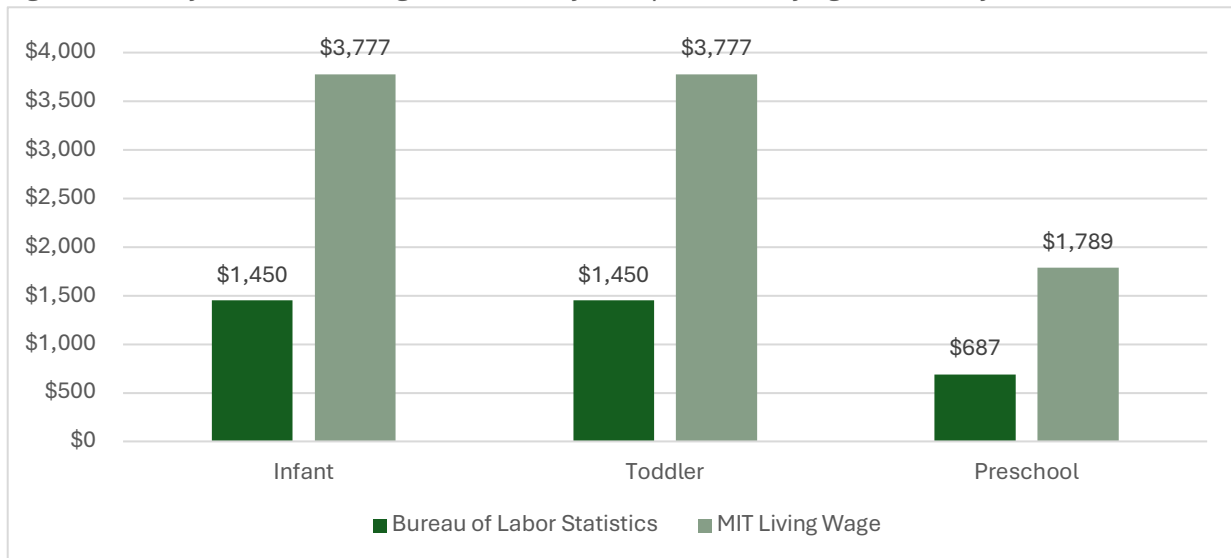


Figure 7: Family, friend, and neighbor: Monthly cost per child, by age and salary selection



Title 5 results

Figure 8: Child care center meeting Title 5 standards: Monthly cost per child, by age and salary selection

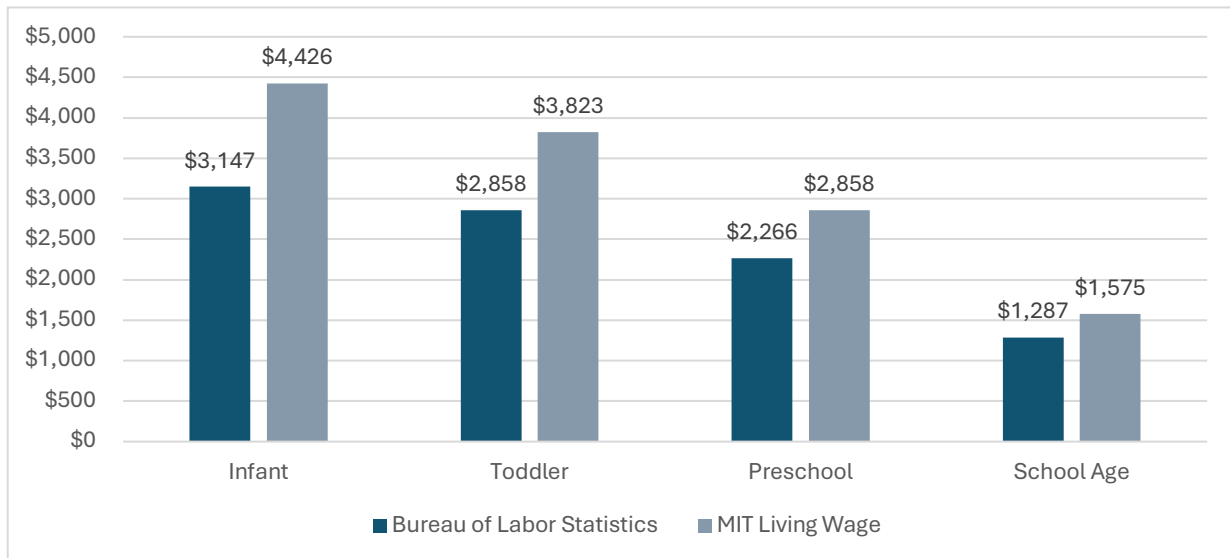


Figure 9: Small family child care home meeting Title 5 standards: Monthly cost per child, by age and salary selection

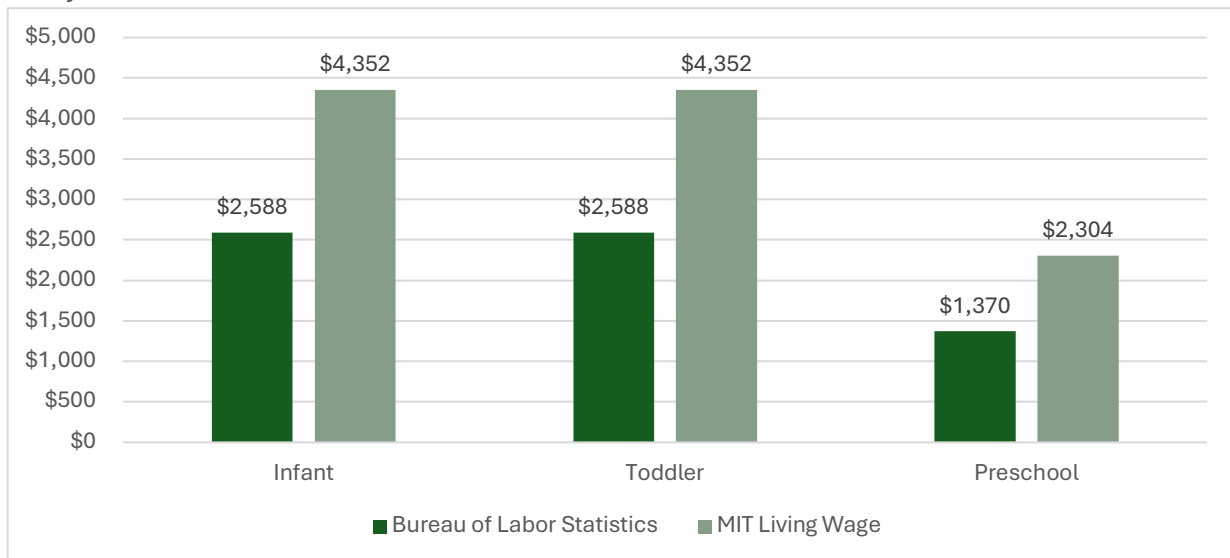
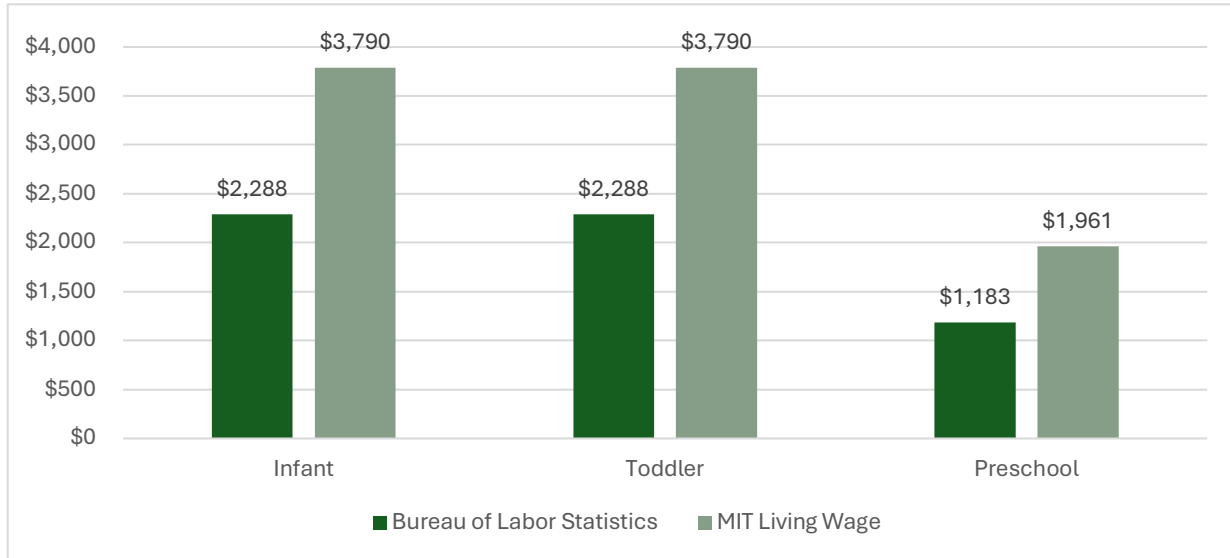


Figure 10: Large family child care home meeting Title 5 standards: Monthly cost per child, by age and salary selection



Program by size: Large center results

Figure 11: Large child care center meeting licensing standards: Monthly cost per child, by age and salary selection

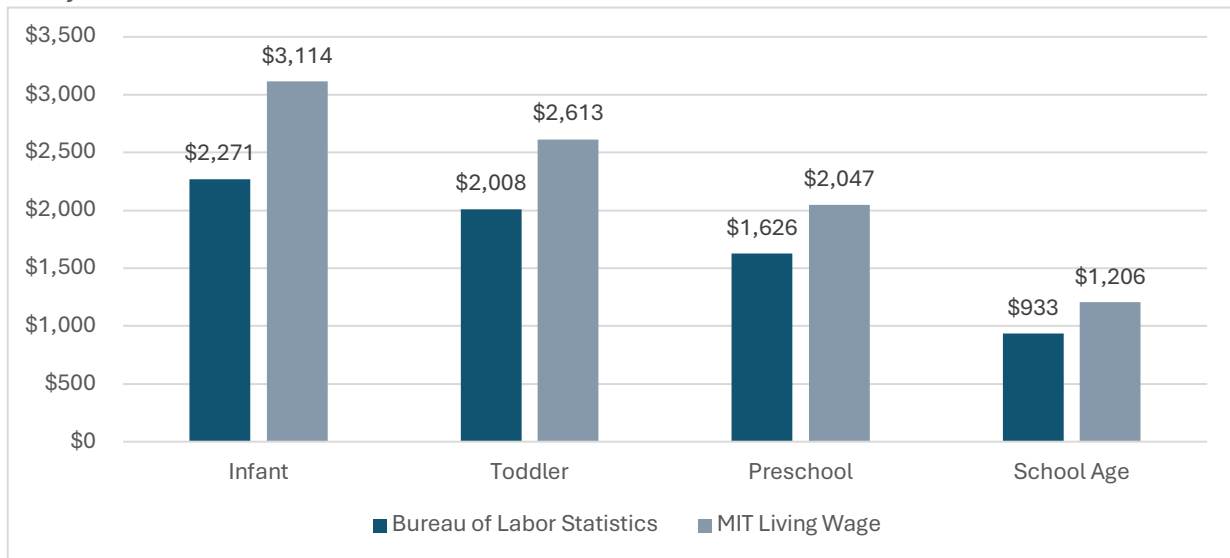


Figure 12: Comparison between default child care center size and large child care center meeting licensing standards: Monthly cost per child, by age, BLS salary selection

