



Dear Head Start Director:

June 20, 2018

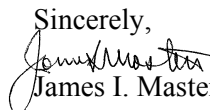
The new nationwide *Salary and Benefit Survey of Local Head Start Programs* is now underway. The results will provide Head Start programs like yours with current, comprehensive, and accurate salary data—so you can find out how your salaries, fringe benefits, and personnel policies compare with Head Start programs nationwide.

This is a cooperative effort. By participating in this survey, you will help Head Start programs across the country, including yours.

- We guarantee that your individual responses will remain confidential.
- The results of this Survey will enable you to determine how the salaries, fringe benefits, and personnel policies of your program compare with other Head Start programs nationwide. It includes 163 key Head Start positions as well as fringe benefits and personnel practices.
- Every salary survey will help. Each survey will help define the national averages, will help peer programs see where they are in comparison with similar programs, and will help you to address discrepancies in salaries and benefits, and more. So it is very important that your program participates and sends the completed salary survey to us.
- If you complete and return the survey to us by Friday, September 21, 2018, you can order the Report at a substantial discount. In the private sector, this is called “sponsored research.” The users pay for the cost of printing and mailing the survey, compiling the results, printing and mailing the Report. There is no grant money paying for this type of survey—the participants pay the basic costs of the work and get the Report at cost, which is a substantial discount from the retail price.
- Even if you are not planning on ordering the Report, we respectfully request you ***please send in the completed survey***. The results will enable other Head Start programs to compare national averages to their programs, potentially effecting change to pay scales, leave policies, merit pay increases, etc.

The Survey is available online at <http://www.cencomfut.com/HSSalarySurvey.htm> (with both online form submission and downloadable PDF file), via e-mail request to [teresa@cencomfut.com](mailto:teresa@cencomfut.com), and printed.

We plan to publish the results of this study in the ***Salary and Benefits Survey Report of Local Head Start Programs 2018*** before December 31, 2018. If there are any questions about the survey, please e-mail Teresa Wickstrom at [teresa@cencomfut.com](mailto:teresa@cencomfut.com) or call her at (909) 790-0670. Your efforts on this are sincerely appreciated – by us and by Head Start programs nationwide.

Sincerely,  
  
James I. Masters, Director

  
Teresa K. Wickstrom, Project Manager

**Mailing Address for the Center for Community Futures:**

**PO Box 5309, Berkeley, CA 94705**

**Phone, Jim Masters: 510-459-7570**

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**Salary and Benefits Survey of Local Head Start Programs 2018**  
Use salary data for the period ending June 30, 2018

We respectfully ask you to complete this *Salary and Benefits Survey of Local Head Start Programs 2018* and return it to us **no later than Friday, September 21, 2018.**

Please answer as many of the questions as you can. **Your responses will remain confidential.** If you have questions, send e-mail to Teresa Wickstrom at [teresa@cencomfut.com](mailto:teresa@cencomfut.com) or call 909-790-0670.

We offer your Head Start program these ways to complete and submit this survey, in order of our preference:

- 1) Online form on our web site at <http://www.cencomfut.com/HSsalarySurvey.htm>
- 2) E-mail the completed survey in PDF format to [teresa@cencomfut.com](mailto:teresa@cencomfut.com) by downloading the PDF from our web site at <http://www.cencomfut.com/HSsalarySurvey.pdf>
- 3) Mail the completed survey to Center for Community Futures, P.O. Box 5309, Berkeley, CA 94705 postmarked before September 21, 2018.

