

BACKGROUND

This report is based on rates, wages, benefits and staff characteristics reported in the 4-C March 2015 child care survey. Programs reported the information so that wage, retention and education experience was available for each individual staff person. Response rates on wages are lower than on rates. Non-profits, accredited, and religious programs responded at a higher rate than for profits. Non-profits are 46% of the full day market but 51% of the wage data. A more significant difference is that accredited programs are 64% of the wage data but only 41% of the total countywide full day market capacity.

WAGES

Charts have been revised and additional charts added to better explain the complexities seen in the early childhood wage markets this year as Dane County's unemployment rate dropped below 3%. While average wages seemed often flat or dropping, starting wages overall showed an increase and the charts showing frequency of specific wages (pg.9) showed upward movement in most categories especially among the lower wages. This suggests that what may be happening is that many long term staff at higher wages are leaving and being replaced by younger employees who in many cases are being paid a higher starting salary. In other words the wage increases are not showing up in the average wages but are occurring overall. Low unemployment means probably difficulty in replacing staff over the coming year. There are also indications that rates may have increased more than many families' ability to pay which will make difficult paying wages competitive to other business sectors. In 2014 staff turnover dropped 1% to 19% for full day centers.

2015 WAGE CHARTS

In some cases (most commonly for the Director/Administrator and for teaching positions in part day preschools) positions were paid on the basis of a yearly/monthly salary as opposed to an hourly wage. In these cases, an hourly wage was created by dividing the annual salary by 2,080 hours. In the case of Administrators, this is probably less than the actual number of hours worked. In many cases Directors/Owners of for profit centers take profits as opposed to a salary from their programs. This can result in not enough Directors' wages to analyze.

Full-day Programs:

| | 2015 Average | 2015 Starting | Starting Change | 2014 Average Wage Average | 2014 Average Wage % Change |
|------------------------|-----------------|------------------|--------------------|------------------------------|-------------------------------|
| Director/Administrator | \$20.92 | \$21.69 | 26% | \$20.40 | 3% |
| Program Coordinator | \$17.78 | NA | NA | \$18.17 | -2% |
| Lead Teacher | \$15.52 | \$13.59 | 1% | \$15.38 | 1% |
| Teacher | \$14.04 | \$12.40 | 2% | \$14.12 | -1% |
| Assistant Teacher | \$11.29 | \$10.51 | 3% | \$11.12 | 2% |
| Substitute Teacher | \$12.72 | \$11.56 | NA | \$12.69 | 0% |

Full-day Programs-23 year wage changes:

| | 2015 Average | 1991 Average | % Change | Note that the inflation rate during this period was about 74% indicating improvement to bring child care wages closer to the actual cost of living in Dane County. |
|------------------------|-----------------|-----------------|----------|--|
| Director/Administrator | \$20.96 | \$9.73 | 215% | |
| Program Coordinator | \$17.78 | \$7.80 | 228% | |
| Lead Teacher | \$15.52 | \$6.50 | 239% | |
| Teacher | \$14.03 | \$5.97 | 235% | |
| Assistant Teacher | \$11.29 | \$5.15 | 219% | |

How to Read the Charts:

NA – Not enough responses in a category to report.

Number – Number of staff for whom wages were reported in each category

Minimum – Lowest wage reported

Maximum- Highest wage reported

Median 2015 – is the wage reported that falls at the 50th percentile of all wages that were reported. Half of the staff earn a higher average wage and half earn lower.

Average 2015- The average wage paid for this position. This is the average of all wages paid to individual staff in this category.

Average 2014 – the average wage paid for the same position last year

Average Years – The average number of years staff have worked at their current center. This is created by averaging all the years worked by staff in this category.

%Change - These represent changes in the average market rate for each position between March 2014 and March 2015. A number of factors, especially staff turnover as higher paid experienced staff are replaced with newer ones, can affect this number in addition to the normal process of centers raising staff salaries.

Average Starting 2015 – Average starting is the average of the salaries reported for staff working less than a year at their current jobs.

Madison Accredited – Programs that are meeting high quality accreditation standards set by the City of Madison. If programs are accredited by Madison but also accredited by another program they would still be included in this category.

National Accredited – There are accreditation programs other than the one offered by the City of Madison. Use of these programs have increased under YoungStar. If a program is only nationally accredited it is not included in the Madison Accredited analysis (which is why the numbers of programs analyzed in the Madison Accredited and Non Accredited columns do not add up to the total programs for each category in the Dane County column). The chart on page 7 compares the wages at nationally accredited programs with Madison accredited and non-accredited full day group centers.

Not Accredited- programs without any accreditation either locally through Madison or Nationally

STAFF WITH AND WITHOUT BA DEGREES CHART:

About half the full day programs in Dane County have salary charts that use education levels as a factor in determining pay rates. We use the data submitted by individual staff person to determine what the average pay would be for a person with a ECE (4 year Early Childhood Education degree or equivalent) degree and what they would pay someone without a degree.

Chart explanation:

2015 Average All Staff- This is the same average wage as reported on the Part One chart.

Difference Madison and Outside Column- Average yearly difference in child care wages between programs in the City of Madison and outside the City. A yearly wage is based on 2080 hours.

Yearly Difference with and w/o degree- difference in hourly wage between those with and without a 4 year ECE college degree,

**PART ONE: AVERAGE HOURLY WAGES FULL DAY CENTERS
BY LOCATION AND TYPE OF PROGRAM**

Averages are based on individual staff wages paid in March 2015 at centers where children can attend 8 hours a day 5 days a week. Change numbers are positive unless identified as negative(-). NA means not enough data available to analyze.

| | Dane County | Madison | Outside Madison | Madison Accredited | Not Accredited | Dane Non-Profit | Dane For-Profit |
|-----------------------------|----------------|----------|--------------------|-----------------------|-------------------|--------------------|--------------------|
| DIRECTORS | | | | | | | |
| Average years | 12.25 | 11 | 13.5 | 13.4 | 11.16 | 12.7 | 12 |
| N of Cases | 81 | 43 | 38 | 29 | 46 | 35 | 46 |
| Minimum | \$ 9.00 | \$ 9.00 | \$ 11.50 | \$ 14.65 | \$ 11.50 | \$ 9.00 | \$ 11.50 |
| Maximum | \$ 39.15 | \$ 36.67 | \$ 39.15 | \$ 36.67 | \$ 39.15 | \$ 39.15 | \$ 28.84 |
| Average 2015 | \$ 20.92 | \$ 21.88 | \$ 19.83 | \$ 23.95 | \$ 18.83 | \$ 23.57 | \$ 18.90 |
| Average 2014 | \$ 20.40 | \$ 22.30 | \$ 18.84 | \$ 23.15 | \$ 18.06 | \$ 23.43 | \$ 18.62 |
| % Change | 3% | -2% | 5% | 3% | 4% | 1% | 2% |
| Median 2015 | \$ 19.50 | \$ 19.70 | \$ 19.07 | \$ 23.00 | \$ 18.19 | \$ 22.99 | \$ 18.46 |
| Program Coordinators | | | | | | | |
| Average years | 10.39 | 10.6 | 10 | 13.25 | 6.23 | 13.5 | 6 |
| N of Cases | 51 | 30 | 21 | 26 | 15 | 31 | 20 |
| Minimum | \$ 11.50 | \$ 11.50 | \$ 13.65 | \$ 14.00 | \$ 11.50 | \$ 13.65 | \$ 11.50 |
| Maximum | \$ 26.79 | \$ 24.76 | \$ 26.79 | \$ 24.76 | \$ 20.00 | \$ 26.79 | \$ 25.35 |
| Average 2015 | \$ 17.78 | \$ 17.84 | \$ 17.70 | \$ 18.58 | \$ 15.86 | \$ 18.79 | \$ 16.22 |
| Average 2014 | \$ 18.17 | \$ 18.43 | \$ 17.68 | \$ 18.40 | \$ 17.11 | \$ 18.80 | \$ 16.86 |
| % Change | -2% | -3% | 0% | 1% | -7% | 0% | -4% |
| Median 2015 | \$ 16.83 | \$ 17.08 | \$ 16.37 | \$ 18.00 | \$ 15.08 | \$ 18.00 | \$ 15.29 |
| Lead Teachers | | | | | | | |
| Average years | 8.5 | 9.4 | 7.6 | 10.9 | 5.3 | 10.75 | 4.8 |
| N of Cases | 89 | 46 | 43 | 29 | 40 | 56 | 33 |
| Minimum | \$ 9.65 | \$ 9.75 | \$ 9.65 | \$ 12.36 | \$ 9.65 | \$ 9.75 | \$ 9.65 |
| Maximum | \$ 27.94 | \$ 27.94 | \$ 22.85 | \$ 27.94 | \$ 21.57 | \$ 27.94 | \$ 21.57 |
| Average 2015 | \$ 15.52 | \$ 16.21 | \$ 14.79 | \$ 16.94 | \$ 13.50 | \$ 16.91 | \$ 13.17 |
| Average 2014 | \$ 15.38 | \$ 16.05 | \$ 14.63 | \$ 16.33 | \$ 13.41 | \$ 16.60 | \$ 13.30 |
| % Change | 1% | 1% | 1% | 4% | 1% | 2% | -1% |
| Median 2015 | \$ 14.93 | \$ 15.18 | \$ 14.19 | \$ 16.25 | \$ 13.00 | \$ 16.45 | \$ 13.00 |
| Teachers | | | | | | | |
| Average years | 6.1 | 7.4 | 4.9 | 7.44 | 4.6 | 8 | 4.7 |
| N of Cases | 723 | 351 | 372 | 267 | 328 | 321 | 402 |
| Minimum | \$ 7.75 | \$ 8.96 | \$ 7.75 | \$ 9.21 | \$ 7.75 | \$ 9.00 | \$ 7.75 |
| Maximum | \$ 27.00 | \$ 27.00 | \$ 24.00 | \$ 27.00 | \$ 24.00 | \$ 27.00 | \$ 24.00 |
| Average 2015 | \$ 14.04 | \$ 14.95 | \$ 13.17 | \$ 15.39 | \$ 12.57 | \$ 15.38 | \$ 12.96 |
| Average 2014 | \$ 14.12 | \$ 15.19 | \$ 13.08 | \$ 15.69 | \$ 12.38 | \$ 15.54 | \$ 12.90 |
| % Change | -1% | -2% | 1% | -2% | 2% | -1% | 0% |
| Median 2015 | \$ 13.50 | \$ 14.82 | \$ 12.93 | \$ 15.12 | \$ 12.00 | \$ 15.10 | \$ 12.50 |