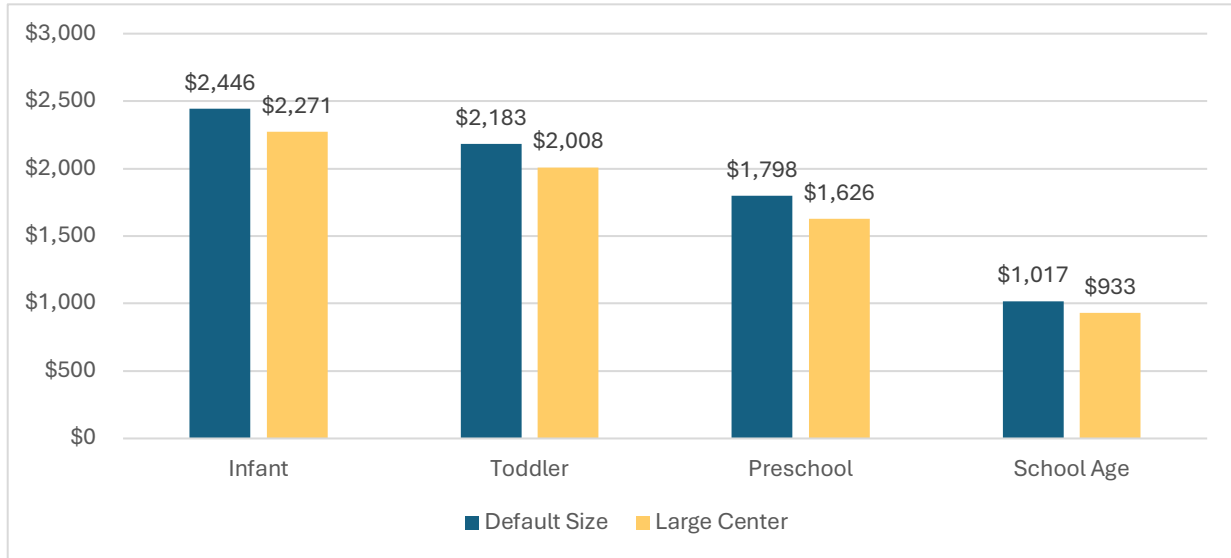


Figure 13: Comparison between default child care center size and large child care center meeting licensing standards: Monthly cost per child, by age, MIT Living Wage salary selection

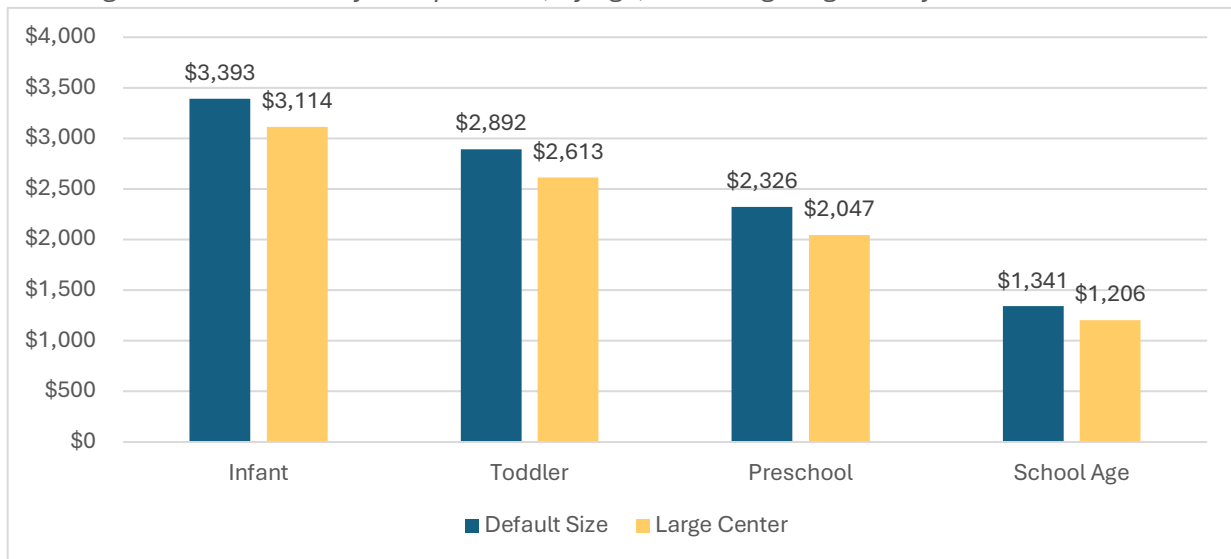


Figure 14: Large child care center meeting Title 5 standards: Monthly cost per child, by age and salary selection

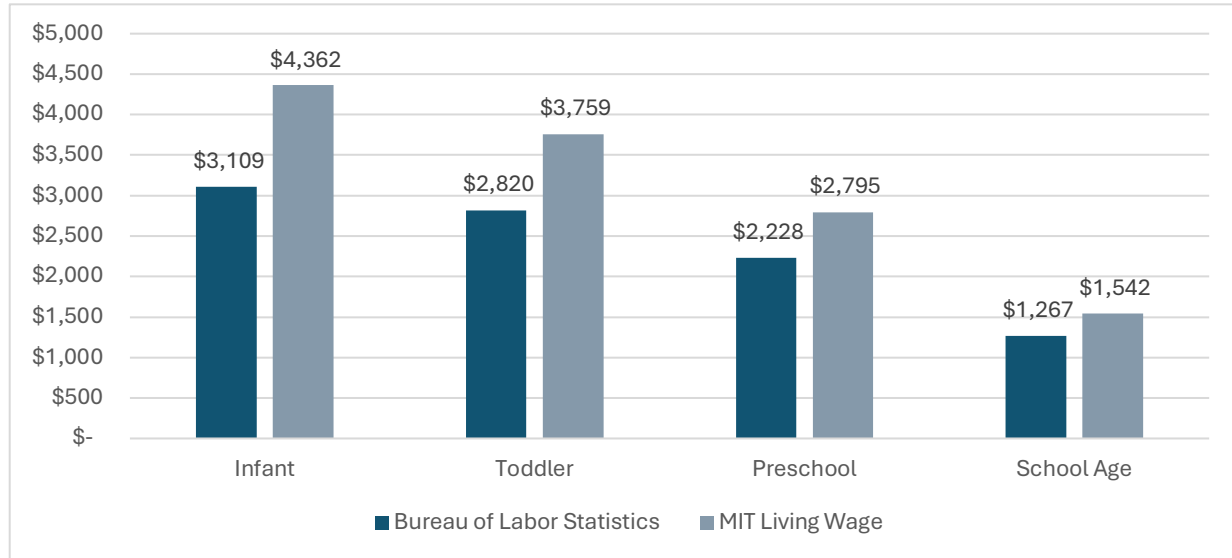


Figure 15: Comparison between default child care center size and large child care center meeting Title 5 standards: Monthly cost per child, by age, BLS salary selection

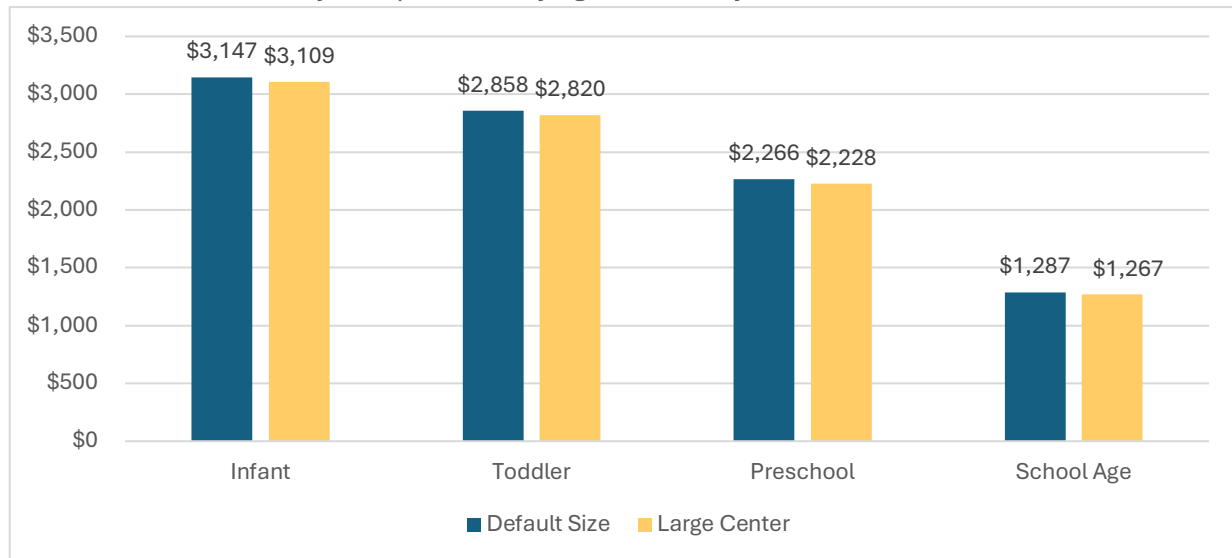
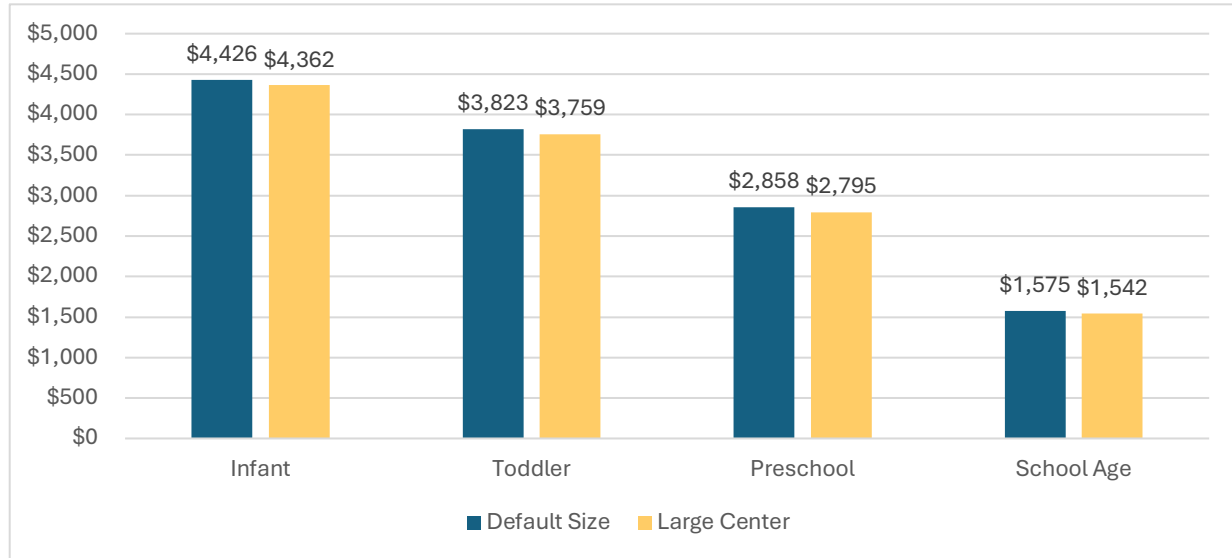


Figure 16: Comparison between default *child care center* size and *large child care center* meeting Title 5 standards: Monthly cost per child, by age, MIT Living Wage salary selection



Early Head Start/Head Start and NAEYC results

Figure 17: Child care center meeting Early Head Start/Head Start standards: Monthly cost per child, by age and salary selection

