

MINUTES OF SEPTEMBER 6, 2022 COMMITTEE OF THE WHOLE MEETING  
GLENCOE PARK DISTRICT  
999 GREEN BAY ROAD, GLENCOE, ILLINOIS 60022

The meeting was called to order at 7:01pm and roll was called.

Committee Members present:

Lisa Brooks, President  
Stefanie Boron, Vice President  
Michael Covey, Treasurer  
Bart Schneider, Commissioner  
Carol Spain, Commissioner

Staff present:

Lisa Sheppard, Executive Director/Secretary  
Bobby Collins, Director of Recreation and Facilities  
John Cutrera, Director of Finance and HR  
Kyle Kuhs, Director of Parks and Planning  
Erin Classen, Supt. of Marketing and Communications  
Jessica Stockl, Early Childhood Director  
Jenny Runkel, Administrative Assistant

Members of the Public in attendance who signed in or spoke: There was no one from the public in attendance.

Matters from the Public: There was no one from the public wishing to speak.

West Park OSLAD Grant Discussion: Executive Director Sheppard and Director of Parks and Planning Kuhs stated the District's 2022 OSLAD Grant application was not granted due to language in the District 35 lease agreement that grants priority use to the school on the leased property during school hours. It is not the Park District's intention to deny the priority use. Following discussions, staff determined it is in the District's best interest to adjust the grant by removing the leased property elements and re-apply. In the 2023 grant cycle, it is possible to acquire additional grant funds. The walking loop and two tennis courts on the school district side will no longer be included in the scope. The park design was reviewed which included new amenities such as games tables, Bocce, and shuffleboard options to be added to the scope to meet the minimum requirements of the grant. Graphics of the 2022 scope, 2023 scope, existing conditions, and samples of proposed amenities were presented. The total project cost is \$1,282,626, of which, \$600,000 would be paid with grant funds and \$682,626 paid by the District. A breakdown of costs was reviewed. The timeline to apply is very short. The next steps include a community input meeting at West Park on Monday, September 12 at 6:00pm, Board approval at the meeting on September 13, and the application is due on September 30.

Staff answered commissioner questions including clarification of District and school property and improvements on each property. Our project is attractive as a prospective grant awardee, but there are other factors. Discussion ensued. Shuffleboard supplies will either be kept in a box onsite or would be rented from the community center for free. The school cannot have priority use of the grant area although they can use it; the grant portion of the property must remain open for the public. A Resolution of Authorization for the grant will go before the Board for approval at the September 13 regular Board

meeting. Commissioners agreed to include shuffleboard as it is a game that cannot be played at home along with the other amenities.

Children's Circle Restructuring Plan Discussion: Executive Director Lisa Sheppard challenged staff to come up with a creative solution for the child care staffing crisis. The memo and presentation of the solution is attached to these minutes. Early Childhood Director Stockl presented on the nationwide child care crisis, public funding for child care is \$1500 a year per child versus \$13,000 for public school, statistics of women working in the child care industry and women who cite COVID-related child care issues for not being employed, key information of the Children's Circle program, and SWOT analysis. Director Collins reviewed the current Children's Circle staffing crisis. The program is 29% understaffed requiring use of non-child care staff in the program to meet DCFS required ratios which is not sustainable. Absenteeism and quitting for better jobs are primarily by part-time staff, not full-time. Current and proposed benefits were reviewed. Our benefits are excellent compared to our competition. Director Stockl reviewed staff recruitment, weekly hours, staffing structure, and local child care benefit comparison. Proposed changes include grandfathering all benefits for current Grade 1 teachers, create a new benefit Grade 7 for new full-time lead teachers and assistants, move nine 30 hours/week positions to 40 hours/week and add Grade 7 benefits, two full-time staff per classroom, and part-time teachers become floaters. Grade 7 benefits include highly subsidized coverage for single and single/child coverage and minimally subsidized coverage for other packages. The financial impact to the District is \$145,000 savings per year for reduction in overlapped staff, \$100,000 cost per year for nine new eligible staff and \$100,000 cost per year for wage market adjustments. There are grants, but we may not receive them. We did just receive a \$65,000 grant, which will pay for the change this year. Executive Director Sheppard reviewed that the current District policy states the program must meet all direct and indirect costs. This program will need some assistance, if this change is made. Staff is looking for Board consensus to add nine full-time staff immediately using grant funds and to change the District policy on direct and indirect expenses and that no tax dollars should be used in its operations.