2015 HOURLY WAGES FULL DAY CENTERS CONTINUED

| | Dane County | Dane Madison | Outside Madison | Madison Accredited | Not Accredited | Dane Non-Profit | Dane For-Profit |
|---------------------------------|----------------|-----------------|--------------------|-----------------------|-------------------|--------------------|--------------------|
| Assistant Teachers/Aides | | | | | | | |
| Average years | 3.85 | 4.4 | 3.4 | 5.9 | 1.9 | 5.6 | 2.1 |
| N of Cases | 282 | 163 | 119 | 118 | 113 | 153 | 129 |
| Minimum | \$ 7.25 | \$ 8.00 | \$ 7.25 | \$ 8.04 | \$ 8.00 | \$ 8.00 | \$ 7.25 |
| Maximum | \$ 17.97 | \$ 17.97 | \$ 14.83 | \$ 17.97 | \$ 15.12 | \$ 17.97 | \$ 14.50 |
| Average 2015 | \$ 11.29 | \$ 11.55 | \$ 10.94 | \$ 11.61 | \$ 10.51 | \$ 11.89 | \$ 10.58 |
| Average 2014 | \$ 11.12 | \$ 11.35 | \$ 10.79 | \$ 11.30 | \$ 10.41 | \$ 11.63 | \$ 10.40 |
| % Change | 2% | 2% | 1% | 3% | 1% | 2% | 2% |
| Median 2015 | \$ 10.73 | \$ 10.69 | \$ 10.75 | \$ 11.52 | \$ 10.00 | \$ 11.00 | \$ 10.00 |
| Cooks | | | | | | | |
| Average years | 7.2 | 7.8 | 6 | 7.67 | 3 | 9.2 | 4.3 |
| N of Cases | 16 | 10 | 6 | 7 | 4 | 9 | 7 |
| Minimum | \$ 7.50 | \$ 7.50 | \$ 10.02 | \$ 7.50 | \$ 10.02 | \$ 7.50 | \$ 10.02 |
| Maximum | \$ 22.20 | \$ 18.25 | \$ 22.20 | \$ 18.25 | \$ 13.00 | \$ 22.20 | \$ 13.00 |
| Average 2015 | \$ 13.24 | \$ 13.33 | \$ 13.08 | \$ 13.81 | \$ 11.53 | \$ 14.47 | \$ 11.66 |
| Average 2014 | \$ 13.26 | \$ 12.90 | \$ 14.18 | \$ 13.60 | \$ 10.91 | \$ 14.66 | \$ 11.40 |
| % Change | 0% | 3% | -8% | 2% | 6% | -1% | 2% |
| Substitutes | | | | | | | |
| Average years | 3.2 | 3 | 3.2 | 3 | 3.2 | 3.2 | 3.2 |
| N of Cases | 41 | 29 | 12 | 27 | 13 | 28 | 13 |
| Minimum | \$ 9.01 | \$ 9.38 | \$ 9.01 | \$ 9.65 | \$ 9.01 | \$ 9.65 | \$ 9.01 |
| Maximum | \$ 18.04 | \$ 18.04 | \$ 18.04 | \$ 18.04 | \$ 14.54 | \$ 18.04 | \$ 14.54 |
| Average 2015 | \$ 12.72 | \$ 12.91 | \$ 12.26 | \$ 12.94 | \$ 11.90 | \$ 13.10 | \$ 11.90 |
| Average 2014 | \$ 12.69 | \$ 13.15 | \$ 12.02 | \$ 13.37 | \$ 12.19 | \$ 13.37 | \$ 11.88 |
| % Change | 0% | -2% | 2% | -3% | -2% | -2% | 0% |
| Median 2015 | \$ 12.00 | \$ 12.50 | \$ 12.00 | \$ 11.25 | \$ 12.00 | \$ 12.14 | \$ 12.00 |

STARTING WAGES 2014-2015

The below chart is based on an analysis of wages paid to staff during their first year working. Analysis was limited to people hired in 2014 and early 2015. Rate of change since 2014 is on page one of this report.

| Starting Wages | | Dane | Madison | Outside Madison | Madison Accredited |
|----------------------------|----------|----------|----------|--------------------|-----------------------|
| Director | | | | | |
| | WAGE | | | | |
| N of Cases | 8 | 6 | NA | 5 | |
| Minimum | \$ 14.19 | \$ 14.65 | NA | \$ 14.65 | |
| Maximum | \$ 36.06 | \$ 36.06 | NA | \$ 36.06 | |
| Median | \$ 18.29 | \$ 24.50 | NA | \$ 28.17 | |
| Average | \$ 21.69 | \$ 24.05 | NA | \$ 25.71 | |
| Lead Teachers | | | | | |
| | WAGE | | | | |
| N of Cases | 10 | 7 | NA | 6 | |
| Minimum | \$ 9.65 | \$ 12.78 | NA | \$ 12.78 | |
| Maximum | \$ 18.00 | \$ 18.00 | NA | \$ 18.00 | |
| Median | \$ 13.85 | \$ 14.25 | NA | \$ 14.63 | |
| Average | \$ 13.59 | \$ 14.75 | NA | \$ 14.87 | |
| Teachers | | | | | |
| | WAGE | | | | |
| N of Cases | 156 | 61 | 95 | 51 | |
| Minimum | \$ 8.96 | \$ 8.96 | \$ 9.00 | \$ 8.96 | |
| Maximum | \$ 22.75 | \$ 20.19 | \$ 22.75 | \$ 20.19 | |
| Median | \$ 12.00 | \$ 12.30 | \$ 12.00 | \$ 12.50 | |
| Average | \$ 12.40 | \$ 12.55 | \$ 12.31 | \$ 12.57 | |
| Assistants Or Aides | | | | | |
| | WAGE | | | | |
| N of Cases | 88 | 49 | 39 | 22 | |
| Minimum | \$ 8.00 | \$ 9.00 | \$ 8.00 | \$ 9.00 | |
| Maximum | \$ 16.32 | \$ 16.32 | \$ 14.50 | \$ 16.32 | |
| Median | \$ 10.00 | \$ 10.00 | \$ 10.00 | \$ 10.50 | |
| Average | \$ 10.51 | \$ 10.72 | \$ 10.25 | \$ 11.27 | |
| Substitutes | | | | | |
| | WAGE | | | | |
| N of Cases | 11 | 10 | NA | 10 | |
| Minimum | \$ 9.80 | \$ 9.80 | NA | \$ 9.80 | |
| Maximum | \$ 14.10 | \$ 14.10 | NA | \$ 14.10 | |
| Median | \$ 11.20 | \$ 11.23 | NA | \$ 11.23 | |
| Average | \$ 11.56 | 11.712 | NA | \$ 11.71 | |

COMPARISON BETWEEN MADISON ACCREDITED AND NOT ACCREDITED FULL DAY CENTER HOURLY WAGES IN DANE COUNTY

Madison accredited programs are programs meeting City of Madison higher quality standards. Accreditation seems to have the greatest impact on wages of all of the variables though another factor is the higher number of non-accredited centers in lower cost areas outside of the county.

| Madison Accredited | | Not Accredited | % Difference | Cost Difference |
|-----------------------------|----------|----------------|--------------|-----------------|
| DIRECTORS | | | | |
| Average years | 13.4 | 11.16 | 20% | |
| N of Cases | 29 | 46 | | |
| Minimum | \$ 14.65 | \$ 11.50 | 27% | \$ 3.15 |
| Maximum | \$ 36.67 | \$ 39.15 | -6% | \$ (2.48) |
| Average 2015 | \$ 23.95 | \$ 18.83 | 27% | \$ 5.12 |
| Average 2014 | \$ 23.15 | \$ 18.06 | 28% | \$ 5.09 |
| % Change | 3% | 4% | | |
| Program Coordinators | | | | |
| Average years | 13.25 | 6.23 | 113% | |
| N of Cases | 26 | 15 | | |
| Minimum | \$ 14.00 | \$ 11.50 | 22% | \$ 2.50 |
| Maximum | \$ 24.76 | \$ 20.00 | 24% | \$ 4.76 |
| Average 2015 | \$ 18.58 | \$ 15.86 | 17% | \$ 2.72 |
| Average 2014 | \$ 18.40 | \$ 17.11 | 8% | \$ 1.29 |
| % Change | 1% | -7% | | |
| Lead Teachers | | | | |
| Average years | 10.9 | 5.3 | 106% | |
| N of Cases | 29 | 40 | | |
| Minimum | \$ 12.36 | \$ 9.65 | 28% | \$ 2.71 |
| Maximum | \$ 27.94 | \$ 21.57 | 30% | \$ 6.37 |
| Average 2015 | \$ 16.94 | \$ 13.50 | 26% | \$ 3.44 |
| Average 2014 | \$ 16.33 | \$ 13.41 | 22% | \$ 2.92 |
| % Change | 4% | 1% | | |
| Teachers | | | | |
| Average years | 7.44 | 4.6 | 62% | |
| N of Cases | 267 | 328 | | |
| Minimum | \$ 9.21 | \$ 7.75 | 19% | \$ 1.46 |
| Maximum | \$ 27.00 | \$ 24.00 | 13% | \$ 3.00 |
| Average 2015 | \$ 15.39 | \$ 12.57 | 22% | \$ 2.82 |
| Average 2014 | \$ 15.69 | \$ 12.38 | 27% | \$ 3.31 |
| % Change | -2% | 2% | | |