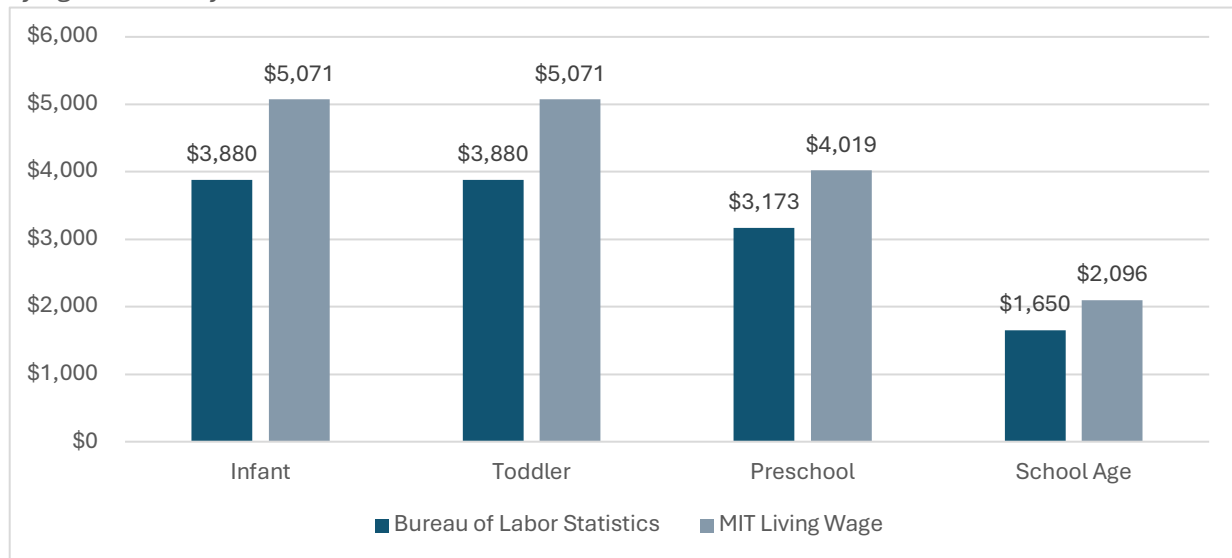


Figure 18: Comparison between child care center meeting Title 22 standards and child care center meeting Early Head Start/Head Start (EHS/HS) standards: Monthly cost per child, by age, BLS salary selection

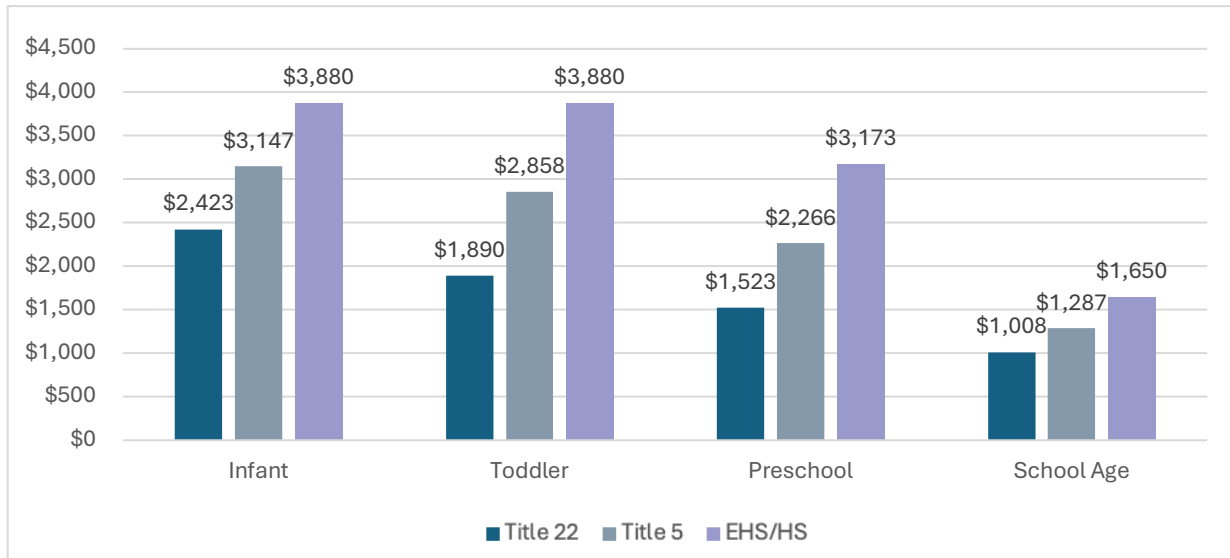


Figure 19: Comparison between child care center meeting Title 22 standards and child care center meeting Early Head Start/Head Start standards: Monthly cost per child, by age, MIT Living Wage salary selection

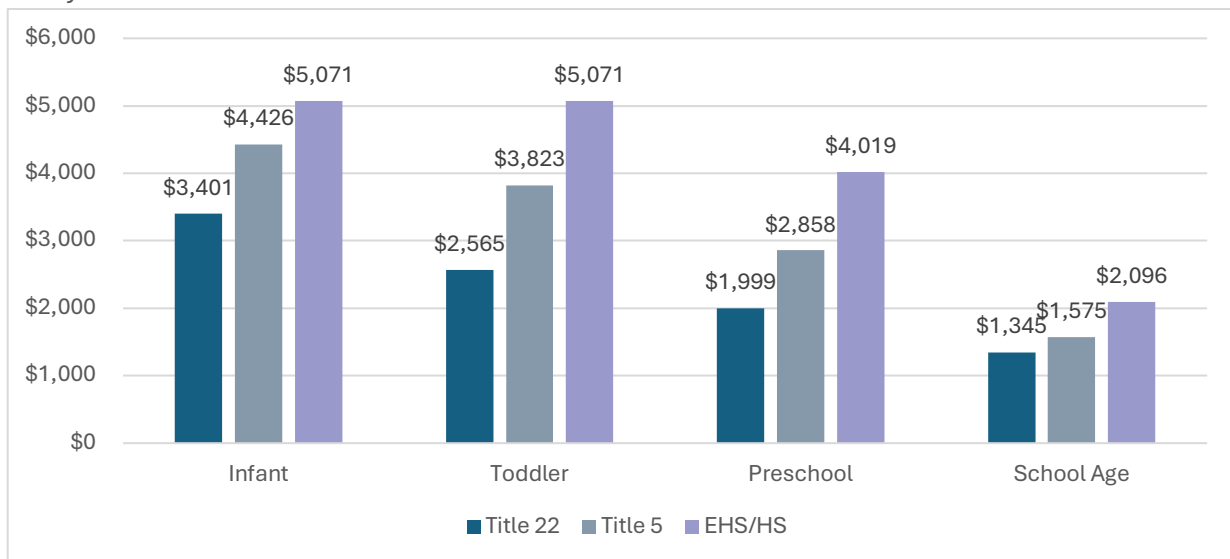


Figure 20: Child care center meeting NAEYC standards: Monthly cost per child, by age and salary selection

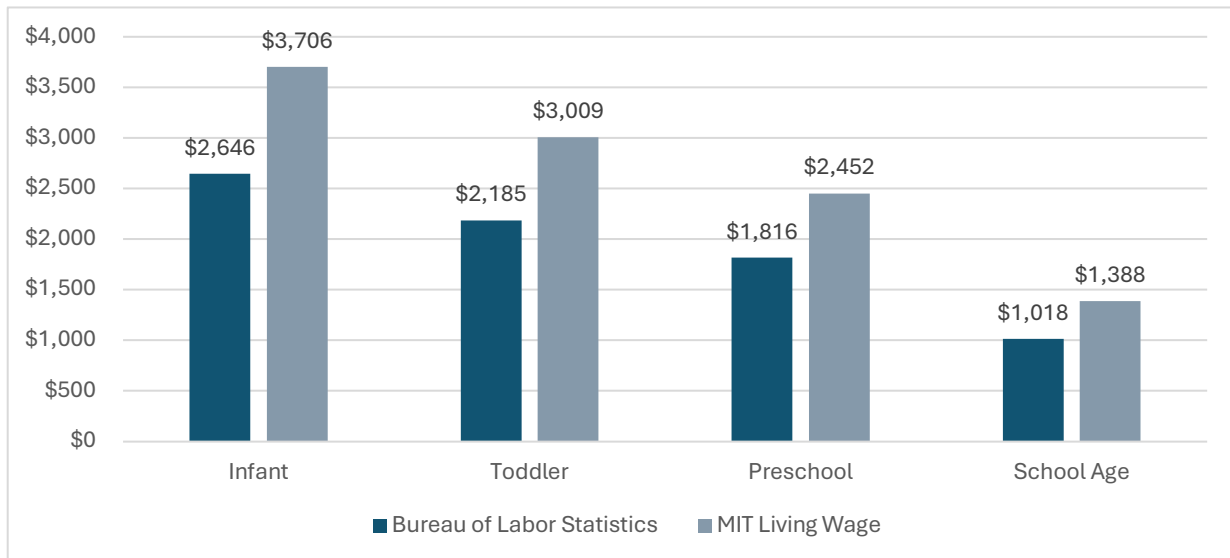


Figure 21: Comparison between child care center meeting Title 22 standards and child care center meeting NAEYC standards: Monthly cost per child, by age, BLS salary selection

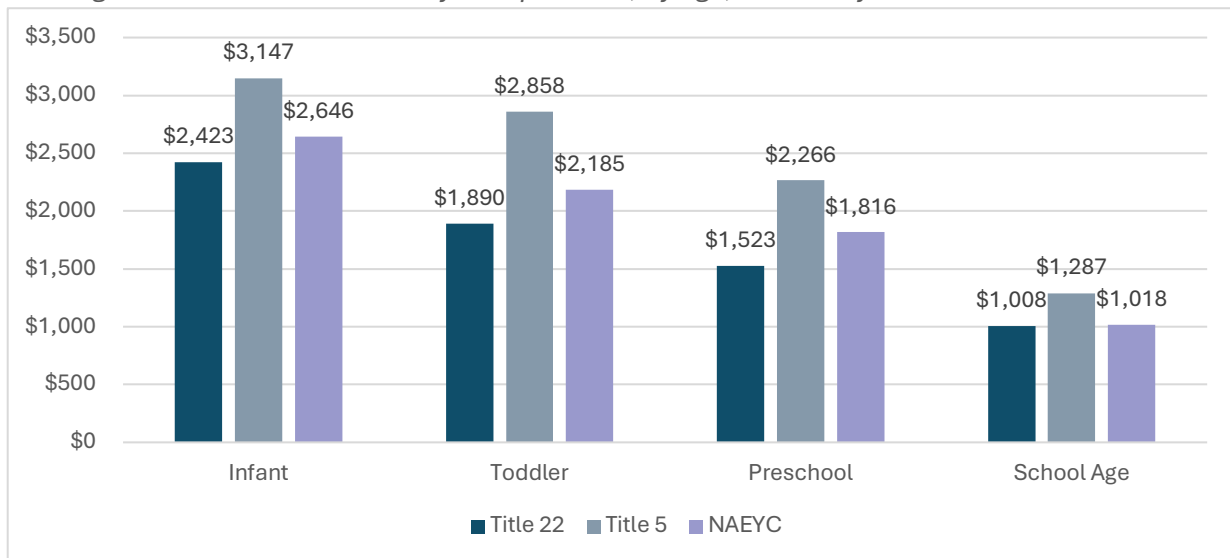
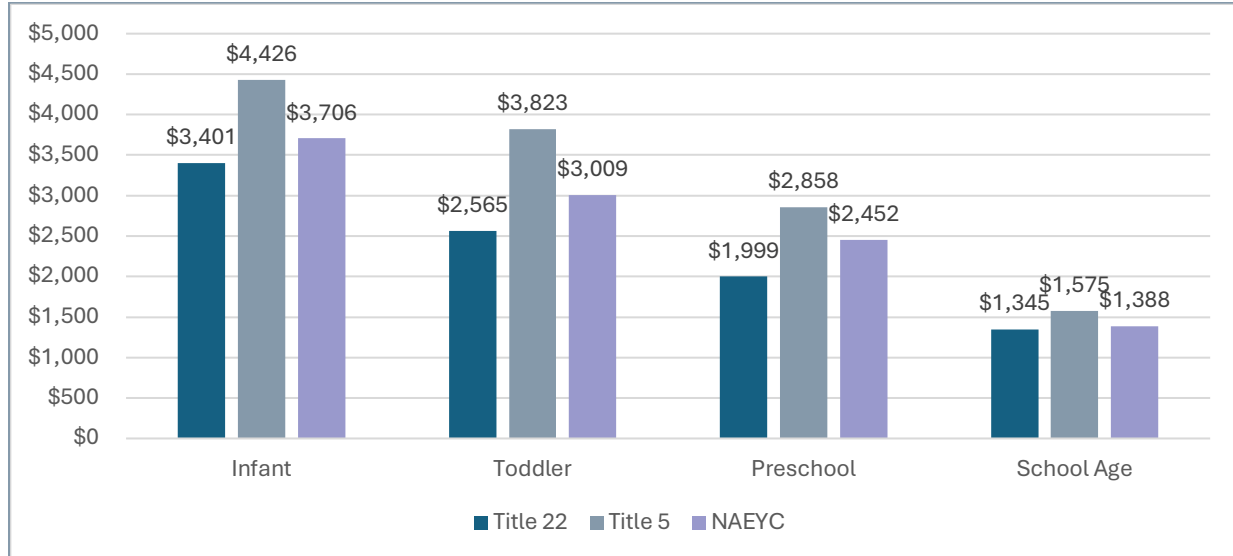