Staff answered Commissioner questions and discussion ensued as follows. Child care operations are going out of business in this environment. DCFS's job is to protect children and rules are made because something went wrong with a child. DCFS rule changes take lobbying and years to get relief. COVID has brought to light and is forcing valuing women in child care and paying them appropriately for their very difficult, critical job. This plan will not solve all problems, but is a huge improvement. We would have lost three staff to another care program had we not counter-offered a higher rate to keep them. Our District has the highest tuition rates in this area. Discussion ensued. This plan was reviewed with our lawyer; we can offer different benefits based on skill sets. The plan will be paid using grant funds this year, next year without a grant the fund transfer may be reduced. Parents have been discussing better health care for staff repeatedly especially during COVID and would be troubled by non-competitive pay.

Executive Director Sheppard noted that we did have competitive pay, but COVID changed that. The budget is passed annually and the Board will see the percentage of direct and indirect costs covered and can determine how to move forward during the

budget review. The updated policy would indicate that Children's Circle direct costs and most of indirect costs be covered by program fees.

Following committee discussion, Chair Brooks directed staff to move the proposed Children's Circle staff and policy changes as presented for approval at the next Board meeting.

Adjourn: Commissioner Spain moved to adjourn the meeting at 8:12pm. Commissioner Boron seconded the motion, which passed by unanimous voice vote.

Respectfully submitted,

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Lisa M. Sheppard  
Secretary

# MEMORANDUM

**TO:** Board of Park Commissioners  
**CC:** Lisa Sheppard, Executive Director  
**FROM:** Bobby Collins, Director of Recreation and Facilities and Jessica Stockl, Early Childhood Director  
**SUBJECT:** Children's Circle Benefit and Pay Structure  
**DATE:** August 26, 2022

## Nationwide Childcare Crisis

The early childhood field is in crisis. Employment remains 12.1% below its pre-pandemic level. Labor shortages continue to affect early childhood at a higher rate than any other field. Former childcare employees and current program directors say the departures are often for jobs with better pay and benefits. (Source: BSL Data Labs)

Between January 2020 and January 2022, around 120,000 childcare workers left the industry, while 16,000 childcare programs closed permanently between December 2019 and March 2021.

According to a Wells Fargo Economic Report, a ½ million families are estimated to be stranded without reliable childcare. They also suggest that the result of program and classroom closures is that parents, especially mothers, leave the labor force. "The estimated number of families affected by reduced capacity at childcare centers is equal to a little over half the drop in the labor force since COVID began."

Although parents pay high fees, programs cannot offer competitive compensation because of exceptionally high fixed costs arising from necessarily low child-to-adult ratios. Childcare workers in the United States make a median wage of about \$13 an hour. Public funding is only about \$1,500 a year per child under the age of 5 (by comparison, the average per-child expenditure in public schools is over \$13,000).

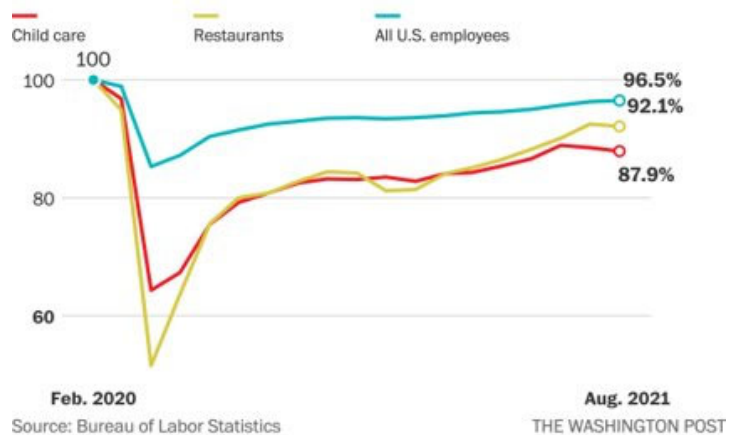
## Children's Circle Staffing Crisis

As the Board knows, Children's Circle is not immune from this crisis. Due to our staff shortages, we have had to send children home without care, have had our early childhood management team in the classroom each day, and have had to pull other district program managers into classrooms. This is not sustainable long-term.