COMPARISONS BETWEEN DIFFERENT TYPES OF ACCREDITATION AND HOURLY WAGES

With the advent of YoungStar, incentives and resources now exist to assist many programs (especially outside of Madison) to become accredited. As such there has been an increase in the number of programs that are accredited but not by the city. Here is a comparison between wages at Madison Accredited Programs, Non-Accredited programs and centers accredited through various national programs. Given how recently many of the nationally accredited programs became accredited, it will be interesting to see how wages develop over the next several years as the years of experience narrow between the two categories.

| Madison Accredited | | Not Accredited | Accredited only By National Group | |
|-----------------------------|----------|-----------------------|--|--|
| DIRECTORS | | | | |
| Average years | 13.4 | 11.16 | 10.8 | |
| N of Cases | 29 | 46 | 12 | |
| Minimum | \$ 14.65 | \$ 11.50 | \$ 9.00 | |
| Maximum | \$ 36.67 | \$ 39.15 | \$ 28.84 | |
| Average 2015 | \$ 23.95 | \$ 18.83 | \$ 20.99 | |
| Average 2014 | \$ 23.15 | \$ 18.06 | \$ 20.96 | |
| % Change | 3% | 4% | 0% | |
| Program Coordinators | | | | |
| Average years | 13.25 | 6.23 | 5.3 | |
| N of Cases | 26 | 15 | 9 | |
| Minimum | \$ 14.00 | \$ 11.50 | \$ 14.00 | |
| Maximum | \$ 24.76 | \$ 20.00 | \$ 25.35 | |
| Average 2015 | \$ 18.58 | \$ 15.86 | \$ 17.43 | |
| Average 2014 | \$ 18.40 | \$ 17.11 | \$ 18.61 | |
| % Change | 1% | -7% | -6% | |
| Lead Teachers | | | | |
| Average years | 10.9 | 5.3 | 4.0 | |
| N of Cases | 29 | 40 | 8 | |
| Minimum | \$ 12.36 | \$ 9.65 | \$ 13.00 | |
| Maximum | \$ 27.94 | \$ 21.57 | \$ 25.00 | |
| Average 2015 | \$ 16.94 | \$ 13.50 | \$ 15.29 | |
| Average 2014 | \$ 16.33 | \$ 13.41 | \$ 16.97 | |
| % Change | 4% | 1% | -10% | |
| Teachers | | | | |
| Average years | 7.44 | 4.6 | 4.5 | |
| N of Cases | 267 | 328 | 150 | |
| Minimum | \$ 9.21 | \$ 7.75 | \$ 10.00 | |
| Maximum | \$ 27.00 | \$ 24.00 | \$ 22.75 | |
| Average 2015 | \$ 15.39 | \$ 12.57 | \$ 14.43 | |
| Average 2014 | \$ 15.69 | \$ 12.38 | \$ 14.28 | |
| % Change | -2% | 2% | 1% | |

HOURLY WAGES IN FULL DAY CENTERS FOR STAFF WITH AND WITHOUT BA DEGREES IN EARLY CHILDHOOD EDUCATION (ECE)

The differences between Madison and outside wages and also without and without degrees are annualized amounts.

| | Dane | | Madison | | Outside Madison | | Difference Madison & Outside (Yearly) | | Madison Accredited | |
|-------------------------------------|------|----------|---------|--------|--------------------|----------|--|------------|-----------------------|----------|
| Directors # with ECE | 42 | | 28 | | 14 | | | | 22 | |
| 2015 Average All Staff | \$ | 20.92 | \$ | 21.88 | \$ | 19.83 | \$ | 4,249.44 | \$ | 23.95 |
| 2015 Degreed staff average | \$ | 23.58 | \$ | 23.78 | \$ | 23.16 | \$ | 1,289.60 | \$ | 25.02 |
| 2014 Degreed staff average | \$ | 22.09 | \$ | 23.08 | \$ | 19.91 | \$ | 6,593.60 | \$ | 23.49 |
| % change 2014-2015 | | 7% | | 3% | | 16% | | | | 7% |
| 2015 without degree average | \$ | 18.30 | \$ | 18.99 | \$ | 17.92 | \$ | 2,225.60 | \$ | 20.61 |
| 2014 without degree average | \$ | 17.49 | \$ | 17.53 | \$ | 17.48 | \$ | 104.00 | \$ | 19.39 |
| Hrly Dif. with & w/o degree | \$ | 5.28 | \$ | 4.79 | \$ | 5.24 | \$ | | \$ | 4.41 |
| % change 2014-2015 | | 5% | | 8% | | 3% | | | | 6% |
| Yearly Difference with & w/o Degree | \$ | 10,982 | \$ | 9,963 | \$ | 10,899 | \$ | | \$ | 9,173 |
| Program Coordinators # w/ECE | 27 | | 17 | | 10 | | | | 15 | |
| 2015 Average All Staff | \$ | 17.78 | \$ | 17.84 | \$ | 17.70 | \$ | 289.12 | \$ | 18.58 |
| 2015 Degreed staff average | \$ | 18.57 | \$ | 19.26 | \$ | 17.40 | \$ | 3,868.80 | \$ | 19.26 |
| 2014 Degreed staff average | \$ | 18.76 | \$ | 19.21 | \$ | 17.87 | \$ | 2,787.20 | \$ | 19.21 |
| % change 2014-2015 | | -1% | | 0% | | -3% | | | | 0% |
| 2015 without degree average | \$ | 16.85 | \$ | 15.86 | \$ | 18.38 | \$ | (5,241.60) | \$ | 16.23 |
| 2014 without degree average | \$ | 17.74 | \$ | 17.38 | \$ | 18.61 | \$ | (2,558.40) | \$ | 17.00 |
| Hrly Dif. with & w/o degree | \$ | 1.72 | \$ | 3.40 | \$ | (0.98) | \$ | | \$ | 3.03 |
| % change 2014-2015 | | -5% | | -9% | | -1% | | | | -5% |
| Lead Teachers # with ECE | 43 | | 24 | | 19 | | | | 12 | |
| 2015 Average All Staff | \$ | 15.52 | \$ | 16.21 | \$ | 14.79 | \$ | 2,943.20 | \$ | 16.94 |
| 2015 Degreed staff average | \$ | 16.71 | \$ | 16.53 | \$ | 16.94 | \$ | (852.80) | \$ | 17.53 |
| 2014 Degreed staff average | \$ | 16.75 | \$ | 16.00 | \$ | 16.84 | \$ | (1,747.20) | \$ | 16.56 |
| % change 2014-2015 | | 0% | | 3% | | 1% | | | | 6% |
| 2015 without degree average | \$ | 14.51 | \$ | 16.14 | \$ | 13.08 | \$ | 6,364.80 | \$ | 16.52 |
| 2014 without degree average | \$ | 14.37 | \$ | 15.66 | \$ | 13.38 | \$ | 4,742.40 | \$ | 16.01 |
| Hrly Dif. with & w/o degree | \$ | 2.20 | \$ | 0.39 | \$ | 3.86 | \$ | | \$ | 1.01 |
| % change 2014-2015 | | 1% | | 3% | | -2% | | | | 3% |
| Yearly Difference with & w/o Degree | \$ | 4,576.00 | \$ | 811.20 | \$ | 8,028.80 | \$ | | \$ | 2,100.80 |
| Teachers # with ECE Degrees | 272 | | 154 | | 118 | | | | 122 | |
| 2015 Average All Staff | \$ | 14.04 | \$ | 14.95 | \$ | 13.17 | \$ | \$3,702 | \$ | 15.39 |
| 2015 Degreed staff average | \$ | 15.81 | \$ | 16.56 | \$ | 14.83 | \$ | 3,598.40 | \$ | 16.62 |
| 2014 Degreed staff average | \$ | 15.90 | \$ | 16.03 | \$ | 15.71 | \$ | 665.60 | \$ | 16.51 |
| % change 2014-2015 | | -1% | | 3% | | -6% | | | | 1% |
| 2015 without degree average | \$ | 13.10 | \$ | 13.78 | \$ | 12.55 | \$ | 2,558.40 | \$ | 14.45 |
| 2014 without degree average | \$ | 13.07 | \$ | 14.08 | \$ | 12.29 | \$ | 3,723.20 | \$ | 14.27 |
| Hrly Dif. with & w/o degree | \$ | 2.71 | \$ | 2.78 | \$ | 2.28 | \$ | | \$ | \$2.17 |
| % change 2014-2015 | | 0% | | -2% | | 2% | | | | 1% |
| Yearly Difference with & w/o Degree | \$ | 5,637 | \$ | 5,782 | \$ | 4,742 | \$ | | \$ | 4,514 |