Figure 22: Comparison between child care center meeting Title 22 standards and child care center meeting NAEYC standards: Monthly cost per child, by age, MIT Living Wage salary selection



Cost of Care by San Diego County Regions

To support an understanding of the cost of care across San Diego County, P5FS sought regional cost of living information to apply to the county-wide cost of child care outputs. The best proxy for variations in the cost of living across the six regions of San Diego County was found in the 2018-2022 Demographic Profiles, prepared by the County of San Diego, Health and Human Services Agency, Public Health Services, Community Health Statistics Unit.²⁰ The regional values for Median Rent and House Value were used as a proxy value for cost of living variances across the regions. Using these proxy values, the following variances in cost of living, by San Diego region, were found:

Table 20: San Diego regional variance in cost of living

San Diego County Region	Variance in Cost of Living, from County Average
Central	92.07%
East	91.80%
North Central	131.30%
North Coastal	123.23%
North Inland	108.28%
South	101.37%

In order to understand the impact on cost of living by region, on the cost of child care, the variances in cost of living for each region, were applied to the county cost per child. The following tables

²⁰ 2018-2022 Demographic Profile retrieved from https://www.sandiegocounty.gov/hhsa/programs/phs/community_health_statistics/

detail the cost of child care by region, using the cost of care meeting Title 22 licensing and with BLS San Diego salary values (the same outputs in tables 21-24), for each type of care.

Table 21: Child care center meeting Title 22 regulations: Monthly cost per child, by age, by San Diego region

	County-wide	Central	East	North Central	North Coastal	North Inland	South
Infant	\$2,423	\$2,231	\$2,224	\$3,182	\$2,986	\$2,624	\$2,456
Toddler	\$1,890	\$1,740	\$1,735	\$2,482	\$2,329	\$2,046	\$1,916
Preschool	\$1,523	\$1,402	\$1,398	\$2,000	\$1,877	\$1,649	\$1,544
School Age	\$1,008	\$928	\$925	\$1,324	\$1,242	\$1,092	\$1,022

Table 22: Small family child care home meeting Title 22 regulations: Monthly cost per child, by age, by San Diego region

	County-wide	Central	East	North Central	North Coastal	North Inland	South
Infant/Toddler/Preschool	\$2,085	\$2,085	\$1,920	\$1,914	\$2,738	\$2,569	\$2,258
School Age	\$1,104	\$1,104	\$1,016	\$1,013	\$1,450	\$1,360	\$1,195

Table 23: Large family child care home meeting Title 22 regulations: Monthly cost per child, by age, by San Diego region

	County-wide	Central	East	North Central	North Coastal	North Inland	South
Infant/Toddler/Preschool	\$1,842	\$1,696	\$1,691	\$2,419	\$2,270	\$1,994	\$1,867
School Age	\$953	\$877	\$875	\$1,251	\$1,174	\$1,032	\$966

Table 24: Family, friend and neighbor setting: Monthly cost per child, by age, by San Diego region

	County-wide	Central	East	North Central	North Coastal	North Inland	South
Infant/Toddler/Preschool	\$1,450	\$1,335	\$1,331	\$1,904	\$1,787	\$1,570	\$1,470
School Age	\$687	\$633	\$631	\$902	\$847	\$744	\$696

Analysis of Expense to Available Revenue

The CEM was also used to understand any gaps between the estimated cost of care and the revenues available to programs, both public (vouchers and contracts) and private (family tuition). Figures 23-32 illustrate these gaps.

Subsidy/Voucher revenue

For analysis of the sufficiency of subsidy revenue, or the public child care funding in California referred to as vouchers, the cost per child outputs for programs meeting Title 22 or licensing

regulations was used. Meeting Title 22 regulations is a requirement of accessing voucher funding to cover the cost of child care.

Figure 23: Monthly gap between voucher reimbursement rate²¹ and estimated cost of care, licensed child care center, by age and salary selection, per child

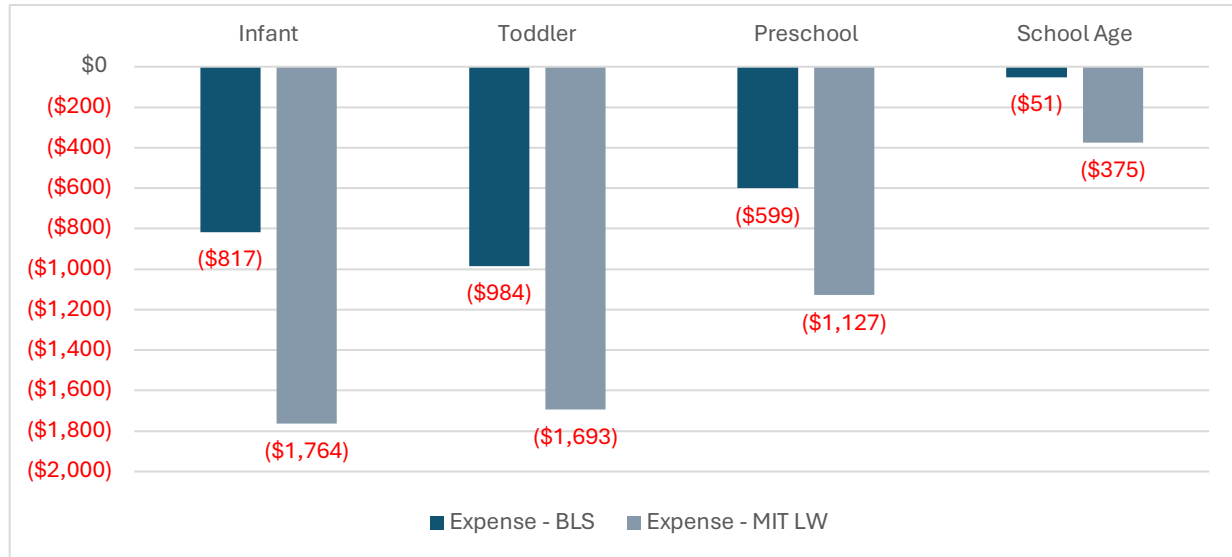
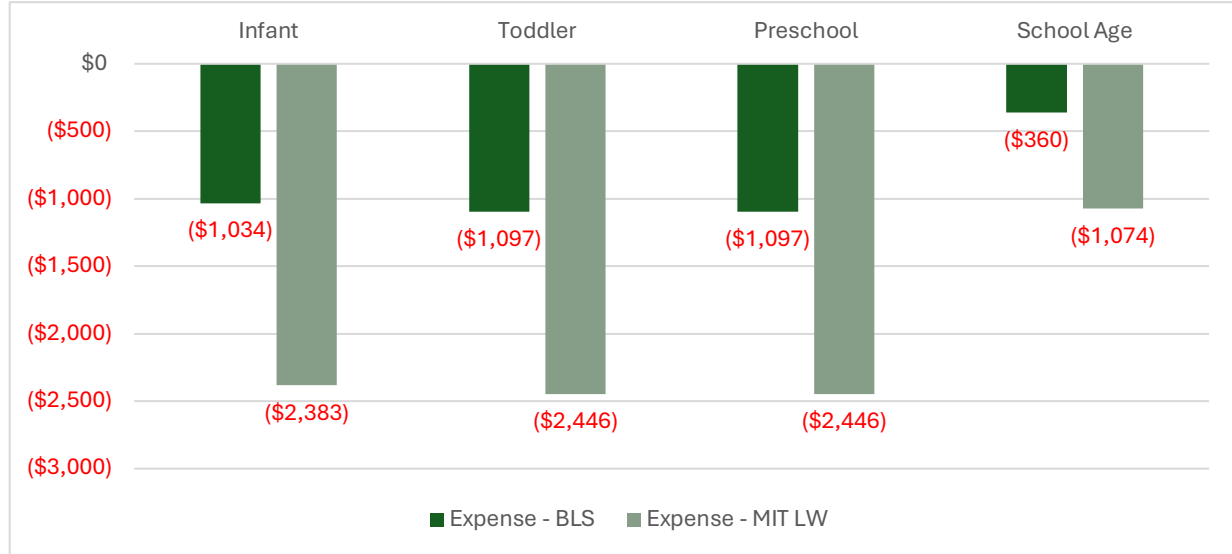


Figure 24: Monthly gap between voucher reimbursement rate and estimated cost of care, licensed small family child care home, by age and salary selection, per child



²¹ Voucher reimbursement rates retrieved from: <https://rcsc.adm.dss.ca.gov/index.aspx>

Figure 25: Monthly gap between voucher reimbursement rate and estimated cost of care, licensed large family child care home, by age and salary selection, per child