The program is currently 29% understaffed, all part-time positions. Currently, Children's Circle has six full-time lead teachers and 19 assistant teachers. Pre-crisis, the program would have 25-40 assistant teachers for the current level of students.

## Child care is struggling to hire more than restaurants

Chart shows how much employment in each sector is down compared to February 2020. After a big decline, restaurants have rebounded to 92 percent of pre-pandemic staffing levels. Child care is still below 88 percent.



# MEMORANDUM

Staff measured teacher absenteeism over a 72 school days span. During the period, there were 170 call-outs (an average of 2.36 per day). Of the 170 call-outs, eight were full-time staff members, and 162 were part-time. We continue to see inconsistencies with our part-time staff, including poor retention and high call-out rates.

Over the past year, the district has extensively researched area childcare centers and preschools. Of the areas full-day schools, we have the lowest number of full-time staff. We have seen 14 staff leave our school in the past six months. Only one of those was a full-time staff member. The majority of staff left for full-time employment and benefits.

Below is a table comparing health insurance benefits offered by neighboring childcare centers.

Preschool	Eligible for Health Insurance	Single*	Employee & Child*	Employee & Spouse*	Family*	Employee & Children*	Notes:
Botanic Gardens	29hrs+/week	Unknown	Unknown	Unknown	Unknown	Unknown	Spouse cannot be on insurance if they have other access
Bright Horizons NB	30hrs+/week	\$160	\$240	-	\$350	-	Vision \$16/month, Dental \$14/month
HP Community Nursery	All Employees	Covers 80% of an individual premium through ACA exchange and 50% of the dental premium.					
KinderCare	All Employees	\$223	-	\$943	\$1,178	\$458	
Children's Circle	40hrs/week	\$20	\$105	\$145	\$205	\$140	Includes: Dental, Vision, Life, Buy-Out

\*Monthly Employee contribution

## Children's Circle Benefit Structure

Below is a table outlining the benefits offered to the three categories of staff working in our Children's Circle program.

Children's Circle	Health Insurance	Dental	Vision	Vacation	Personal Days	Sick Time	Pension/IMRF	Other	COVID Pay
FT (Grade 1)	x	x	x	10 Days	4 Days	12 Days	x	x	x
PT < 20/week	-	-	-	-	3-4 Days	-	x	x	x
PT >20/week	-	-	-	-	-	-	-	x	x

## Full-Time (FT)

Currently, our full-time teachers are in the same grade as all full-time district staff (Grade 1) and have access to three plans ranging from single coverage to family. The district's full-time benefits, especially health insurance, are excellent but have minimal reach and impact on the overall Children's Circle program as they only support six employees.

# MEMORANDUM

Full-Time Teachers	HDHP PPO	PPO w/HRA	HMO
Single Coverage	2	1	2
Employee & Child	0	0	0
Employee & Spouse	0	1	0
Family	0	0	0
Employee & Children	0	0	0

Additionally, five of the six full-time teachers utilize only single coverage, with one utilizing employee plus spouse. Historically, most of these staff have only used single coverage, but the district still has the potential liability of offering family coverage should their situations change. For example, an employee changing coverage from a spouse's health insurance plan to the district's family coverage can cost more than \$30,000 per employee.

Per Board policy, Children's Circle is expected to cover direct and 90% of indirect expenses. The current full-time benefit structure creates a significant financial liability to the District should an employee's family status change. The policy and the benefits cost limit our ability to offer a more employee-inclusive benefits package.

## **Part-Time (PT)**

With our current benefit structure, offering the Grade 1 benefits to part-time staff is not financially viable for the District or program. Under our existing staffing structure, part-time teachers are typically limited to an average of 30 hours per week or 1,500 hours per year. Any employee working above this threshold may trigger an ACA penalty. Part-time teachers are not eligible for health, vision, or dental benefits. Their PTO is also very limited.

## **Proposed Changed**

The restructuring plan's scope includes adding nine full-time assistant teachers while significantly reducing the reliance on part-time staff. This would primarily be achieved by promoting current high-performing part-time employees. Staff not promoted or interested in full-time would be moved to part-time 'floater' positions and support multiple classrooms.