***\* It Is Very Important that You Answer as Many Questions as Possible. \****

**Do not leave any question blank.**  
 If the data is not available, write "N/A."  
 If the question does not apply to your Head Start program, please write "DNA."  
 When the answer is None, please write "0" **Except for the Pay Rates section.**

**A. About Your Program**

1. Program Name: \_\_\_\_\_
2. Program Address: \_\_\_\_\_  
 City, ST, Zip: \_\_\_\_\_
3. Your Name: \_\_\_\_\_ Title: \_\_\_\_\_
4. Your Phone: \_\_\_\_\_
5. Name of Head Start Director: \_\_\_\_\_  
 E-mail, in case we have questions: \_\_\_\_\_
6. Is your sponsor agency: ( ) private non-profit ( ) public non-profit.
7. Is your Head Start program:  
 ( ) Grantee only ( ) Grantee with Delegate Agency(ies) ( ) Delegate Agency
8. How many enrollment slots did your program have in the 2018 school year?  
 \_\_\_\_\_ enrollment slots.

9. Which of the following program options does your program utilize?

|                                 |     |    |
|---------------------------------|-----|----|
| Predominantly Center-based      | Yes | No |
| Predominantly Home-based        | Yes | No |
| Combination                     | Yes | No |
| Double-session variation        | Yes | No |
| Full-day variation              | Yes | No |
| Includes wrap-around child care | Yes | No |

10. The service delivery area is mostly: ( ) Urban ( ) Rural ( ) Mixed, Part Urban/Part Rural.

11. Your program's total Head Start budget for program year 2018 from **all** funding sources:

\$ \_\_\_\_\_.

*Include in kind or matching share donations only if they were cash and used for salaries.*

12. How many people were on your program's latest payroll? \_\_\_\_\_ total **persons**.

13. Number of Full-Time Equivalent employees, last payroll of the full operating period:

\_\_\_\_\_ FTEs.

*If your program has a 40-hour work week, one employee working the 40-hour workweek equals 1 FTE. Two part-time staff working 20 hours per week = 1 FTE.*

14. Number of FTEs in the following categories, last payroll of the full program year:

Clerical staff \_\_\_\_\_ FTEs

Program Specialists \_\_\_\_\_ FTEs (*Nutritionist, Accountant, Education Specialist, etc.*)

Administration/Management \_\_\_\_\_ FTEs

15. At what rate does the program reimburse employees for use of their own automobiles on program business? \_\_\_\_\_ cents/mile. (If the program does not reimburse mileage, please check here ( ).)

16. Do your personnel policies divide employees into "Exempt" and "Non-Exempt" categories, depending on whether they are exempt from state wage-and-hour (overtime) laws?

( ) Yes ( ) No

If yes, % exempt \_\_\_\_\_, % non-exempt \_\_\_\_\_. (These two must equal 100%).

17. Are some employees represented by a union?

( ) Yes ( ) No

If Yes, which union(s)? Check if Yes:

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | AFSCME (American Federation of State, County, and Municipal Employees) |
| <input type="checkbox"/> | Local Teachers Association   |
| <input type="checkbox"/> | OAPSE  |
| <input type="checkbox"/> | State School Employees Association                                     |
| <input type="checkbox"/> | SEIU (Service Employees International Union)                           |
| <input type="checkbox"/> | Other: _____   |

**B. About Pay Rates in Your Program**

- We need to know the **Entry Level** (starting) pay rates for the major positions in Head Start programs. If someone was coming in to the position today, what would the starting pay rate be?
- Please provide either the Annual Salary **or** the Hourly pay rate for the positions in your program.
- Do not edit or cross out any of the position titles. Since the position titles listed here will not precisely match the job titles in your program, please select the position that *most closely matches* the position in your program and provide the entry level pay rate on that line.
- For positions that do not match those listed, include them in the “Other” field. Combined positions like “Executive/Head Start Director”, “Fiscal/Personnel Manager” or “Health/Mental Health Coordinator” should be specified in the “Other” fields.