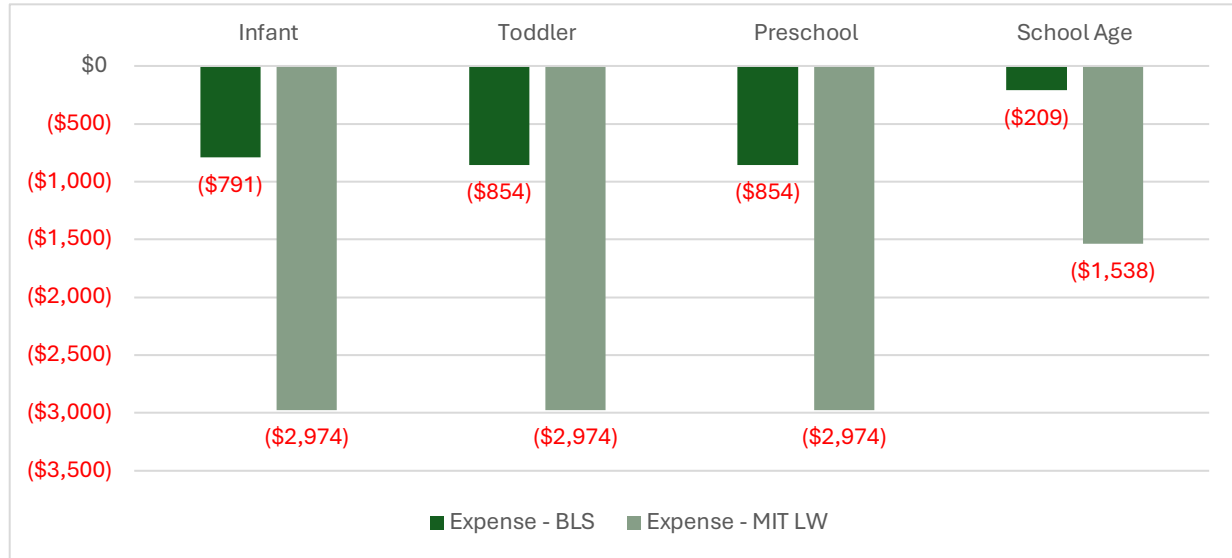
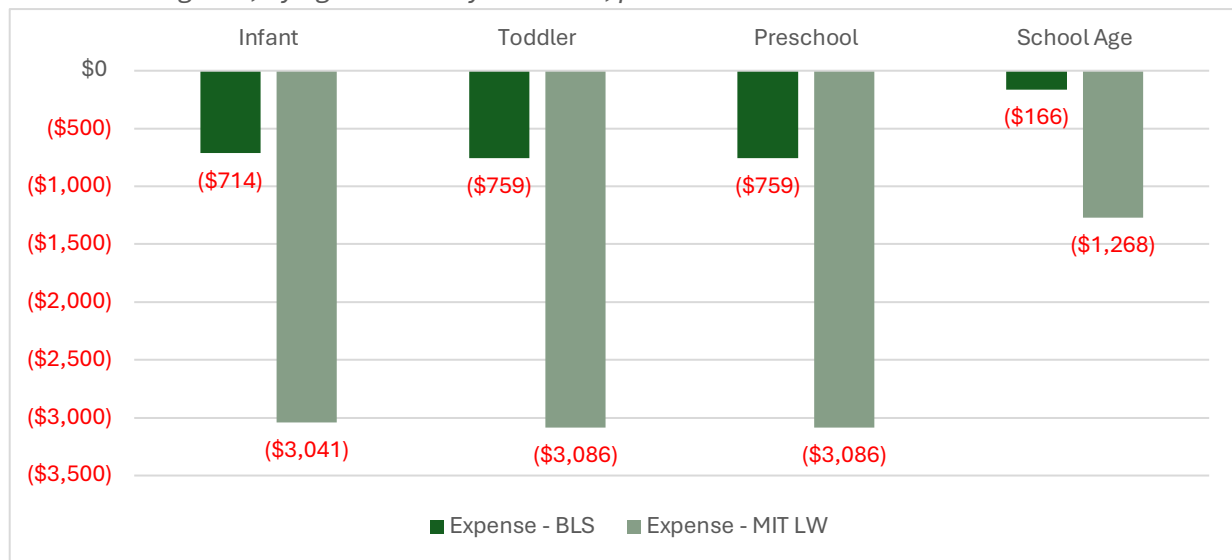


Figure 26: Monthly gap between voucher reimbursement rate and estimated cost of care, family friend and neighbor, by age and salary selection, per child



Title 5 Contract

For analysis of the sufficiency of revenue under a Title 5 contract (such as General Child Care and Development, CCTR, or FCCHEN contracts), the cost per child outputs for programs meeting Title 5 regulations was used. A program must be under a Title 5 contract and meet the contract requirements, to receive Title 5 payment rates for their delivery of care.

Figure 27: Monthly gap between Title 5 contract rate²² and estimated cost of care, child care center, by age and salary selection, per child

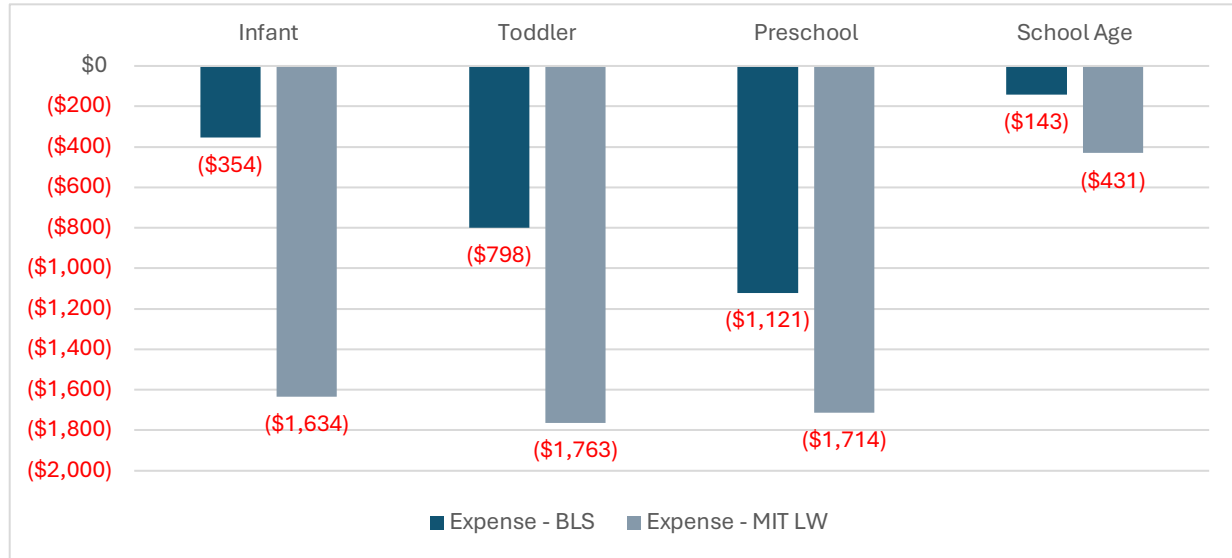
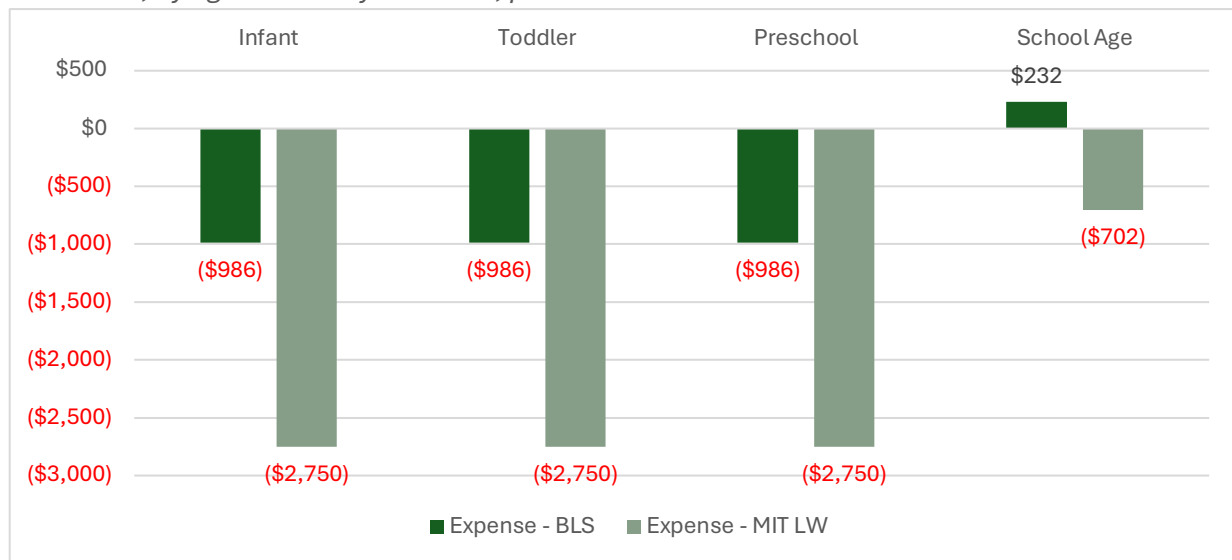
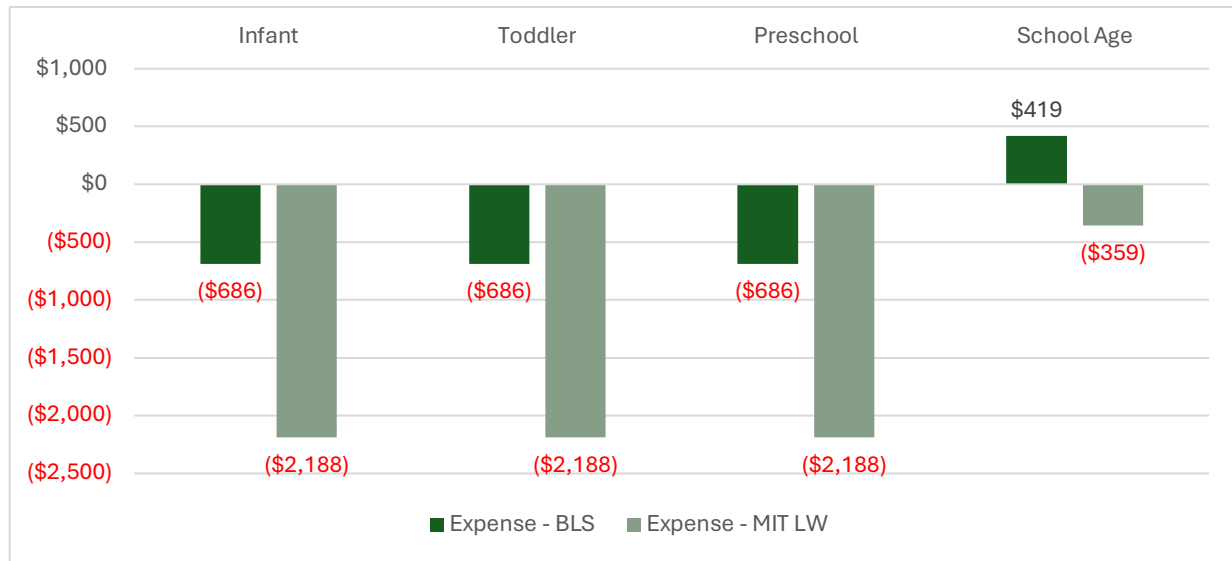


Figure 28: Monthly gap between Title 5 contract rate and estimated cost of care, small family child care home, by age and salary selection, per child



²² Title 5 Contract reimbursement rates retrieved from:
<https://cdss.ca.gov/Portals/9/CalWORKs/CCT/CCDD/ReimbursementRateFactSheet.pdf?ver=2022-10-04-100303-803>

Figure 29: Monthly gap between Title 5 contract rate and estimated cost of care, large family child care home, by age and salary selection, per child



Tuition

For analysis of the sufficiency of tuition, or the amount charged to families who are paying for child care services, the cost per child outputs for programs meeting Title 22, or licensing regulations, was used.