After consultation with district attorneys, we would create a new benefit grade (Grade 7) that offers a BCBS HMO plan for health insurance, dental, and vision, and PTO. The Grade 7 classification will be determined based on a generalized skilled set and job qualifications in the early childhood field. These benefits would be available for all full-time Children's Circle teachers. We would grandfather all current full-time staff who have been with the district for more than 90 days as Grade 1. These Grade 1 staff could also be offered a financial incentive to transfer to the new Grade 7, reducing the District's potential financial liability.

Employee Cost	Single*	Employee & Child*	Employee & Spouse*	Family*	Employee & Children*
Grade 1	\$20	\$105	\$145	\$205	\$140
*New* Grade 7	\$0	\$100	\$715	\$1,361	\$653

\*Monthly Employee contribution

# MEMORANDUM

The Grade 7 coverage would offer excellent benefits at a highly subsidized rate for 'single' and the 'employee & child' coverage. Although the coverage is expensive for spouses and family, this plan would give us the ability to offer excellent coverage that would meet the needs of most staff at an exceptional value to the employee. While some of these rates are significantly higher than our current Grade 1 rates, they are comparable to area full-day schools, allowing us to compete for talent. As mentioned above, out of our six current full-time employees, only one is not on single coverage.

## Budget Implications

With the new proposed structure, the District will benefit from a reduction in overlapped staffing hours and reduce the total overall number of teachers needed to staff the program adequately. The hourly savings from the fully staffed model equate to approximately \$145,000 per year if the program is fully staffed. Below is a comparison of weekly staff hours for our current staffing levels, if we are fully staffed, and the new proposed structure.

## Program Staffing Hours

	Current	Fully Staffed	Proposal
Leads	240	240	240
Assistants	521	677	360
Floater	0	120	255
TOTALS:	761	1037	855

The District's maximum out-of-pocket cost for a Grade 7 employees coverage would be approximately \$11,000 per year compared to over \$30,000 for Grade 1 coverage. **The nine additional positions would cost roughly \$100,000 per year.**

We are seeing significant wage pressure and will need to make an additional market adjustment to our pay ranges to maintain our current staff. **We expect that cost to be approximately \$100,000 per year.**

**Adding the nine Grade 7 positions and wage adjustment due to market adjustments will add \$200,000 in annual operating expenses as we advance.**

When Children's Circle Day Full Day Preschool was created in 1988 it was noted that this program was to meet all the direct and indirect expenses of the program and that no tax dollars should be used in its operations. Moving forward, it is unlikely that Children's Circle will meet the Board's goal of covering all indirect expenses of the Children Circle program. Staff wants to be fully transparent that the program may need to be taxpayer subsidized and will probably be unable to be self-supported and contribute to future capital needs, as it has in the past. Although grants may continue to prop up the childcare industry, we cannot guarantee that they will be available or that the District will receive them.

## Consensus

While this plan will not solve all of our issues, it will go a long way. Our school is at a critical point and will likely have to reduce the level of service to the community unless staffing

# MEMORANDUM

improves immediately. Our children, staff, and families will significantly benefit from this restructuring as it will increase staff retention, provide stability throughout the day and week, and offer staff growth in early childhood.

**Staff is looking for board consensus to continue moving forward with the proposed framework discussed above.**

## Current Staff Schedule

	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>JELLYFISH</b>		Lead 8a-5p										
Ratio 1:4	Assistant 7a-1p											
Max 12 Students	Assistant 7:30a-1:30p						Assistant 12p-6p					
						Assistant 12p-6p						
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>FROGS</b>		Lead 8a-5p										
Ratio 1:5	Assistant 7a-1p											
Max 15 Students	Assistant 7:30a-1:30p						Assistant 12p-6p					
						Assistant 12p-6p						
									Assistant 4-6p			
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>TURTLES</b>		Lead 8a-5p										
Ratio 1:5	Assistant 7a-1p											
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						Assistant 12p-6p						
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>STARFISH</b>		Lead 8a-5p										
Ratio 1:8	Assistant 7:30a-12p											
Max 16 Students						Assistant 12p-6p						
						Assistant 12p-6p						
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>DOLPHINS</b>		Lead 8a-5p										
Ratio 1:10	Assistant 7a-12p											
Max 20 Students	Assistant 7:30a-1p						Assistant 12p-6p					
						Assistant 12p-6p						
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>BELUGAS</b>		Lead 7a-4p										
Ratio 1:10	Assistant 8a-1p											
Max 20 Students	Assistant 8a-1:30p						Assistant 12p-6p			Assistant 3p-6p		
									Assistant 3p-6p			