| 18.   | <b><u>Starting Entry Level pay rate,</u></b><br><b><u>either Hourly or Annual:</u></b> |
|---|--|
| Accountant  | \$   |
| Administrative Assistant                            | \$   |
| Administrative Specialist                           | \$   |
| Assistant Director (Head Start or Early Head Start) | \$   |
| Assistant Teacher                                   | \$   |
| Bilingual Family Service Worker                     | \$   |
| Bookkeeper  | \$   |
| Bus Driver  | \$   |
| Bus Monitor   | \$   |
| Case Manager  | \$   |
| Case Management Coordinator                         | \$   |
| Case Management Specialist                          | \$   |
| Case Manager Supervisor                             | \$   |
| Center Aide/Assistant                               | \$   |
| Center Manager                                      | \$   |
| Center Supervisor                                   | \$   |
| Chief Technology Officer                            | \$   |

| 18.   | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|---|---|
| Child Development Coordinator                       | \$  |
| Child Development Manager                           | \$  |
| Child Development Specialist                        | \$  |
| Classroom Aide/Assistant                            | \$  |
| Clerk/Accountant                                    | \$  |
| Clerk/Typist  | \$  |
| Community Partnership Developer                     | \$  |
| Comptroller   | \$  |
| Computer Manager                                    | \$  |
| Controller  | \$  |
| Cook  | \$  |
| Cook Aide/Assistant                                 | \$  |
| Custodian/Maintenance Aide                          | \$  |
| Custodian/Maintenance Worker                        | \$  |
| Data Entry Specialist                               | \$  |
| Deputy Director                                     | \$  |
| Developmental Specialist                            | \$  |
| Disabilities Coordinator                            | \$  |
| Disabilities Manager                                | \$  |
| Disabilities Service Aide                           | \$  |
| Disabilities Specialist                             | \$  |
| Early Head Start/Child Care Partnership Coordinator | \$  |
| Education Coordinator                               | \$  |
| Education Resource Specialist                       | \$  |
| Education Supervisor                                | \$  |

| 18.  | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|--|---|
| Eligibility Technician                     | \$  |
| Enrollment Specialist                      | \$  |
| ERSEA Assistant                            | \$  |
| ERSEA Coordinator                          | \$  |
| ERSEA Data Entry Staff                     | \$  |
| ERSEA Manager                              | \$  |
| ERSEA Specialist                           | \$  |
| ERSEA Supervisor                           | \$  |
| Executive Assistant                        | \$  |
| Executive Director                         | \$  |
| Executive Secretary                        | \$  |
| Facilities Coordinator                     | \$  |
| Facilities Manager                         | \$  |
| Facilities Supervisor                      | \$  |
| Family/Community Advocate                  | \$  |
| Family & Community Partnership Coordinator | \$  |
| Family & Community Partnership Manager     | \$  |
| Family & Community Partnership Specialist  | \$  |
| Family Advocate                            | \$  |
| Family Development Coordinator             | \$  |
| Family Development Manager                 | \$  |
| Family Development Specialist              | \$  |
| Family Development Worker                  | \$  |
| Family Service Aide                        | \$  |
| Family Service Assistant                   | \$  |

| 18.                         | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|-----------------------------|---|
| Family Service Coordinator  | \$  |
| Family Service Director     | \$  |
| Family Service Manager      | \$  |
| Family Service Specialist   | \$  |
| Family Service Worker       | \$  |
| Family Specialist           | \$  |
| Finance/Fiscal Assistant    | \$  |
| Finance/Fiscal Director     | \$  |
| Finance/Fiscal Manager      | \$  |
| Finance/Fiscal Officer      | \$  |
| Finance/Fiscal Specialist   | \$  |
| Food Service Aide           | \$  |
| Food Service Coordinator    | \$  |
| Food Service Director       | \$  |
| Food Service Manager        | \$  |
| Food Service Worker         | \$  |
| Head Start Director         | \$  |
| Health Assistant/Aide       | \$  |
| Health Services Coordinator | \$  |
| Health Services Manager     | \$  |
| Health Services Specialist  | \$  |
| Home Based Coordinator      | \$  |
| Home Based Manager          | \$  |
| Home Based Supervisor       | \$  |
| Home Visitor                | \$  |