2015 MARKET ANALYSIS OF HOURLY WAGES IN FULL DAY CENTERS

This chart analyzes how many staff are at each average wage level, indicating the approximate availability of jobs within the marketplace at various wage levels. Prior to 2013 the top wage ranges were \$16-\$19.99 and \$20-\$30. Since then the chart shows wages into smaller categories over \$16. As programs leave the recession, wages are again beginning to increase.

| Wages | Teachers | | | | | | | Assistants | | | | | | |
|----------------------|--------------------|--------------------|---------------------|-----------------|--------------------|-----------------|--------------------|--------------------|--------------------|---------------------|---------------------|-----------------|--------------|-----------------|
| | 2005 | 2007 | 2010 | 2012 | 2013 | 2014 | 2015 | 2005 | 2007 | 2010 | 2011 | 2013 | 2014 | 2015 |
| Middle 50% | \$9.80- \$12.75 | \$13.00 \$15.54 | \$10.75- \$14.44 | \$11 \$15.08 | \$11.04 \$15.34 | \$11.50 \$16 | \$11.62 \$16.39 | \$8.50- \$10.29 | \$8.50- \$10.51 | \$10.15- \$12.00 | \$10.15- \$11.70 | \$10 \$11.70 | \$10 \$12 | \$10 \$12.62 |
| \$7-\$7.99 | 3% | 4% | 1% | 0% | 0% | 0% | <1% | 7% | 4% | 3% | 1% | 1% | 1% | <1% |
| \$8-\$8.99 | 6% | 4% | 2% | 0% | 1% | 1% | <1% | 30% | 24% | 10% | 1% | 6% | 5% | 4% |
| \$9-\$9.99 | 19% | 9% | 11% | 6% | 5% | 4% | 3% | 22% | 24% | 9% | 18% | 15% | 16% | 17% |
| \$10-\$10.99 | 25% | 16% | 16% | 16% | 15% | 11% | 9% | 26% | 24% | 40% | 44% | 42% | 40% | 35% |
| \$11-\$11.99 | 12% | 17% | 18% | 13% | 12% | 14% | 15% | 7% | 14% | 11% | 13% | 13% | 12% | 13% |
| \$12-\$12.99 | 12% | 14% | 11% | 13% | 10% | 10% | 13% | 3% | 3% | 9% | 12% | 11% | 7% | 14% |
| \$13-\$13.99 | 12% | 10% | 15% | 10% | 7% | 9% | 12% | 1% | 4% | 7% | 7% | 3% | 6% | 6% |
| \$14-\$14.99 | 3% | 11% | 11% | 13% | 12% | 14% | 12% | 1% | 1% | 6% | 4% | 7% | 6% | 5% |
| \$15-\$15.99 | 3% | 6% | 7% | 11% | 12% | 11% | 11% | 0% | 0% | 2% | 1% | 0% | 1% | 3% |
| \$16-\$16.99 | 4% | 8% | 4% | 14% | 7% | 7% | 7% | 0% | 0% | 3% | 1% | 2% | 5% | 3% |
| \$17-\$17.99 | 2% | 1% | 3% | 3% | 5% | 5% | 4% | 0% | 0% | 0% | 0% | 0% | 0% | 1% |
| 18-18.99 | | | | | 3% | 3% | 4% | | | | | 0% | 0% | 0% |
| 19-19.99 | | | | | 4% | 5% | 4% | | | | | 0% | 0% | 0% |
| 20-20.99 | | | | | 3% | 3% | 3% | | | | | 0% | 0% | 0% |
| 21-24.99 | | | | | 2% | 1% | 1% | | | | | 0% | 0% | 0% |
| \$25 up | | | | | 2% | 1% | <1% | | | | | 0% | 0% | 0% |
| median | | | \$12.50 | \$13.05 | \$13.75 | \$14 | \$13.50 | | | \$10.85 | \$10.75 | \$10.76 | \$10.50 | \$10.73 |
| Lead Teachers | | | 2014 | 2015 | | | | | | | | | | |
| Middle Range | | | \$13- | 13- | | | | | | | | | | |
| 50% | | | \$17.41 | \$18 | | | | | | | | | | |
| \$9-10.99 | | | 4% | 9% | | | | | | | | | | |
| \$11-11.99 | | | 8% | 4% | | | | | | | | | | |
| \$12-12.99 | | | 10% | 7% | | | | | | | | | | |
| \$13-13.99 | | | 13% | 13% | | | | | | | | | | |
| \$14-\$14.99 | | | 14% | 17% | | | | | | | | | | |
| \$15-15.99 | | | 9% | 8% | | | | | | | | | | |
| \$16-\$16.99 | | | 12% | 13% | | | | | | | | | | |
| \$17-17.99 | | | 9% | 4% | | | | | | | | | | |
| \$18-18.99 | | | 7% | 8% | | | | | | | | | | |
| \$19-19.99 | | | 4% | 6% | | | | | | | | | | |
| \$20-20.99 | | | 1% | 1% | | | | | | | | | | |
| \$21-24.99 | | | 4% | 7% | | | | | | | | | | |
| \$25 up | | | 2% | 2% | | | | | | | | | | |
| median | | | \$14.93 | \$14.93 | | | | | | | | | | |
| Substitutes | | | 2014 | 2015 | | | | | | | | | | |
| Range | | | \$10.76- | 11- | | | | | | | | | | |
| | | | 13.77 | \$14 | | | | | | | | | | |
| \$8-8.99 | | | 3% | 0% | | | | | | | | | | |
| \$9-9.99 | | | 8% | 12% | | | | | | | | | | |
| \$10-10.99 | | | 15% | 15% | | | | | | | | | | |
| \$11-11.99 | | | 21% | 21% | | | | | | | | | | |
| \$12-12.99 | | | 23% | 14% | | | | | | | | | | |
| \$13-13.99 | | | 8% | 12% | | | | | | | | | | |
| \$14-\$14.99 | | | 5% | 10% | | | | | | | | | | |
| \$15-15.99 | | | 3% | 2% | | | | | | | | | | |
| \$16-\$16.99 | | | 0% | 0% | | | | | | | | | | |
| \$17-17.99 | | | 0% | 2% | | | | | | | | | | |
| \$18-18.99 | | | 13% | 12% | | | | | | | | | | |
| \$19-19.99 | | | 0% | 0% | | | | | | | | | | |
| \$20-20.99 | | | 3% | 0% | | | | | | | | | | |
| median | | | \$12 | \$12 | | | | | | | | | | |

FULL DAY STAFF EDUCATIONAL BACKGROUND

There are major differences in the percentage of staff holding college degrees by type of program. Some centers have no one with a college degree. At these centers there is no one with advanced training who can provide support and advice to the many staff who have just 80 hours of training. The clustering of degreed and especially ECE degreed staff is another example of how the child care system in Dane County is becoming stratified into two systems with drastically different levels of quality.

| Education | Dane | | Madison | | Outside Madison | | Non Profit | | Profit | | Madison Accredited | | Not Accredited | |
|----------------------------|-------------|-----|------------|-----|-----------------|-----|------------|-----|------------|-----|--------------------|-----|----------------|-----|
| | | % | | % | | % | | % | | % | | % | | % |
| High School | 1 | 0% | 0 | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 1 | 0% |
| High School Deg. | 247 | 20% | 99 | 15% | 148 | 25% | 55 | 9% | 192 | 29% | 91 | 13% | 156 | 29% |
| Some College | 282 | 23% | 151 | 23% | 131 | 22% | 139 | 24% | 143 | 22% | 147 | 21% | 135 | 25% |
| 1 year Degree | 2 | 0% | 0 | 0% | 2 | 0% | 1 | 0% | 1 | 0% | 1 | 0% | 1 | 0% |
| Associate Degree | 162 | 13% | 77 | 12% | 85 | 14% | 72 | 12% | 90 | 14% | 89 | 13% | 73 | 14% |
| BA/BS Degree | 503 | 40% | 301 | 46% | 202 | 34% | 290 | 49% | 213 | 32% | 345 | 49% | 158 | 29% |
| Graduate School | 8 | 1% | 3 | 0% | 5 | 1% | 3 | 1% | 5 | 1% | 6 | 1% | 2 | 0% |
| Master's Degree | 41 | 3% | 27 | 4% | 14 | 2% | 26 | 4% | 15 | 2% | 28 | 4% | 13 | 2% |
| Phd | 1 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 0 | 0% |
| Total | 1247 | | 659 | | 588 | | 588 | | 659 | | 708 | | 539 | |
| Child Care Training | | | | | | | | | | | | | | |
| None | 6 | 0% | 3 | 0% | 3 | 1% | 1 | 0% | 5 | 1% | 3 | 0% | 3 | 1% |
| 40 Hour Course | 138 | 11% | 74 | 11% | 64 | 11% | 29 | 5% | 109 | 17% | 50 | 7% | 88 | 16% |
| 80 Hour Course | 416 | 33% | 182 | 28% | 234 | 40% | 179 | 31% | 237 | 36% | 194 | 27% | 222 | 41% |
| CDA | 81 | 7% | 55 | 8% | 26 | 4% | 43 | 7% | 38 | 6% | 57 | 8% | 24 | 4% |
| 1 year Degree | 2 | 0% | 1 | 0% | 1 | 0% | 2 | 0% | 0 | 0% | 2 | 0% | 0 | 0% |
| Associate ECE | 162 | 13% | 82 | 13% | 80 | 14% | 78 | 13% | 84 | 13% | 95 | 13% | 67 | 13% |
| ECE Degree | 412 | 33% | 239 | 36% | 173 | 29% | 234 | 40% | 178 | 27% | 287 | 41% | 125 | 23% |
| Master's Degree | 26 | 2% | 20 | 3% | 6 | 1% | 20 | 3% | 6 | 1% | 19 | 3% | 7 | 1% |
| Total | 1243 | | 656 | | 587 | | 586 | | 657 | | 707 | | 536 | |
| % with BA ECE Degrees | 438 | 35% | 259 | 39% | 179 | 30% | 254 | 43% | 184 | 28% | 306 | 43% | 132 | 25% |
| With DPI license | 136 | 11% | 65 | 10% | 71 | 12% | 74 | 13% | 62 | 9% | 89 | 13% | 47 | 9% |
| %With Less than 80 hrs | 144 | 12% | 77 | 12% | 67 | 11% | 30 | 5% | 114 | 17% | 53 | 7% | 91 | 17% |