# MEMORANDUM

## New Staffing Structure

	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm
<b>JELLYFISH</b>		Lead 8a-5p									
Ratio 1:4	Assistant 7a-4p										
Max 12 Students		Assistant 9a-6p									
	Floater 7a-1p										
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Ratio 1:5	Assistant 7a-4p										
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	Floater 7a-12p										
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Max 16 Students		Floater 8a-1p									
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<b>BELUGAS</b>		Lead 7a-4p									
Ratio 1:10		Assistant 9a-6p									
Max 20 Students		Floater 8a-1p									

# Children's Circle Staff Restructuring Plan



# Nationwide Child Care Crisis

Employment remains 12.1% below its pre-pandemic level. Labor shortages continue to affect Early Childhood at a higher rate than any other field

From 2020-2022, around 120,000 childcare workers left the industry, while 16,000 childcare programs closed permanently

Wells Fargo Economic Report - ½ million families are estimated to be stranded without reliable childcare . They also suggest that the result of program and classroom closures is that parents, especially mothers, leave the labor force

The estimated number of families affected by reduced capacity at childcare centers is equal to a little over half the drop in the labor force since Covid began

Although parents pay high fees, programs cannot offer competitive compensation because of exceptionally high fixed costs arising from necessarily low child-to-adult ratios

Public funding is about \$1,500 a year per child under the age of 5 (average per-child expenditure in public schools is over \$13,000)



## Women as child care workers

PBSO  
NEWS  
HOUR

Median annual earnings	<b>\$22,000</b>
Child care workers who are women	<b>93%</b>
Female workers who are women of color	<b>41%</b>

Source: NWLC calculations based on U.S. Census Bureau, 2018 American Community Survey (ACS) using IPUMS. Men and women self-identify their race and sex in the ACS.

Out-of-work mothers ages 25-44 were nearly **three times as likely** as out-of-work dads **to cite COVID-related childcare issues** as the reason they were not employed.



**Former childcare employees and current program directors say the departures are often for jobs with better pay and benefits.**

**Source: BSL Data Labs**





# Children's Circle Key Information

Open 7am-  
6pm

50  
weeks/year

6 weeks-  
5 years

DCFS  
Licensed

6  
Classrooms

6 FT Lead  
Teachers

25-40 PT  
Teachers

90-95  
Students

82%  
Glencoe  
Residents

# Program SWOT

## Strengths

- Participant retention
- Strong customer base
- Waitlist
- Facility and classrooms
- Operating procedures and program structure

## Weaknesses

- High % of staff are part-time
- Staff retention and recruitment
- High callout rate
- Benefit structure

## Opportunities

- Little competition in area for full-day
- Increase in dual-income families
- Lack of family caregivers and nannies in the North Shore area

## Threats

- Increased competition in enrichment and half-day programming
- Changing demographics
- Increased DCFS standards
- Significant Increase in labor and benefit costs

# Current Staffing Crisis

- Currently 29% understaffed, all part-time
- Children's Circle has 6 full-time lead teachers and 19 assistant teachers. Pre-crisis, the program would have 25-40 assistant teachers for the current level of students
- Absenteeism over a 72 school days span
  - **170 call-outs (2.36 per day)**
    - 8 were full-time
    - 162 were part-time



# Current Staffing Crisis

- 14 staff left in the past six months. Only one was a full-time staff member. The majority left for full-time employment and benefits.
- We have had to send children home without care, have had our early childhood management team in the classroom each day, and have had to pull other district program managers into classrooms.
- **This is not sustainable.**





# Current Benefits

Children's Circle	Health Insurance	Dental	Vision	Vacation	Personal Days	Sick Time	Pension/IMRF	Other
FT (Grade1)	X	X	X	10 Days	4 Days	12 Days	x	x
PT > 20/week	-	-	-	-	3-4 Days	-	x	x
PT < 20/week	-	-	-	-	-	-	-	x