| 18.                                      | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|--|---|
| Human Resources or Personnel Assistant   | \$  |
| Human Resources or Personnel Coordinator | \$  |
| Human Resources or Personnel Director    | \$  |
| Human Resources or Personnel Manager     | \$  |
| Human Resources or Personnel Specialist  | \$  |
| Human Resources or Personnel Supervisor  | \$  |
| Infant/Toddler Specialist                | \$  |
| Information Manager                      | \$  |
| Information Specialist                   | \$  |
| Intake Supervisor                        | \$  |
| Intake Worker                            | \$  |
| IT Manager                               | \$  |
| IT Technician                            | \$  |
| Janitor                                  | \$  |
| Literacy Coordinator                     | \$  |
| Literacy Manager                         | \$  |
| Literacy Specialist                      | \$  |
| Mental Health Coordinator                | \$  |
| Mental Health Counselor                  | \$  |
| Mental Health Manager                    | \$  |
| Mental Health Specialist                 | \$  |
| Mental Health Supervisor                 | \$  |
| Nutrition Aide                           | \$  |
| Nutrition Assistant                      | \$  |
| Nutrition Services Coordinator           | \$  |



| 18.   | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|---|---|
| Nutrition Services Manager                                  | \$  |
| Nutritionist  | \$  |
| Office Assistant  | \$  |
| Office Manager  | \$  |
| Operations Assistant  | \$  |
| Parent Education Specialist                                 | \$  |
| Parent, Family and Community Engagement Partnership Manager | \$  |
| Parent Involvement Coordinator                              | \$  |
| Parent Involvement Manager                                  | \$  |
| Parent Involvement Specialist                               | \$  |
| Parent Involvement/Social Services Coordinator              | \$  |
| Parent Involvement/Social Services Manager                  | \$  |
| Parent Involvement/Social Services Specialist               | \$  |
| Payroll/Personnel Clerk                                     | \$  |
| Program Aide/Assistant                                      | \$  |
| Program Counselor   | \$  |
| Receptionist  | \$  |
| Secretary   | \$  |
| Site Supervisor   | \$  |
| Social Services Assistant                                   | \$  |
| Social Services Coordinator                                 | \$  |
| Social Services Manager                                     | \$  |
| Social Services Specialist                                  | \$  |
| Social Services Supervisor                                  | \$  |
| Social Worker   | \$  |

| 18.   | <u>Average Entry Level pay rate,<br/>either Annual or Hourly:</u> |
|---|---|
| Special Services Coordinator  | \$  |
| Special Services Manager  | \$  |
| Special Services Specialist   | \$  |
| Strategic Planner   | \$  |
| Teacher A: Associates degree  | \$  |
| Teacher B: Baccalaureate degree   | \$  |
| Teacher C: Advanced degree  | \$  |
| Teacher D: Degree in related field, with experience, and a state awarded certificate (exceeding CDA credential) | \$  |
| Teacher Assistant with CDA  | \$  |
| Teacher Assistant with Certificate  | \$  |
| Teacher Assistant with Degree   | \$  |
| Teacher Aide  | \$  |
| Technical Specialist  | \$  |
| Training Facilitator  | \$  |
| Transition Specialist   | \$  |
| Translator  | \$  |
| Transportation Coordinator  | \$  |
| Transportation Director   | \$  |
| Transportation Manager  | \$  |
| Transportation Specialist   | \$  |
| Transportation Supervisor   | \$  |
| Other: _____  | \$  |
| Other: _____  | \$  |
| Other: _____  | \$  |

19. Did your program give Cost-of-Living pay increases to all employees in 2017 or so far in 2018?  
 Yes     No  
 If "Yes," percent of C-O-L-A increase: \_\_\_\_\_%. *Do not write a range such as 2-5%. Use the most commonly given percentage increase.*