STAFF RETENTION IN FULL DAY CENTERS

| | Dane | | Madison | | Outside Madison | | Accredited | | Not Accredited | |
|-----------------------------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|-------------|----------------|-------------|
| | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 | 2014 | 2015 |
| At Centers 3 years or less | 37% | 47% | 42% | 43% | 51% | 45% | 31% | 38% | 48% | 58% |
| Average number of years at center | 6.77 | 6.33 | 7.90 | 7.06 | 5.50 | 5.54 | 9.25 | 7.56 | 4.50 | 4.70 |
| Turnover rate | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| | 20% | 19% | 16% | 18% | 24% | 21% | 16% | 16% | 21% | 22% |

| Year | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2006 | 2005 | 2003 | 2002 | 2001 | 2000 |
|---------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Turnover rate | 19% | 20% | 21% | 19% | 22% | 18% | 19% | 30% | 22% | 28% | 33% | 39% | 36% |
| Change | -1% | -1% | 2% | -1% | 4% | 1% | 11% | 8% | -6% | -5% | -6% | 3% | 4% |

BENEFITS - FULL DAY CENTERS

The following tables list benefits offered in March 2015 at full day centers. A more detailed analysis of center benefits is impossible under the current reporting system due to the adoption of cafeteria and other flexible benefit plans. Most benefits outside of time off normally accrue for only full time staff.

| Dane County: | | | | | | Outside Madison | | | |
|------------------------------------|--------------|-------------|--------------------------------------|----------------|------------|---------------------------|--------------|----------------|------------|
| Type of leave | % with Leave | Change in % | Average Days | Change in days | 2015 Range | % with Leave | Average Days | Change in days | 2015 Range |
| Paid vacation | 85% | -5% | 7.6 | -0.9 | 0-38 | 85% | 5.9 | -0.25 | 1-16 |
| Paid sick leave | 74% | -5% | 6 | -1 | 0-20 | 73% | 4.75 | -1.25 | 0-16 |
| Paid holidays | 88% | -3% | 8.75 | 0.15 | 5-21 | 88% | 8.6 | -0.2 | 5-18 |
| | | | Av Hrs / wk | | | | Av Hrs / wk | | |
| Preparation time per week in hours | 78% | -1% | 1.5 | -0.6 | 0-6 | 79% | 1.5 | -0.5 | 0-5 |
| | | | <u>Note median is 2 hours a week</u> | | | | | | |
| Madison | | | | | | Madison Accredited | | | |
| Type of leave | % with Leave | Change in % | Average Days | Change in days | 2015 Range | % with Leave | Average Days | Change in days | 2015 Range |
| Paid vacation | 84% | -5% | 9.2 | -0.3 | 0-38 | 98% | 11.1 | -0.15 | 1-26 |
| Paid sick leave | 73% | -9% | 7.2 | -1.3 | 0-20 | 84% | 9 | -1.50 | 0-20 |
| Paid holidays | 85% | -8% | 8.7 | -0.3 | 5-21 | 100% | 9.6 | -0.15 | 5-21 |
| | | | Av Hrs / wk | | | | Av Hrs / wk | | |
| Preparation time per week in hours | 78% | -3% | 2 | -0.25 | 0-6 | 81% | 2.5 | 0.25 | .75-6 |

The average days listed above relate to benefits provided during the first year of employment at the center. Some of the declines in average days offered reflect changes to flexible benefit packages where all types of personal leave are grouped under one category.

Other Benefits

Many centers offer multiple health care options with one flat maximum amount that will be paid towards any policy, rendering obsolete the old categories related to percentage of health care cost paid by employers. Few of the programs provide an employer contribution to retirement/pension plans beyond the employee's pre-tax allowable deductions. The following are the benefits reported by full day centers in March 2015 with the percentage of centers that offer the benefit.

| Benefit | % Change | | % Accredited | | % Accredited | |
|--------------------------------|----------|--------|--------------------|----------------|--------------|-----------------|
| | Dane | Change | Madison Accredited | Not Accredited | Madison | Outside Madison |
| Health Insurance | 70% | -2% | 100% | 55% | 71% | 78% |
| Paid Preparation/Planning Time | 78% | -2% | 81% | 75% | 77% | 79% |
| Retirement Program Offered | 54% | 7% | 83% | 40% | 60% | 48% |
| Reduced Child Care costs | 73% | 3% | 56% | 79% | 65% | 83% |
| Dental | 53% | NA | 73% | 37% | 56% | 46% |

HOURLY FULL DAY TEACHER WAGES BY LEVEL OF CHILD CARE TRAINING

| Wages by Child Care Education Level | | | |
|-------------------------------------|----------|----------|-----------------|
| | Dane | Madison | Outside Madison |
| 40 Hour Course | | | |
| Number | 126 | 64 | 62 |
| Minimum | \$ 7.25 | \$ 8.50 | \$ 7.25 |
| Maximum | \$ 22.75 | \$ 15.00 | \$ 22.75 |
| Median | \$ 10.42 | \$ 10.25 | \$ 10.56 |
| Average | \$ 10.70 | \$ 10.49 | \$ 10.91 |
| 80 Hr Course | | | |
| Number | 361 | 160 | 201 |
| Minimum | \$ 7.75 | \$ 9.00 | \$ 7.75 |
| Maximum | \$ 21.85 | \$ 18.92 | \$ 21.85 |
| Median | \$ 11.40 | \$ 11.75 | \$ 11.25 |
| Average | \$ 11.92 | \$ 12.09 | \$ 11.78 |
| CDA | | | |
| Number | 74 | 48 | 26 |
| Minimum | \$ 9.50 | \$ 10.00 | \$ 9.50 |
| Maximum | \$ 27.94 | \$ 27.94 | \$ 20.00 |
| Median | \$ 13.50 | \$ 14.25 | \$ 12.86 |
| Average | \$ 14.20 | \$ 14.96 | \$ 12.79 |
| Associates in ECE | | | |
| Number | 136 | 67 | 69 |
| Minimum | \$ 8.05 | \$ 8.05 | \$ 11.00 |
| Maximum | \$ 25.18 | \$ 25.18 | \$ 19.13 |
| Median | \$ 14.25 | \$ 15.09 | \$ 13.50 |
| Average | \$ 14.63 | \$ 15.52 | \$ 13.77 |
| BA in ECE or Equivalent | | | |
| Number | 332 | 187 | 145 |
| Minimum | \$ 9.00 | \$ 9.50 | \$ 9.00 |
| Maximum | \$ 27.00 | \$ 27.00 | \$ 24.00 |
| Median | \$ 15.28 | \$ 16.00 | \$ 14.50 |
| Average | \$ 15.71 | \$ 16.27 | \$ 14.98 |
| MASTERS IN ECE or Equivalent | | | |
| Number | 14 | 11 | 3 |
| Minimum | \$ 12.12 | \$ 13.87 | \$ 12.12 |
| Maximum | \$ 20.39 | \$ 20.39 | \$ 14.75 |
| Median | \$ 16.89 | \$ 17.65 | \$ 13.00 |
| Average | \$ 16.48 | \$ 17.34 | \$ 13.29 |

Increasingly education is a major consideration when hiring staff. Also educational requirements may vary a lot by program. A person with an Associate's may be a lead teacher in one program but restricted to being as assistant in another. This chart compares wages by level of training in early childhood education for all staff whose primary responsibility is teaching combining lead teachers, co-teachers, assistants and aides into one data set in order to determine what effect system-wide levels of training in early childhood education have on wages in full day centers.

Note that DPI certification, required for 4 year old kindergarten programs, has a major affect on wages for especially those staff attached to 4K classrooms.

| An Analysis of Differences in Pay Between Educational Levels | | |
|--|---------|-------------------------|
| Level | Average | Difference |
| None | \$9.71 | |
| 40 Hr Course | \$10.70 | |
| 80 Hour Course | \$11.92 | |
| CDA | \$14.20 | 19% over 80 hour course |
| Associate ECE | \$14.63 | 23% over 80 hour course |
| ECE Degree (BA) | \$15.71 | 32% over 80 hour course |
| BA + Graduate | \$16.48 | 38% over 80 hour course |
| Staff with ECE bachelor degrees average 12% more Than staff with ECE Associate degrees | | |

| BA with DPI Certification | |
|---------------------------|----------|
| Number | 192 |
| Minimum | \$ 10.22 |
| Maximum | \$ 39.15 |
| Median | \$ 16.22 |
| Average | \$ 16.72 |

ANOTHER WAY TO LOOK AT WAGES

The data in this report is one way to better understand wages and how to stabilize your workforce. Another way is to look at cost of living data as well as wage data. One problem with only looking at local wage data for your field if you are experiencing a lot of turnover or difficulty hiring is often the programs you are comparing yourself to may well be also experiencing the same problems.