Current FT Grade 1	HDHP PPO	PPO w/HRA	HMO
Single Coverage	2	1	2
Employee & Child	0	0	0
Employee & Spouse	0	1	0
Family	0	0	0
Employee & Children	0	0	0



# Benefit Comparison

Preschool	Eligible for Health Insurance	Types	Single	Employee & Child	Employee & Spouse	Family	Employee & Children	Notes
Botanic Gardens	29 hours+/week	Cigna	Unknown	Unknown	Unknown	Unknown	Unknown	Spouse cannot be on insurance if they have other access
Bright Horizons NB	30 hours+/week	Unknown	\$160	\$240	-	\$350	-	Vision \$16/month Dental \$14/month
HP Community Nursery	All	Unknown	Covers 80% of an individual premium though ACA and 50% of the dental					
KinderCare	All	Low Deductible	\$223		\$943	\$1,178	\$458	
<b>Children's Circle</b>	<b>40 hours/week</b>	<b>BCBS</b>	<b>\$20</b>	<b>\$105</b>	<b>\$145</b>	<b>\$205</b>	<b>\$140</b>	<b>Includes: Dental, Vision, Life, Buy-Out</b>



**WE ARE  
HIRING**

## **Staff Recruitment**

- Care.com
  - Messaged over 100 individuals, hired 2
- Zip Recruiter
- Handshake

# Weekly Hours Staffing Structure

	Current	Fully Staffed	Proposal
Leads	240	240	240
Assistants	521	797	360
Floater			255
<b>TOTALS:</b>	<b>761</b>	<b>1037</b>	<b>855</b>





# Current Staffing Structure

	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
<b>JELLYFISH</b>		Lead 8a-5p										
Ratio 1:4	Assistant 7a-1p											
Max 12 Students	Assistant 7:30a-1:30p							Assistant 12p-6p				
								Assistant 12p-6p				
	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	
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Ratio 1:10		Assistant 8a-1p										
Max 20 Students		Assistant 8a-1:30p						Assistant 12p-6p				
										Assistant 3p-6p		



# Proposed Changes

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1

**Grandfather all benefits for current Grade 1 Leads**

2

**Create a new benefit grade for all new FT Leads & Assistants - Grade 7**

3

**Nine 30hrs/wk positions move to 40hrs/wk, receive Grade 7 benefits**

4

**Each classroom now has a least 2 FT staff**

5

**PT Teachers become Floaters**

# Recommended Staffing Structure

	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm
JELLYFISH		Lead 8a-5p									
Ratio 1:4	Assistant 7a-4p										
Max 12 Students							Assistant 9a-6p				
	Floater 7a-1p										
FROGS		Lead 8a-5p									
Ratio 1:5	Assistant 7a-4p										
Max 15 Students							Assistant 9a-6p				
	Floater 7a-12p										
TURTLES		Lead 8a-5p									
Ratio 1:5	Assistant 7a-4p										
Max 15 Students							Assistant 9a-6p				
	Floater 7a-12p										
STARFISH		Lead 8a-5p									
Ratio 1:8	Assistant 9a-6p										
Max 16 Students	Floater 8a-1p										
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Max 20 Students	Floater 8a-1p										
BELUGAS		Lead 7a-4p									
Ratio 1:10	Assistant 9a-6p										
Max 20 Students	Floater 8a-1p										



# Grade 1 & 7 Benefit Comparison

Employee Cost*	Single	Employee & Child	Employee & Spouse	Family	Employee & Children
Grade 1	\$20	\$105	\$145	\$205	\$140
Grade 7 (New)	\$0	\$100	\$715	\$1,361	\$653

\*Monthly Employee Contribution





# Financial Impact

- Reduction in Overlapped Staff
  - **~\$145,000 saving per year**
- 9 New Eligible FT Employees
  - **~\$100,000 cost per year**
- Wage Market Adjustments
  - **~\$100,000 cost per year**





# District Policy

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- When Children's Circle Full Day Preschool was created in 1988 it was noted that this program was to meet all the direct and indirect expenses of the program and that no tax dollars should be used in its operations.



# Consensus

## Staff is looking for Board consensus to:

1. Add 9 full-time staff immediately, initially using grant funds
2. Change District policy - that this program meets all the direct and indirect expenses and that no tax dollars should be used in its operations