20. Did your program give merit pay increases to any employees in 2017 or so far in 2018?  
 Yes     No    If "Yes," amount of largest merit increase: \_\_\_\_\_%

21. In your last program year, what was paid for ...  
 Auditors                    \$ \_\_\_\_\_  
 Attorneys                    \$ \_\_\_\_\_  
 Management, Program Consultants \$ \_\_\_\_\_  
*If no money was paid, write "0." If the info is not available, write "N/A." No line should be left blank.*

**C. About Your Program's Fringe Benefit Package**

22. Indicate **Yes or No** beside each of the following fringe benefits your program provides for professional staff and indicate the contributions of employer and employee to each benefit. Note that we are asking for the **Percentage of the cost of the coverage paid by the employer**, not a dollar figure (except for Tuition reimbursement).

| Does the program provide this benefit for full time staff? |      | Benefit:                                    | Percentage of the cost of this benefit paid for by the Employer: |
|--|------|---|--|
| (Yes)  | (No) | Health Insurance, Single Coverage           | %  |
| (Yes)  | (No) | Health Insurance, Dependent/Family coverage | %  |
| (Yes)  | (No) | Dental Insurance, Single Coverage           | %  |
| (Yes)  | (No) | Dental Insurance, Dependent/Family          | %  |
| (Yes)  | (No) | Life Insurance                              | %  |
| (Yes)  | (No) | Disability Insurance, Short-Term            | %  |
| (Yes)  | (No) | Disability Insurance, Long-Term             | %  |
| (Yes)  | (No) | Tuition Reimbursement (percent reimbursed)  | %  |
| (Yes)  | (No) | Tuition Reimbursement, flat rate            | \$   |
| (Yes)  | (No) | Other Career Development Reimbursement      | %  |
| (Yes)  | (No) | Vision, Single coverage                     | %  |
| (Yes)  | (No) | Vision, Dependent coverage                  | %  |

22a. Does your program provide a retirement benefit for full time staff?  
 Yes     No  
 If yes, what percentage does the program pay? \_\_\_\_\_%  
 Is the percentage you gave a percentage of annual salary?  Yes     No  
 Is the percentage you gave a Match percent?  Yes     No  
 Notes:

23. How many vacation days per year, and sick leave days per year, does your program give, for various periods of years-of-service (even if leave days are not based on years of service)?
- Do not include information about Accrual or Accumulation policies.
  - Please note that we are asking for the **total number of days awarded--not hours earned per month or billing cycle**. You may need to convert your program's vacation and sick leave policies to number of days per year.
  - For less than one year of service, give the maximum number of days awarded. (For example, enter "12" not "up to 12.")
  - When the number of days varies for Exempt and Non-Exempt staff, provide the data for the majority of employees.
  - If Vacation Days and Sick Days are combined (i.e., leave days), provide data only in the Maximum # of Combined Days column.

| <b>Years of Service:</b> | <b>Maximum # of Vacation Days:</b> | <b>Maximum # of Sick Days:</b> | <b>Maximum # of Combined Days</b> |
|--------------------------|------------------------------------|--------------------------------|-----------------------------------|
| Less than 1 year:        |                                    |                                |                                   |
| 1 year                   |                                    |                                |                                   |
| 2 years                  |                                    |                                |                                   |
| 3 years                  |                                    |                                |                                   |
| 4 years                  |                                    |                                |                                   |
| 5 years                  |                                    |                                |                                   |
| 6 years                  |                                    |                                |                                   |
| 7 years                  |                                    |                                |                                   |
| 8 years                  |                                    |                                |                                   |
| 9 years                  |                                    |                                |                                   |
| 10 years                 |                                    |                                |                                   |
| 11 years                 |                                    |                                |                                   |
| 12 years                 |                                    |                                |                                   |
| 13 years                 |                                    |                                |                                   |
| 14 years                 |                                    |                                |                                   |
| 15 years                 |                                    |                                |                                   |
| 16 years                 |                                    |                                |                                   |
| 17 years                 |                                    |                                |                                   |
| 18 years                 |                                    |                                |                                   |
| 19 years                 |                                    |                                |                                   |
| 20 years                 |                                    |                                |                                   |
| 20+ years                |                                    |                                |                                   |