Figure 30: Monthly gap between tuition and estimated cost of care, child care center, by age and salary selection, per child

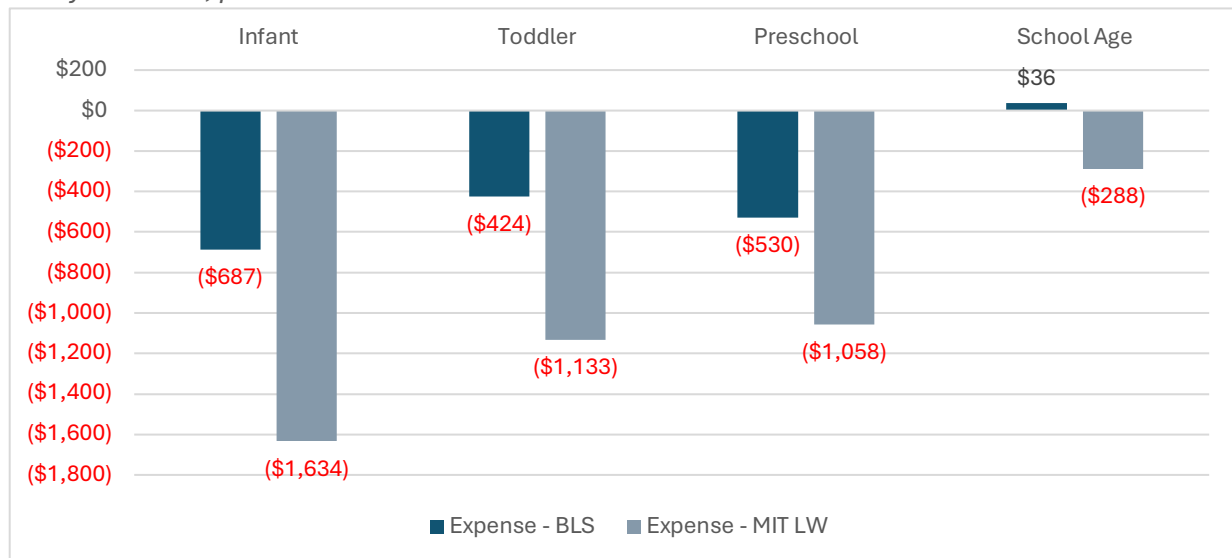


Figure 31: Monthly gap between tuition and estimated cost of care, small family child care home, by age and salary selection, per child

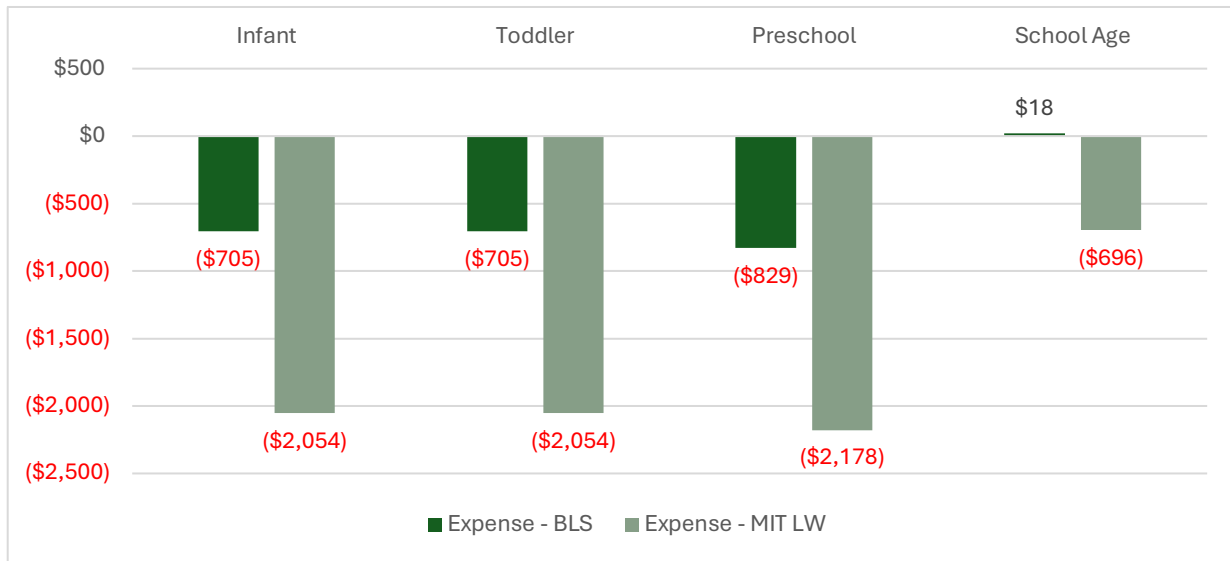
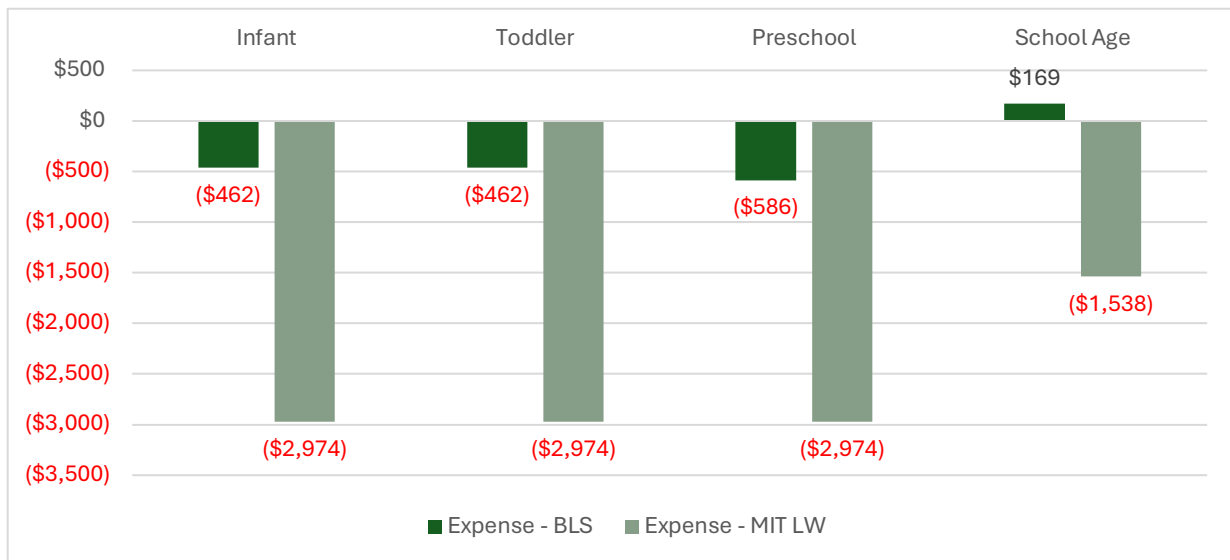


Figure 32: Monthly gap between tuition and estimated cost of care, large family child care home, by age and salary selection, per child



Conclusion

The San Diego CEM outputs demonstrate that regardless of the type of care, the age of children served, or the source of revenue, the true cost of running a child care program in San Diego County far exceeds the amount that child care providers are paid. Like most states and regions in the United States, the child care market in San Diego County is indeed "broken". These findings underline the critical need for systemic reforms at both the state and local levels to better support both child care providers and families. At the state level, California is in the process of making the critical shift from a market-based approach to rate setting to a cost-based approach as part of the state's rate reform efforts.²³ While the impact of these reforms remains to be seen, the state's decision to utilize a cost-based approach to rate setting represents an important acknowledgement of the impact of historical under-resourcing of subsidized child care and is a profound step in the right direction. At the local level, policymakers in San Diego have the opportunity to explore ways in which local funding can be used to help close the gap between what it costs to provide quality child care that assumes a living wage and basic benefits for child care providers and the revenue available to cover that true cost.

²³ California Department of Social Services (n.d.) *Rate Reform and Quality*.
<https://cdss.ca.gov/inforesources/child-care-and-development/rate-reform-and-quality>

Appendix

A. Project Leadership Group

Table A1: San Diego Market Rate and Cost of Care Project Leadership Group

Name	Title	Organization
Alethea Arguilez	Executive Director	First 5 San Diego & Child and Family Well Being
Courtney Baltiyskyy	VP of Policy & Advocacy	YMCA CRS
Erin Hogeboom	Founding Director	San Diego for Every Child
Dr. Rita Palet	Executive Director of Early Education and Services	San Diego County Office of Education

B. Salary Scales

Table A2: Default salary scales included in CEM

	Minimum Wage - San Diego County	BLS - Statewide	BLS - San Diego	MIT Living Wage - Statewide	MIT Living Wage - SD Single Person	MIT Living Wage - SD Family composition
Director	\$ 65,190	\$ 74,512	\$ 70,550	\$ 105,696	\$ 114,208	\$ 134,210
Assistant Director	\$ 53,876	\$ 61,580	\$ 58,306	\$ 87,352	\$ 94,387	\$ 110,917
Financial Manager	\$ 50,469	\$ 57,686	\$ 54,619	\$ 81,829	\$ 88,418	\$ 103,903
Admin Assistant	\$ 35,048	\$ 40,060	\$ 37,930	\$ 56,826	\$ 61,402	\$ 72,155
Lead Teacher	\$ 44,160	\$ 50,476	\$ 47,792	\$ 71,600	\$ 77,366	\$ 90,916
Assistant Teacher	\$ 35,048	\$ 40,060	\$ 37,930	\$ 56,826	\$ 61,402	\$ 72,155
Floater/Substitute	\$ 35,048	\$ 40,060	\$ 37,930	\$ 56,826	\$ 61,402	\$ 72,155
FCC Owner	\$ 59,533	\$ 68,046	\$ 64,428	\$ 96,524	\$ 104,297	\$ 122,563
FCC Assistant	\$ 35,048	\$ 40,060	\$ 37,930	\$ 56,826	\$ 61,402	\$ 72,155
FFN Provider	\$ 35,048	\$ 40,060	\$ 37,930	\$ 56,826	\$ 61,402	\$ 72,155

Source: Bureau of Labor Statistics, Occupational Employment Statistics, May 2023, available at: https://www.bls.gov/oes/2023/may/oes_sc.htm; MIT Living Wage Calculation, available at <https://livingwage.mit.edu/states/45>.

C. 2024 San Diego Market Rate and Cost of Care Survey

2024 San Diego Market Rate and Cost of Care Survey

Introduction

Welcome! This survey is available in multiple languages. To select your preferred language, please click on the drop-down menu at the top of the page.

¡Te damos la bienvenida!

Esta encuesta está disponible en varios idiomas. Para seleccionar su idioma preferido, haga clic en el menú desplegable en la parte superior de la página.

欢迎！这份问卷调查有多种语言版本。请点击本页面顶部的下拉菜单来选择您的首选语言。

歡迎！這份問卷調查有多種語言版本。請點擊本頁面頂部的下拉功能表來選擇您的首選語言。

Maligayang pagdating! Available ang survey na ito sa maraming wika. Upang piliin ang iyong gustong wika, mangyaring mag-click sa drop-down menu sa itaas ng pahina.

افزودن زبان فارسی و برجسب خوش آمدید

Building upon the San Diego County Child Care Blueprint and the California Cost of Care Study, the County of San Diego has partnered with Prenatal to Five Fiscal Strategies (P5FS) to understand child care market rates and to gain a deeper understanding of the costs associated with out-of-school-time care.

The survey is for individuals, organizations and programs that provide child care and development services to children from birth through twelve years-old in San Diego County. It includes questions about tuition and family fees for all types of child care and development providers. The project will leverage cost data from San Diego child care and development providers who responded to the California Cost of Care Survey. However, since out-of-school time (OST) child care and development providers were under-represented in that study, those respondents who identify as OST providers will also be asked cost of care questions in addition to the tuition and family fees questions.