Another strategy is to look at cost of living for your area and compare it to your wages. One limitation on this approach is that it works well with major urban areas and not so well in rural areas. The data is readily available for urban areas partially because many of the websites are funded for relocation services and thus resources are there to compute cost of living for Madison or Janesville but not for places like Juneau or Reedsburg - though there are ways to modify the charts to work. Over 10 years ago the Wisconsin Women's Network did an economic study of at what income level a person could transition off of welfare and be self-sufficient. That study looked at every county in the state, and it showed that the cost of living varied by almost 100%. That explained why in some areas of the state people on the Wisconsin Shares subsidy were able to pay co-pays and other parts of the state they had great difficulty because the cost of housing, etc. used up most of their income.

On the internet there are a number of cost of living sites, such as one by the Massachusetts Institute of Technology (<http://livingwage.mit.edu/states/55/locations>). This site provides charts detailing expense estimates. The charts also can be copied into an excel spreadsheet and then modified. The charts also figure different amounts for different size families. Here are some 2015 samples from the website. The living wage is defined as the point where the person or family can cover all of the average costs from their salary.

| Hourly Wages | 1 Adult | 1 Adult 1 Child | 2 Adults (One Working) 1 Child | 2 Adults | 2 Adults 1 Child |
|--------------|---------|--------------------|--------------------------------------|----------|---------------------|
| Living Wage | \$10.98 | \$23.34 | \$20.86 | \$8.78 | \$12.77 |

Typical Expenses

These figures show the individual expenses that went into the living wage estimate.

| Annual Expenses | 1 Adult | 1 Adult 1 Child | 2 Adults (One Working) 1 Child | 2 Adults | 2 Adults 1 Child |
|-------------------------------------|----------|--------------------|--------------------------------------|----------|---------------------|
| Food | \$3,087 | \$4,553 | \$7,047 | \$5,659 | \$7,047 |
| Child Care | \$0 | \$8,284 | \$0 | \$0 | \$8,284 |
| Medical | \$2,231 | \$5,727 | \$5,516 | \$4,542 | \$5,516 |
| Housing | \$7,440 | \$10,776 | \$10,776 | \$8,904 | \$10,776 |
| Transportation | \$4,569 | \$8,320 | \$9,589 | \$8,320 | \$9,589 |
| Other | \$2,127 | \$3,699 | \$4,046 | \$3,699 | \$4,046 |
| Required annual income after taxes | \$19,454 | \$41,359 | \$36,974 | \$31,124 | \$45,258 |
| Annual taxes | \$3,377 | \$7,180 | \$6,419 | \$5,403 | \$7,857 |
| Required annual income before taxes | \$22,832 | \$48,538 | \$43,393 | \$36,527 | \$53,115 |

Since these figures are averages or developed from some other algorithms, they in some cases underestimate costs. An obvious one is few programs in Dane County charge \$8,284 (\$159 a week) for full time child care. Another area of weakness is the housing costs which vary a lot based on where you are located in Dane County. The following website covers current costs for rental apartments within 10 miles of Madison: <https://www.rentjungle.com/average-rent-in-madison-rent-trends/>. The rental data there is roughly \$2,000 a year higher than the above chart . Their online charts also show a rather rapid increase in rental prices over the past year.

In an excel spreadsheet you can modify the figures based on your locale (i.e. rent/housing costs) and more importantly your benefit packages. Two of the major cost centers are medical (health care) and child care. These are often reduced by center benefit plans and those savings reduce the amount of wages needed for a person to be self-sufficient under the current cost of living. The living wage is just the annual income divided by 2,080. The annual income is just a sum of the "food" through "other" lines. The tax rate is essentially figured at 17.4%. So by putting in those three formulas and reducing the costs based on your benefits you can use the chart into a spreadsheet to compare wages and benefits against the estimated cost of living for your community.

When looking at wages we are dealing with two market forces. The first is the wages offered by other businesses in the community. The second though is how well wages meet or exceed the cost needed to live in the community. There are lots of examples of how the latter is ignored in our daily lives. The Wisconsin Shares subsidy system does not use local cost of living data for determining eligibility or co-pays and also often ignores the cost of child care when determining rates.

Looking at cost of living (as well as geographic variations in cost) is one additional tool that can be used in analyzing your wages and developing strategies for recruiting and maintaining good staff.

WEEKLY AVERAGE RATES FULL DAY CENTERS IN DANE COUNTY

Definitions: Madison Accredited are programs accredited by the City of Madison. Other accredited programs are not included in this category

| Location /Type: | All of Dane Cty. | Madison | Outside Madison | Madison Accredited | Not Accredited Madison | Difference Between Accredited+ Non-Accredited | |
|-------------------------------------|------------------|-----------|-----------------|--------------------|------------------------|---|-------|
| Infants (Age 0-1): | | | | | | | |
| #Centers | 117 | 58 | 59 | 22 | 36 | | |
| Range | \$155-448 | \$155-448 | \$180-381 | \$250-448 | \$155-394 | | |
| Average 2014 | \$272.00 | \$291.00 | \$255.00 | \$300.00 | \$277.00 | 8% | \$23 |
| Average 2015 | \$284.00 | \$308.00 | \$264.00 | \$331.00 | \$297.00 | 11% | \$34 |
| % change | 4.4% | 5.8% | 3.5% | 10.3% | 7.2% | | |
| Median 2015 | \$284.00 | \$304.00 | \$265.00 | \$323.00 | \$297.00 | 9% | \$26 |
| Median Change | 6% | 7.04% | 4% | 13.3% | 6% | | |
| Toddlers (age 1-2): | | | | | | | |
| #Centers | 121 | 62 | 59 | 26 | 36 | | |
| Range | \$155-432 | \$155-432 | \$180-355 | \$250-432 | \$155-394 | | |
| Average 2014 | \$272.00 | \$286.00 | \$250.00 | \$296.00 | \$272.00 | 9% | \$24 |
| Average 2015 | \$281.00 | \$305.00 | \$259.00 | \$329.00 | \$293.00 | 12% | \$36 |
| % change | 3.3% | 6.6% | 3.6% | 11.1% | 7.7% | | |
| Median 2015 | \$284.00 | \$301.00 | \$255.00 | \$323.00 | \$297.00 | 9% | \$26 |
| Median Change | 6% | 8% | 2.00% | 13.3% | 7% | | |
| Two Year Olds: | | | | | | | |
| #Centers | 144 | 72 | 72 | 32 | 40 | | |
| Range | \$145-364 | \$155-364 | \$160-328 | \$217-\$364 | \$155-3332 | | |
| Average 2014 | \$239.00 | \$252.00 | \$227.00 | \$259.00 | \$241.00 | 7% | \$18 |
| Average 2015 | \$248.00 | \$265.00 | \$231.00 | \$276.00 | \$256.00 | 8% | \$20 |
| % change | 3.8% | 5.2% | 1.0% | 6.6% | 6.2% | | |
| Median 2015 | \$247.00 | \$273.00 | \$230.00 | \$275.00 | \$260.00 | 6% | \$15 |
| Median Change | 4% | 10% | 2% | 8% | 7% | | |
| Preschool (age 3-5): | | | | | | | |
| #Centers | 145 | 73 | 72 | 34 | 39 | | |
| Range | \$141-325 | \$141-325 | \$150-292 | \$206-\$325 | \$145-316 | | |
| Average 2014 | \$221.00 | \$236.00 | \$209.00 | \$248.00 | \$224.00 | 11% | \$24 |
| Average 2015 | \$231.00 | \$246.00 | \$215.00 | \$260.00 | \$235.00 | 11% | \$25 |
| % change | 4.5% | 4.2% | 2.9% | 4.8% | 4.9% | | |
| Median 2015 | \$231.00 | \$246.00 | \$217.00 | \$260.00 | \$239.00 | 9% | \$21 |
| | 4.5% | 4% | 1% | 5% | 9% | | |
| School Age Full Day Centers: | | | | | | | |
| #Centers | 76 | 23 | 53 | 9 | 14 | | |
| After School Range | \$50-135 | \$60-127 | \$55-130 | \$85-110 | \$60-127 | | |
| Average 2014 | \$93.00 | \$ 92.00 | \$ 91.00 | \$ 97.00 | \$89.00 | 9% | \$8 |
| Average 2015 | \$93.00 | \$ 95.00 | \$ 91.00 | \$ 65.00 | \$91.00 | -29% | -\$26 |
| % change | 0.0% | 3.3% | 0.0% | -33.0% | 2.2% | | |
| Median 2015 | \$93.50 | \$92.00 | \$95.00 | \$66.00 | \$86.00 | -23% | -\$20 |
| Summer | 82 | 24 | 46 | 11 | 13 | | |
| Full week | \$211.00 | \$224.00 | \$202.00 | \$227.00 | \$223.00 | 2% | \$4 |

AVERAGE DAILY RATES FULL DAY CENTERS IN DANE COUNTY

Definitions: Madison Accredited are programs accredited by the City of Madison; this rate category has seen a lot of changes as programs scramble to deal with the increased amount of part time enrollment in recent years.