*For 20+, give the maximum number of days awarded for over 20 years of service (which might be as high as 30 or more).*

24. The amount your program has budgeted for fringe benefits constitutes what percentage of your program's budget for all salaries and wages? \_\_\_\_\_%

*Usually ranges from about 20 to 40% of the salaries & wages budget.*

25. Number of paid Holidays per year your program gives: \_\_\_\_\_ days per year.

If there is any variation by years of service, please describe:

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**D. About Your Program's Other Personnel Policies**

26. Does your program give paid maternity leave (in addition to personal or sick leave)?  
 Yes  No *Check No if Maternity leave is only covered under Disability leave.*  
If "Yes," list maximum length of maternity leave: \_\_\_\_\_ days

27. Your program's basic work week hours are:  40  37.5  35  under 35

28. Does your program give "flex-time" (permitting employees some choice when their workday starts)?  
 Yes  No

29. Does your program give/allow for "job sharing" (when 2 or more people occupy the exact same position)?  
 Yes  No  
*By job sharing, we mean when 2 or more people occupy the exact same position. It does not refer to individuals having the same position titles but working different jobs.*

30. When was the last time your program... Date (MM/DD/YYYY)

Updated its personnel policies: \_\_\_\_\_  
MM / DD / YYYY

Updated its wage practices/fringe benefits: \_\_\_\_\_  
MM / DD / YYYY

*Give the specific month, date, and the year. Even if your program is working on updating now, we still need to know the specific dates of the last updates.*

31. Has your program recruited people for any Head Start positions in 2017 or so far in 2018?  
 Yes  No

32. If yes, are there any positions you have had difficulty recruiting for in 2017 or so far in 2018?  
 Yes  No  
If "Yes," please list which ones: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Are recruiting difficulties due (at least in part) to the low salary you must offer?  
 Yes  No

What is/are the reason(s) for recruiting difficulties?

- |   |                                   |
|---|-----------------------------------|
| Inadequate hours ( )                      | Competition ( )                   |
| Credentials/licenses/degrees required ( ) | Lack of benefits ( )              |
| Unqualified applicants ( )                | Location ( )                      |
| Inadequate funding ( )                    | Other ( ), please describe: _____ |



## Salary Survey Report of Local Head Start Programs 2018 Order Form

As our thanks for your effort in completing this salary survey, we would like to give you a discount on the purchase of the **Salary Survey Report of Local Head Start Programs 2018**. For those who complete the survey before the deadline, the price of the hardcopy Report is \$275 if you pay now by check or credit card. It is \$295 if you order now but we bill you after the report is published. We expect to publish the Report before December 31, 2018. The price will be \$395 for programs that did not participate in the survey. Order now! Please fill in the following.

( ) No, thanks.

( ) Yes! We want to order the **Salary Survey Report of Local Head Start Programs 2018**. Send it to:

Person's Name: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Program Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Hardcopy:

\_\_\_\_\_ \$275 check enclosed/in the mail (made payable to: **Center for Community Futures**)  
EIN # 68-0162602

\_\_\_\_\_ Bill us for \$295 when you send the report. P.O. #: \_\_\_\_\_

PDF:

\_\_\_\_\_ \$225 check enclosed/in the mail (made payable to: **Center for Community Futures**)  
EIN # 68-0162602

\_\_\_\_\_ Bill us for \$245 when you e-mail the report. P.O. #: \_\_\_\_\_

~ **Thank You** ~

*Mailing Address for the Center for Community Futures:*

*PO Box 5309, Berkeley, CA 94705*

*Phone, Jim Masters: 510-459-7570*

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