The results of this survey will help to inform the county's strategy to achieve the vision that "San Diego is a place where every family has access to child care that meets their geographic, scheduling, cultural, language, and economic needs; the child care provider workforce is highly valued and financially thriving; and all types of child care setting support children's healthy development"

Privacy Policy and Consent

Your individual responses will not be available to anyone other than the Prenatal to Five Fiscal Strategies (P5FS) staff. Your personally identifiable information will only be used to contact you in case we have a clarifying question or to link your data with any prior data you have shared with us (only after receiving consent from you to do so). Only de-identified data, that has been aggregated across respondents, will be shared with anyone external to the P5FS study team. P5FS will not report any sample sizes that are less than 10 to support confidentiality. Your personal identifiable information will be stored in secure systems.

1. Please confirm the following: *

- I have read the above information and I consent to having my information collected and stored.

Any question with a * next to it is a required question. You will need to provide a response before continuing to the next item. If you need to leave the survey and want to save what you have entered, just click on "save and continue later" in the upper right-hand side of the screen.

Contact Information

2. Your name

3. Your organization *

4. Which of the following best describes your primary role at this site? *

- Owner
- Administrator
- Chief Operating Officer
- Executive Director
- Director
- Assistant Director
- Business Manager
- Finance/Accounting Staff
- Teacher
- Other - Write In

As a reminder, this survey is designed for those individuals who have access to information about the financial aspects of the program (for example, tuition, program expenses, staffing, and enrollment).

5. Your email address *

6. Program/Site Name *

7. Site or program street address

8. Site or program
city

9. Site or program zip code *

(untitled)

10. From the list below, please select the option that best describes the type of child care and education you provide (please select one): *

- Licensed Family Child Care Home
- Early care and education program in a community-based organization (including Early Head Start/Head Start)
- Early care and education program in a public school (including Early Head Start/Head Start)
- Out-of-school time program (afterschool, before school, intersession, summer, and other enrichment programs outside of the regular school day)

11. Which of the following age groups are served by this program? (please check all that apply)

*

- Infants under 2 years-old
- Preschoolers/TK (2 - 4 years-old)
- Kindergarteners (5 years-old)
- 1st Graders and older (6 years and older)

12. Do you provide out-of-school time care?

- Yes
- No

13. Which of the following out-of-school-time schedules does your program offer? (check all that apply) *

- Before school care
- After school care
- Summer care
- Intersession/ care during school breaks

14. How many child care and education sites does your organization operate in San Diego County?

*

- 1 site
- 2 or more sites

Please complete a separate survey for each site. If you would prefer to share your data in the aggregate, please contact the P5FS study team to receive a multisite spreadsheet that makes it easier to provide data across your sites by emailing california@prenatal5fiscal.org or calling (217) 469-5250.

15. Is your out-of-school time program funded through a contract with an LEA (school district, charter school, and/or county office of education)? *

- Yes, our program is exclusively funded through an LEA
- Yes, some of the funding comes through an LEA but we receive other funding for this program as well
- No, our program is NOT funded through an LEA

16. What is the name of the LEA that funds your program? *

Revenue

17. Which of the following sources of revenue does this program/site receive? (please select all that apply)

*

- Private parent tuition
- Additional parent fees beyond tuition (for example, application fees, field trip fees)
- Alternative Payment Program (CAPP)
- CalWORKs Stage One
- CalWORKs Stage Two
- CalWORKs Stage Three
- Migrant Alternative Payment Program (CMAP)

- General Child Care and Development (CCTR)
- Migrant Child Care and Development (CMIG)
- Children with Severe Disabilities (CHAN)
- California State Preschool Program (CSPP)
- Emergency Child Care Bridge for Foster Care Children (Bridge)
- Family Child Care Home Education Networks (FCCHEN)
- Head Start
- Early Head Start
- USDA food program (Child and Adult Care Food Program/CACFP, School Nutrition Program includes National School Lunch Program and School Breakfast program)
- 21st Century Community Learning Centers
- Expanded Learning Opportunities Program (ELOP)
- After School Education and Safety Program (ASES)
- City/county youth and/or prevention funding
- San Diego Regional Center
- Military Child Care
- Private foundation grant(s)
- Other - Write In

18. Of those revenue sources selected, which is the **LARGEST** source of revenue for this program/site? (select one)

- Private parent tuition
- Additional parent fees beyond tuition (for example, application fees, field trip fees)
- Alternative Payment Program (CAPP)

- CalWORKs Stage One
- CalWORKs Stage Two
- CalWORKs Stage Three
- Migrant Alternative Payment Program (CMAP)
- General Child Care and Development (CCTR)
- Migrant Child Care and Development (CMIG)
- Children with Severe Disabilities (CHAN)
- California State Preschool Program (CSPP)
- Emergency Child Care Bridge for Foster Care Children (Bridge)
- Family Child Care Home Education Networks (FCCHEN)
- Head Start
- Early Head Start
- USDA food program (Child and Adult Care Food Program/CACFP, School Nutrition Program includes National School Lunch Program and School Breakfast program)
- 21st Century Community Learning Centers
- Expanded Learning Opportunities Program (ELOP)
- After School Education and Safety Program (ASES)
- City/county youth and/or prevention funding
- San Diego Regional Center
- Military Child Care
- Private foundation grant(s)
- Other - Write In

19. If the reimbursement rates plus the family fees are not enough to cover your tuition rate, do you charge parents the difference? *

- Yes
- No

Tuition Rates/Fees

20. As an alternative to answering questions about your rates, you may upload a standard tuition rate/fee schedule for this program/site by clicking on the “browse” link below or email to california@prenatal5fiscal.org.

[Browse...](#)

21. Did you upload or email the program/site's standard tuition rate/fee schedule? *

- Yes
- No

22. What is the **FULL-TIME** rate for **INFANTS** (under 2 years-old)?
(Please enter only 1 of the following) *

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in
comments) \$

Comments

23. What is the **FULL-TIME** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?
(Please enter only 1 of the following) *

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in
comments) \$

Comments

24. What is the **BEFORE SCHOOL ONLY** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

25. What is the **AFTER SCHOOL ONLY** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

26. What is the **BEFORE AND AFTER SCHOOL ONLY** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?
(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

27. What is the **SUMMER** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?
(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

28. What is the **INTERSESSION/SCHOOL BREAK** rate for **PRESCHOOLERS/TK** (2 to 5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

29. What is the **BEFORE SCHOOL ONLY** rate for **KINDERGARTENERS** (5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

30. What is the **AFTER SCHOOL ONLY** rate for **KINDERGARTENERS** (5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

31. What is the **BEFORE AND AFTER SCHOOL** rate for **KINDERGARTENERS** (5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

32. What is the **SUMMER PROGRAM** rate for **KINDERGARTENERS** (5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

33. What is the **INTERSESSION/SCHOOL BREAK** rate for **KINDERGARTENERS** (5 years-old)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

34. What is the **BEFORE SCHOOL** rate for **1st Graders and older** (6 years-old and older)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

35. What is the **AFTER SCHOOL** rate for **1st Graders and older** (6 years-old and older)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

36. What is the **BEFORE AND AFTER SCHOOL** rate for **1st Graders and older** (6 years-old and older)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

37. What is the **SUMMER PROGRAM** rate for **1st Graders and older** (6 years-old and older)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

38. What is the **INTERSESSION/SCHOOL BREAK** rate for **1st Graders and older** (6 years-old and older)?

(Please enter only 1 of the following)

Hourly Rate \$

Daily Rate \$

Weekly Rate \$

Bi-weekly Rate \$

Monthly Rate \$

Other Rate (please describe in comments) \$

Comments

39. Do you offer care during non-traditional hours (before 7 a.m., after 7 p.m., overnight, or on weekends)?

Yes

No

40. Do you provide care during **NON-TRADITIONAL HOURS** (before 7:00 am, after 7:00 pm, overnight, or on weekends)? (please check all that apply)

- No
- Yes, during the school year
- Yes, during the summer
- Yes, during intersession/school breaks

41. Do you charge more for providing care during non-traditional hours (before 7 a.m., after 7 p.m., overnight, or on weekends)?

- Yes
- No

42. How are rates determined for care during non-traditional hours (before 7 a.m., after 6 p.m., overnight or on weekends)?

Out-of-School-Time (OST) Program Information

43. How many **weeks per year** is your **BEFORE SCHOOL** program open and serving children?

 weeks per year

44. How many **days per week** is your **BEFORE SCHOOL** program open and serving children?

45. How many **hours per day** is your **BEFORE SCHOOL** program open and serving children?

 hours per day

46. What is the maximum number of children you enroll in your **BEFORE SCHOOL** program?

47. What is your average **daily attendance** for **PRESCHOOLERS/TK** (3 to 5 years) in your **BEFORE SCHOOL** program?

48. What is your average **daily attendance** for **KINDERGARTENERS** (5 years-old) in your **BEFORE SCHOOL** program?

49. What is your average daily attendance for **1st GRADE AND OLDER** (6+ years-old) in your **BEFORE SCHOOL** program?

50. How many **weeks per year** is your **AFTER SCHOOL** program open and serving children?

 weeks per year

51. How many **days per week** is your **AFTER SCHOOL** program open and serving children?

1
2
3
4
5
6
7

52. How many **hours per day** is your **AFTER SCHOOL** program open and serving children?

 hours per day

53. What is your average daily attendance for **PRESCHOOLERS/TK** (3 to 5 years-old) in your **AFTER SCHOOL** program?

54. What is your average **daily attendance** for **KINDERGARTENERS** (5 years-old) in your **AFTER SCHOOL** program?

55. What is your average **daily attendance** for **1st GRADE AND OLDER** (6+ years-old) in your **AFTER SCHOOL** program?

56. How many **weeks per year** is your **SUMMER** program open and serving children?

 weeks per year

57. How many **days per week** is your **SUMMER** program open and serving children?

1	<input type="checkbox"/>
2	<input type="checkbox"/>
3	<input type="checkbox"/>
4	<input type="checkbox"/>
5	<input type="checkbox"/>
6	<input type="checkbox"/>
7	<input type="checkbox"/>

58. How many **hours per day** is your **SUMMER SCHOOL** program open and serving children?

 hours per day

59. What is your average **daily attendance** for **PRECHOOLERS/TK** (3 to 5 years-old) in your **SUMMER** program?

60. What is your average **daily attendance** for **KINDERGARTENERS** (5 years-old) in your **SUMMER** program?

61. What is your average **daily attendance** for **1st GRADE AND OLDER** (6+ years-old) in your **SUMMER** program?

62. How many **weeks per year** is your **INTERSESSION/SCHOOL BREAKS** program open and serving children?

 weeks per year

63. How many **days per week** is your **INTERSESSION/SCHOOL BREAK** program open and serving children?

- 1
- 2
- 3
- 4
- 5
- 6
- 7

64. How many **hours per day** is your **INTERSESSION/SCHOOL BREAKS** program open and serving children?

hours per day

65. What is your average **daily attendance** for **PRECHOOLERS/TK** (3 to 5 years-old) in your **INTERSESSION/SCHOOL BREAKS** program?

66. What is your average **daily attendance** for **KINDERGARTENERS** (5 years-old) in your **INTERSESSION/SCHOOL BREAKS** program?

67. What is your average **daily attendance** for **1st GRADE AND OLDER** (6+ years-old) in your **INTERSESSION/SCHOOL BREAKS** program?