| Daily Location /Type: | All of Dane Cty. | Madison | Outside Madison | Madison Accredited | Not Accredited Madison |
|---|------------------|----------|-----------------|--------------------|------------------------|
| Infants (Age 0-1): | | | | | |
| #Centers | 39 | 18 | 21 | 8 | 10 |
| Range | \$32-113 | \$48-113 | \$32-112 | \$72-113 | \$48-100 |
| Average2014 | \$70.50 | \$77.50 | \$66.00 | \$81.00 | \$73.00 |
| Average2015 | \$75.00 | \$83.00 | \$68.00 | \$95.50 | \$73.00 |
| %change | 6% | 7% | 3% | 18% | 0% |
| Toddlers (age 1-2): | | | | | |
| #Centers | 43 | 20 | 23 | 10 | 10 |
| Range | \$30-124 | \$48-124 | \$30-113 | \$67-124 | \$48-100 |
| Average2014 | \$68.75 | \$75.00 | \$64.50 | \$77.00 | \$73.00 |
| Average2015 | \$75.00 | \$84.00 | \$67.00 | \$95.50 | \$73.00 |
| %change | 9% | 12% | 4% | 24% | 0% |
| Two Year Olds: | | | | | |
| #Centers | 75 | 29 | 46 | 14 | 15 |
| Range | \$30-101 | \$40-95 | \$30-101 | \$50-95 | \$48-100 |
| Average2014 | \$61.50 | \$66.50 | \$58.00 | \$70.00 | \$62.00 |
| Average2015 | \$62.65 | \$68.00 | \$59.00 | \$74.50 | \$62.00 |
| %change | 2% | 2% | 2% | 6% | 0% |
| Preschool (age 3-5): | | | | | |
| #Centers | 78 | 31 | 47 | 15 | 16 |
| Range | \$25-90 | \$35-89 | \$25-90 | \$50-89 | \$35-80 |
| Average2014 | \$58.00 | \$62.00 | \$55.00 | \$66.00 | \$56.50 |
| Average2015 | \$58.76 | \$63.50 | \$55.67 | \$68.50 | \$58.50 |
| %change | 1% | 2% | 1% | 4% | 4% |
| School-age full day center rate: | | | | | |
| #Centers | 52 | 16 | 36 | 9 | 7 |
| Range | \$25-90 | \$46-90 | \$25-89 | \$50-90 | \$46-72 |
| Average2014 | \$53.00 | \$60.00 | \$50.00 | \$66.50 | \$46.50 |
| Average2015 | \$56.00 | \$65.00 | \$52.00 | \$70.50 | \$61.50 |
| %change | 6% | 8% | 4% | 6% | 32% |

PARENT FEES

Very little variation exists between types of center any more related to what parent fees are charged. 81% report enrollment or registration fees averaging \$68.50 (down \$1.50 from 2014). About 21% offer holding fees. 14% require security deposits, 83% have late pick up fees averaging \$83 a hour (up \$13), but usually charged by the minute or quarter hour. 50% report activity fees), 19% have supply fees and less than 10% report fees ranging from meals to transportation to others specific to that center.

PART TWO - PART DAY PROGRAMS

Average Hourly Wages Part Day Centers By Location and Type of Program

Averages are based on wages paid in March 2015 at part day preschools including Head Start part day programs but excluding preschools that pay staff by the session or class as opposed to an hourly wage. The lead teacher data was combined with the teacher wage data for this report and then analyzed for staff with 4 year Early Childhood Education degrees.

| | Dane | Madison | Outside Madison | Madison Accredited | Not Accredited |
|--------------------------------|----------|----------|--------------------|-----------------------|-------------------|
| DIRECTORS | | | | | |
| | WAGE | WAGE | WAGE | WAGE | WAGE |
| NUMBER | 23 | 8 | 15 | 8 | 15 |
| Minimum | \$ 11.50 | \$ 15.00 | \$ 11.50 | \$ 15.00 | \$ 11.50 |
| Maximum | \$ 36.42 | \$ 36.42 | \$ 29.00 | \$ 31.12 | \$ 36.42 |
| Median | \$ 21.35 | \$ 21.15 | \$ 22.08 | \$ 26.51 | \$ 21.35 |
| AVERAGE | \$ 21.48 | \$ 23.42 | \$ 21.06 | \$ 24.00 | \$ 21.06 |
| %change | -1% | 8% | -4% | 3% | -1% |
| With 4 Year ECE Degrees | | | | | |
| NUMBER | 17 | 8 | 9 | 7 | 10 |
| Minimum | \$ 11.50 | \$ 15.00 | \$ 11.50 | \$ 15.00 | \$ 11.50 |
| Maximum | \$ 31.12 | \$ 31.12 | \$ 29.00 | \$ 31.12 | \$ 28.00 |
| Median | \$ 18.46 | \$ 17.97 | \$ 22.08 | \$ 24.17 | \$ 19.91 |
| AVERAGE | \$ 20.73 | \$ 20.98 | \$ 21.89 | \$ 23.15 | \$ 20.28 |
| %change | -6% | 3% | -6% | 6% | -8% |
| TEACHERS/LEAD TEACHERS | | | | | |
| NUMBER | 111 | 62 | 49 | 59 | 52 |
| Minimum | \$ 10.00 | \$ 11.45 | \$ 10.00 | \$ 11.45 | \$ 10.00 |
| Maximum | \$ 27.43 | \$ 27.43 | \$ 22.85 | \$ 27.43 | \$ 22.85 |
| Median | \$ 15.19 | \$ 16.45 | \$ 14.14 | \$ 16.97 | \$ 13.79 |
| AVERAGE | \$ 15.70 | \$ 16.30 | \$ 15.08 | \$ 16.70 | \$ 14.68 |
| %change | 1% | -1% | 3% | -2% | 1% |
| With 4 Year ECE Degrees | | | | | |
| NUMBER | 53 | 35 | 18 | 34 | 19 |
| Minimum | \$ 10.00 | \$ 12.00 | \$ 10.00 | \$ 12.00 | \$ 10.00 |
| Maximum | \$ 27.43 | \$ 27.43 | \$ 22.60 | \$ 27.43 | \$ 21.90 |
| %change | -2% | 1% | -4% | 1% | -4% |
| Prior year | \$ 16.76 | \$ 16.47 | \$ 17.33 | \$ 16.94 | \$ 16.52 |
| Assistants/Aldes | | | | | |
| NUMBER | 57 | 26 | 21 | 21 | 26 |
| Minimum | \$ 9.00 | \$ 9.00 | \$ 10.22 | \$ 9.00 | \$ 10.00 |
| Maximum | \$ 14.86 | \$ 14.86 | \$ 13.27 | \$ 14.86 | \$ 14.17 |
| Median | \$ 11.00 | \$ 11.00 | \$ 11.00 | \$ 10.50 | \$ 11.14 |
| AVERAGE | \$ 11.46 | \$ 11.55 | \$ 11.40 | \$ 11.05 | \$ 11.83 |
| %change | 2% | 3% | 2% | -1% | 5% |

PART DAY PRESCHOOL RATES

The following are part day preschool rates as reported in March 2015. Since almost all of the programs are non-profit, no analysis was done comparing non-profit and for-profit programs. The pool of programs to analyze is small with many different pricing and other variables. The most striking difference is between larger and smaller programs. Larger programs cost more due to two factors: 1) these programs offer more scheduling options for parents so that children are often not limited to a few hours of programming 2 or 3 days a week; and 2) the longer hours for teachers result in more of them qualifying for benefits thus increasing costs. Currently religious based programs account for over half the preschools in Dane County.

| Part Day Preschool Rates | | | | | |
|--|-------------|-------------|--------------------|-----------------------|-------------|
| NA or No data listed means not enough to average in that category | | | | | |
| Monthly Rates | Dane | Madison | Outside Madison | Madison Accredited | Religious |
| 2 day a week Preschool | | | | | |
| Number reporting | 25 | 13 | 12 | 6 | 14 |
| Range | \$108-310 | \$145-310 | \$108-273 | \$220-310 | \$108-273 |
| Average 2015 | \$195 | \$210 | \$178 | \$251 | \$180 |
| Average 2014 | \$185 | \$203 | \$168 | \$231 | \$174 |
| % change | 5% | 3.45% | 5.95% | 8.66% | 3.45% |
| 3 day a week Preschool | | | | | |
| Number reporting | 21 | 13 | 8 | 7 | 10 |
| Range | \$160-\$461 | \$210-\$460 | \$160-\$411 | \$285-\$461 | \$160-\$411 |
| Average 2015 | \$287 | \$306 | \$258 | \$362 | \$257 |
| Average 2014 | \$257 | \$278 | \$231 | \$326 | \$235 |
| % change | 12% | 10.07% | 11.69% | 11.04% | 9.36% |
| 4 day a week Preschool | | | | | |
| Number reporting | 6 | 4 | 2 | 3 | 2 |
| Range | \$270-\$595 | \$265-\$525 | NA | NA | NA |
| Average 2015 | \$445 | \$456 | NA | \$517 | NA |
| Average 2014 | \$346 | \$398 | NA | NA | NA |
| % change | 29% | 14.57% | NA | NA | NA |
| 5 day a week Preschool | | | | | |
| Number reporting | 14 | 9 | 5 | 6 | 5 |
| Range | \$290-716 | \$290-716 | \$300-548 | \$535-716 | \$290-548 |
| Average 2015 | \$500 | \$536 | \$435 | \$622 | \$420 |
| Average 2014 | \$495 | \$526 | \$403 | \$567 | \$463 |
| %Change | 1% | 1.90% | 7.94% | 9.70% | -9.29% |

TWO YEAR OLD RATES IN PART DAY PRESCHOOLS

| 2 year old Programs in Part Day Preschool Rates | | | | | |
|--|-------------|-------------|--------------------|-------------|-----------------------|
| NA or No data listed means not enough to average in that category | | | | | |
| Monthly Rates | Dane | Madison | Outside Madison | Religious | Madison Accredited |
| 2 day a week 2 year old group | | | | | |
| Number reporting | 8 | 6 | 2 | 5 | 3 |
| Range | \$190-292 | \$190-292 | NA | \$140-290 | NA |
| Average 2015 | \$243 | \$243 | NA | \$226 | \$251 |
| Average 2014 | \$221 | \$243 | NA | \$196 | \$266 |
| Change | 10% | 0% | NA | 15% | -6% |
| 3 day a week 2 year old group | | | | | |
| Number reporting | 6 | 5 | | 4 | 2 |
| Range | \$225-\$397 | \$225-\$397 | | \$225-\$380 | NA |
| Average 2015 | \$334 | \$325 | | 304 | NA |
| Average 2014 | \$335 | \$340 | | \$277 | NA |
| Change | 0% | -4% | | 10% | NA |
| 4 day a week 2 year old group | | | | | |
| Number reporting | 4 | 3 | | | |
| Range | \$270-\$595 | NA | | | |
| Average 2015 | \$484 | \$495 | | | |
| Change | 8% | NA | | | |
| 5 day a week 2 year old group | | | | | |
| Number reporting | 5 | 4 | | 3 | |
| Range | \$310-\$745 | \$310-\$745 | | NA | |
| Average 2015 | \$564 | \$578 | | \$472 | |
| Change | 7% | NA | | NA | |
| Registration Fees | | | | | |
| | Dane | Madison | Outside Madison | Religious | Madison Accredited |
| For All Ages | 23 | 15 | 8 | 15 | 5 |
| Range | \$10-\$250 | \$25-\$100 | \$35-\$100 | \$45-\$100 | \$50-\$100 |
| Average | \$72 | \$69 | \$63 | \$66 | \$80 |
| Median | \$68 | \$75 | \$55 | \$60 | \$75 |

PART DAY STAFF EDUCATIONAL BACKGROUND AND RETENTION DATA

| Part Day Preschool Educational Background 2015 | | | | | Part Day Retention 2015 | | | | |
|---|------------|------|------------|------|--------------------------------|------------|------|------------|------|
| <u>Education</u> | Preschools | | Madison | | Length of Employment | Part-Day | | Madison | |
| | Dane | | Accredited | | | Preschools | | Accredited | |
| <u>High School</u> | 0 | 0% | 0 | 0% | <1 year | 7 | 3% | 2 | 2% |
| High School Deg. | 15 | 7% | 4 | 4% | 1 Year | 30 | 14% | 14 | 14% |
| Some College | 31 | 14% | 15 | 15% | 2 Years | 28 | 13% | 13 | 13% |
| 1 Year certificate | 3 | 1% | 1 | 1% | 3 Years | 28 | 13% | 6 | 6% |
| Associate Degree | 34 | 15% | 15 | 15% | 4 Years | 16 | 7% | 8 | 8% |
| BA/BS Degree | 126 | 55% | 53 | 55% | 5 Years | 12 | 6% | 4 | 4% |
| Graduate School | 2 | 1% | 1 | 1% | 6 Years | 11 | 5% | 5 | 5% |
| Master's Degree | 17 | 7% | 7 | 7% | 7 Years | 9 | 4% | 5 | 5% |
| PHD | 1 | 0% | 1 | 1% | 8 Years | 9 | 4% | 3 | 3% |
| Total | 229 | 100% | 97 | 100% | 9 Years | 8 | 4% | 3 | 3% |
| <u>Child Care Training</u> | | | | | 10 years | 11 | 5% | 7 | 7% |
| None | 0 | 0% | 0 | 0% | 11 to 15 | 21 | 10% | 13 | 13% |
| 40 Hour Course | 28 | 12% | 5 | 5% | 16 to 19 | 14 | 6% | 7 | 7% |
| 80 Hour Course | 46 | 20% | 20 | 21% | 20 to 29 | 6 | 3% | 5 | 5% |
| CDA | 9 | 4% | 4 | 4% | 30 or more | 7 | 3% | 2 | 2% |
| 1 Year certificate | 3 | 1% | 0 | 0% | TOTAL | 217 | 100% | 97 | 100% |
| Associate ECE | 31 | 14% | 16 | 16% | at centers | change | | change | |
| ECE Degree | 92 | 40% | 41 | 42% | | 2014 | 2015 | 2014 | 2015 |
| Graduate Study | 3 | 1% | 2 | 2% | 3 years or less | 40% | 43% | 39% | 36% |
| Master's Degree | 16 | 7% | 8 | 8% | Average Years | 7.7 | 7.7 | 7.9 | 7.9 |
| PHD | 1 | 0% | 1 | 1% | | | | | |
| Total | 229 | 100% | 97 | 100% | | | | | |
| With less than 80 Hours | 2014 | 2015 | 2014 | 2015 | | | | | |
| | 7% | 12% | 1% | 5% | | | | | |
| % staff with ECE College Degrees | 46% | 49% | 51% | 54% | | | | | |

ON SITE SCHOOL AGE PROGRAMS RATES 2015 SCHOOL YEAR

The chart below is for school age rates for part day school age programs primarily operated on site in school buildings. School age programs use a wide range of fee structures for after school rates including weekly, biweekly and monthly. For this chart monthly or semi-monthly rates have been converted to weekly. Rates however vary a lot by school district depending on the arrangements made with the local school district. Wage analysis is for programs with sites dedicated to school age programming.

School Age Programs Rates 2015 School Year

School Age Programs Wages 2015 School Year

| | Daily Full time School age | Weekly After School | | |
|---------------------------|----------------------------------|---------------------------|---|----------|
| Dane | | | Directors | |
| N of Cases | 32 | 57 | Number | 8 |
| Minimum | \$ 15.00 | \$ 60.00 | Minimum | \$ 12.02 |
| Maximum | \$ 55.00 | \$ 103.00 | Maximum | \$ 17.50 |
| Average | \$ 48.00 | \$ 80.00 | Median | \$ 16.00 |
| Change | 26% | -5% | Average | \$ 14.05 |
| Madison | | | Regional or Program Coordinators | |
| N of Cases | 10 | 15 | Minimum | \$ 13.69 |
| Minimum | \$ 25.00 | \$ 73.15 | Maximum | \$ 23.64 |
| Maximum | \$ 55.00 | \$ 103.00 | Median | \$ 16.34 |
| Average | \$ 49.00 | \$ 82.00 | Average | \$ 17.05 |
| Change | NA | -2% | Site Corrdinators/Lead Teachers | |
| Outside Madison | | | Number | 6 |
| N of Cases | 22 | 42 | Minimum | \$ 12.00 |
| Minimum | \$ 15.00 | \$ 60.00 | Maximum | \$ 15.75 |
| Maximum | \$ 55.00 | \$ 100.00 | Median | \$ 14.38 |
| Average | \$ 48.00 | \$ 79.00 | Average | \$ 14.00 |
| Change | 26% | -6% | Teachers | |
| Madison Accredited | | | Number | 56 |
| N of Cases | 9 | 20 | Minimum | \$ 10.00 |
| Minimum | \$ 42.60 | \$73.15 | Maximum | \$ 25.18 |
| Maximum | \$ 55.00 | \$96.63 | Median | \$ 12.17 |
| Average | \$ 52.00 | \$81.00 | Average | \$ 13.38 |
| Change | NA | -2% | Assistants or Aides | |
| | | | Number | 12 |
| | | | Minimum | \$ 8.74 |
| | | | Maximum | \$ 12.50 |
| | | | Median | \$ 11.39 |
| | | | Average | \$ 10.83 |

AFTER SCHOOL EDUCATION AND LONGEVITY

| After School Educational Background 2015 | | | After School Retention 2015 | | | |
|--|-----------------------|-------------|-----------------------------|-------------------------|-----------------------|------|
| <u>Education</u> | After Schools Dane | | | Length of Employment | After Schools Dane | |
| High School | 0 | 0% | | <1 year | 6 | 6% |
| High School Deg. | 11 | 13% | | 1 Year | 16 | 17% |
| Some College | 23 | 26% | | 2 Years | 18 | 19% |
| 1 Year certificate | 0 | 0% | | 3 Years | 6 | 6% |
| Associate Degree | 12 | 14% | | 4 Years | 6 | 6% |
| BA/BS Degree | 37 | 42% | | 5 Years | 8 | 9% |
| Graduate School | 0 | 0% | | 6 Years | 5 | 5% |
| Master's Degree | 4 | 5% | | 7 Years | 3 | 3% |
| PHD | 1 | 1% | | 8 Years | 5 | 5% |
| Total | 88 | 100% | | 9 Years | 2 | 2% |
| <u>Child Care Training</u> | | | | 10 years | 4 | 4% |
| None | 0 | 0% | | 11 to 15 | 9 | 10% |
| 40 Hour Course | 8 | 9% | | 16 to 19 | 3 | 3% |
| 80 Hour Course | 33 | 38% | | 20 to 29 | 1 | 1% |
| CDA | 3 | 3% | | 30 or more | 1 | 1% |
| 1 Year certificate | 0 | 0% | | TOTAL | 93 | 100% |
| Associate ECE | 14 | 16% | | | | |
| ECE Degree | 26 | 30% | | at centers | | |
| Graduate Study | 0 | 0% | | | 2014 | 2015 |
| Master's Degree | 3 | 3% | | 3 years or less | 46% | 49% |
| PHD | 0 | 0% | | Average Years | 4.7 | 5.5 |
| Total | 87 | 100% | | | | |
| With less than 80 Hours | 2014 13% | 2015 9% | | | | |
| % staff with ECE College Degrees | 2014 35% | 2015 33% | | | | |