68. What is your average **daily attendance** during **NON-TRADITIONAL HOURS** (before 7:00 am, after 7:00 pm, overnight, or on weekends) **INTERSESSION/DURING SCHOOL BREAKS**?

children

69. What is your average **daily attendance** during **NON-TRADITIONAL HOURS** (before 7:00 am, after 7:00 pm, overnight, or on weekends) **DURING THE SUMMER?**

children

70. What is your average **daily attendance** during **NON-TRADITIONAL HOURS** (before 7:00 am, after 7:00 pm, overnight, or on weekends) **DURING THE SCHOOL YEAR?**

children

71. In the past 12 months was this site full enrolled?

- Yes
- No

72. Why do you think this site was not fully enrolled (check all that apply)?

- Unable to recruit and retain enough qualified staff
- Unable to find families who want to enroll their children
- Facility/space issues
- Funding issues
- I don't know
- Other - Write In

Staffing and Compensation

73. Which of the following paid positions does your program have? (please check all that apply)

*

- Executive Director
- Program Director
- Assistant Director
- Site supervisor
- Program or group leader
- Teacher/instructor
- Assistant teacher/assistant instructor
- Program/classroom aide
- Inclusion support aide
- Summer camp counselor
- Education Coordinator/Curriculum Coordinator
- Eligibility Coordinator
- Nurse/Health Consultant
- Instructional Coach
- Parent Outreach Coordinator
- Family Engagement Specialist
- Office manager
- Administrative Assistant
- Kitchen Staff
- Financial Manager/Bookkeeper
- Janitor/Maintenance Worker
- Other - Write In

74. How many **PART-TIME** and **FULL-TIME** staff do you typically have **DURING THE SCHOOL YEAR** in each of the following positions? (please put "0" next to any positions that do not apply) *

	Number of part-time staff	Number of full-time staff
Executive Director	<input type="text"/>	<input type="text"/>
Program Director	<input type="text"/>	<input type="text"/>
Assistant Director	<input type="text"/>	<input type="text"/>
Site supervisor	<input type="text"/>	<input type="text"/>
Program or group leader	<input type="text"/>	<input type="text"/>
Teacher/instructor	<input type="text"/>	<input type="text"/>
Assistant teacher/assistant instructor	<input type="text"/>	<input type="text"/>
Program/classroom aide	<input type="text"/>	<input type="text"/>
Inclusion support aide	<input type="text"/>	<input type="text"/>
Summer camp counselor	<input type="text"/>	<input type="text"/>
Education Coordinator/Curriculum Coordinator	<input type="text"/>	<input type="text"/>
Eligibility Coordinator	<input type="text"/>	<input type="text"/>
Nurse/Health Consultant	<input type="text"/>	<input type="text"/>
Instructional Coach	<input type="text"/>	<input type="text"/>

Parent Outreach Coordinator	<input type="text"/>	<input type="text"/>
Family Engagement Specialist	<input type="text"/>	<input type="text"/>
Office manager	<input type="text"/>	<input type="text"/>
Administrative Assistant	<input type="text"/>	<input type="text"/>
Kitchen Staff	<input type="text"/>	<input type="text"/>
Financial Manager/Bookkeeper	<input type="text"/>	<input type="text"/>
Janitor/Maintenance Worker	<input type="text"/>	<input type="text"/>
<input type="text" value="Enter another option"/>	<input type="text"/>	<input type="text"/>

75. How many **PART-TIME** and **FULL-TIME** staff do you typically have **DURING INTERSESSION/SCHOOL BREAKS** in each of the following positions? (please put "0" next to any positions that do not apply) *

	Number of part-time staff	Number of full-time staff
Executive Director	<input type="text"/>	<input type="text"/>
Program Director	<input type="text"/>	<input type="text"/>
Assistant Director	<input type="text"/>	<input type="text"/>
Site supervisor	<input type="text"/>	<input type="text"/>
Program or group leader	<input type="text"/>	<input type="text"/>
Teacher/instructor	<input type="text"/>	<input type="text"/>
Assistant teacher/assistant instructor	<input type="text"/>	<input type="text"/>

Instructor	<input type="text"/>	<input type="text"/>
Program/classroom aide	<input type="text"/>	<input type="text"/>
Inclusion support aide	<input type="text"/>	<input type="text"/>
Summer camp counselor	<input type="text"/>	<input type="text"/>
Education Coordinator/Curriculum Coordinator	<input type="text"/>	<input type="text"/>
Eligibility Coordinator	<input type="text"/>	<input type="text"/>
Nurse/Health Consultant	<input type="text"/>	<input type="text"/>
Instructional Coach	<input type="text"/>	<input type="text"/>
Parent Outreach Coordinator	<input type="text"/>	<input type="text"/>
Family Engagement Specialist	<input type="text"/>	<input type="text"/>
Office manager	<input type="text"/>	<input type="text"/>
Administrative Assistant	<input type="text"/>	<input type="text"/>
Kitchen Staff	<input type="text"/>	<input type="text"/>
Financial Manager/Bookkeeper	<input type="text"/>	<input type="text"/>
Janitor/Maintenance Worker	<input type="text"/>	<input type="text"/>
<input type="text" value="Enter another option"/>	<input type="text"/>	<input type="text"/>

76. How many **PART-TIME** and **FULL-TIME** staff do you typically have **DURING THE SUMMER** in each of the following positions? (please put "0" next to any positions that do not apply) *

	Number of part-time staff	Number of full-time staff
Executive Director	<input type="text"/>	<input type="text"/>
Program Director	<input type="text"/>	<input type="text"/>
Assistant Director	<input type="text"/>	<input type="text"/>
Site supervisor	<input type="text"/>	<input type="text"/>
Program or group leader	<input type="text"/>	<input type="text"/>
Teacher/instructor	<input type="text"/>	<input type="text"/>
Assistant teacher/assistant instructor	<input type="text"/>	<input type="text"/>
Program/classroom aide	<input type="text"/>	<input type="text"/>
Inclusion support aide	<input type="text"/>	<input type="text"/>
Summer camp counselor	<input type="text"/>	<input type="text"/>
Education Coordinator/Curriculum Coordinator	<input type="text"/>	<input type="text"/>
Eligibility Coordinator	<input type="text"/>	<input type="text"/>
Nurse/Health Consultant	<input type="text"/>	<input type="text"/>
Instructional Coach	<input type="text"/>	<input type="text"/>
Parent Outreach Coordinator	<input type="text"/>	<input type="text"/>
Family Engagement Specialist	<input type="text"/>	<input type="text"/>
Office manager	<input type="text"/>	<input type="text"/>

Administrative Assistant	<input type="text"/>	<input type="text"/>
Kitchen Staff	<input type="text"/>	<input type="text"/>
Financial Manager/Bookkeeper	<input type="text"/>	<input type="text"/>
Janitor/Maintenance Worker	<input type="text"/>	<input type="text"/>
<input type="text" value="Enter another option"/>	<input type="text"/>	<input type="text"/>

77. Which of the following is closest to the current average hourly wage/salary before taxes for the EXECUTIVE DIRECTOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

78. Which of the following is closest to the current average hourly wage/salary before taxes for the PROGRAM DIRECTOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

79. Which of the following is closest to the current average hourly wage/salary before taxes for the ASSISTANT DIRECTOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

80. Which of the following is closest to the current average hourly wage/salary before taxes for the SITE SUPERVISOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

81. Which of the following is closest to the current average hourly wage/salary before taxes for the PROGRAM OR GROUP LEADER position?

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

82. Which of the following is closest to the current average hourly wage/salary before taxes for the TEACHER/INSTRUCTOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

83. Which of the following is closest to the current average hourly wage/salary before taxes for the ASSISTANT TEACHER/ASSISTANT INSTRUCTOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360-\$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

84. Which of the following is closest to the current average hourly wage/salary before taxes for the PROGRAM/CLASSROOM AIDE position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

85. Which of the following is closest to the current average hourly wage/salary before taxes for the INCLUSION SUPPORT AIDE position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

86. Which of the following is closest to the current average hourly wage/salary before taxes for the SUMMER CAMP COUNSELOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

87. Which of the following is closest to the current average hourly wage/salary before taxes for the EDUCATION COORDINATOR/CURRICULUM COORDINATOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360-\$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

88. Which of the following is closest to the current average hourly wage/salary before taxes for the ELIGIBILITY COORDINATOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

89. Which of the following is closest to the current average hourly wage/salary before taxes for the NURSE/HEALTH CONSULTANT position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

90. Which of the following is closest to the current average hourly wage/salary before taxes for the INSTRUCTIONAL COACH position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

91. Which of the following is closest to the current average hourly wage/salary before taxes for the PARENT OUTREACH COORDINATOR position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

92. Which of the following is closest to the current average hourly wage/salary before taxes for the FAMILY ENGAGEMENT SPECIALIST position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

93. Which of the following is closest to the current average hourly wage/salary before taxes for the OFFICE MANAGER position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

94. Which of the following is closest to the current average hourly wage/salary before taxes for the ADMINISTRATIVE ASSISTANT position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

95. Which of the following is closest to the current average hourly wage/salary before taxes for the KITCHEN STAFF position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

96. Which of the following is closest to the current average hourly wage/salary before taxes for the FINANCIAL MANAGER/BOOKKEEPER position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

97. Which of the following is closest to the current average hourly wage/salary before taxes for the JANITOR/MAINTENANCE WORKER position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to 31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

98. Which of the following is closest to the current average hourly wage/salary before taxes for the "OTHER/WRITE-IN" position? *

- Less than \$15/hour (Less than \$31,200 annually)
- \$15 to \$17/hour (\$31,200 - \$35,360 annually)
- \$17 to \$19/hour (\$35,360 - \$39,520 annually)
- \$19 to \$21/hour (\$39,520 - \$43,680 annually)
- \$21 to \$23/hour (\$43,680 - \$47,840 annually)
- \$23 to \$25/hour (\$47,840 - \$52,000 annually)
- \$25 to \$27/hour (\$52,000 - \$56,160 annually)
- \$27 to \$29/hour (\$56,160 - \$60,320 annually)
- \$29 to \$31/hour (\$60,320 - \$64,480 annually)
- \$31 to \$33/hour (\$64,480 - \$68,640 annually)
- \$33 to \$35/hour (\$68,640 - \$72,800 annually)
- More than \$35/hour (More than \$72,800 annually)

99. How many hours defines "part-time"?

Hours per week

Part-time

Full Time

100. Which of the following benefits are offered to **FULL-TIME** employees at this site? (check all that apply)

- Health insurance
- Dental insurance
- Vision insurance
- Retirement
- Life insurance
- Long-term care insurance
- Paid sick days
- Paid vacation
- Paid federal/state holidays
- Paid professional development days
- Employee Assistance Program (EAP) services
- Stipend for training or coursework
- Other - Write In
- None of the above

101. Which of the following benefits are offered to **PART-TIME** employees at this site? (check all that apply)

- Health insurance
- Dental insurance
- Vision insurance
- Retirement
- Life insurance
- Long-term care insurance
- Paid sick days
- Paid vacation
- Paid federal/state holidays
- Paid professional development days
- Employee Assistance Program (EAP) services
- Stipend for training or coursework
- Other - Write In
- None of the above

102. What is the maximum number of paid sick days an employee can accrue per year?

max sick days per year

103. What is the maximum number of paid vacation days an employee can accrue per year?

max vacation days per year

104. What is the maximum number of paid professional development days an employee can accrue per year?

max PD days per year

Non-personnel expenses

105. What is the program's AVERAGE MONTHLY amount for each of the following expenses? *

Rent/lease/mortgage

Supplies and materials

Equipment

Food

Utilities

Transportation

Liability
Insurance

All other
expenses

Total : 0

Thank You!

Thank you for taking our survey. Your response is very important to us.

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