Understanding the true cost of child care in Washington State:

A cost estimation model to inform policy change

P▸5 Fiscal Strategies

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About Prenatal to Five Fiscal Strategies

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

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

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Introduction and Background

Washington State has a demonstrated commitment to supporting the needs of young children and families. The Child Care Collaborative Task Force, created by the state legislature in 2018, has helped elevate the needs of the early childhood sector, especially considering the impacts of the COVID-19 pandemic. A key part of the Task Force's charge is to increase access to affordable child care for all Washington families. To further this goal, the Task Force commissioned a study to better understand the true cost of providing high-quality child care across the state.

In fall 2021, Prenatal to Five Fiscal Strategies (P5FS) launched a child care cost of quality study, which included developing a dynamic cost estimation model to address the immediate questions around cost and to serve as a tool to support long-term planning in the state. This work built on efforts begun in 2019, when P5FS supported a cost study and development of a cost model. This work was interrupted by the COVID-19 pandemic and the study team opted not to add additional burden to providers by requesting their participation. As a result, the study was missing a vital component in that it did not include input and feedback from child care providers themselves. For this most recent study, the P5FS team conducted deep constituent and provider engagement to inform the study, determine assumptions, vet cost data, and review initial results from the cost model. Development of the model was commissioned by the Department of Commerce on behalf of the statewide Child Care Collaborative Task Force, with support from the Department of Children, Youth and Families (DCYF), the state agency with responsibility for Working Connections Child Care Program subsidy rate setting. The model was also developed with input from the Seattle Department of Early Education and Learning, and King County Best Start for Kids, to develop a tool that could also support local efforts to better understand the true cost of care.

This report provides background on the provider engagement activities that informed the cost model, details on the cost model methodology, and results of default scenarios to illustrate the functionality of the cost model tool.

Subsidy Rate Setting in a Broken Child Care Market

The prevalent method of setting reimbursement rates for publicly funded child care under the federal Child Care and Development Fund, or CCDF, is through a market rate approach. This approach, currently used in Washington to set Working Connections Child Care subsidy rates, relies on a study of market prices for child care through a market rate survey. Data from the market rate survey is then used to set maximum reimbursement rates for subsidized child care. States are required to conduct CCDF rate setting every three years and are encouraged to set rates at a level that provides for "equal access" to the market for families using subsidies and those paying full tuition.

However, the market-based approach to subsidy rate setting results in subsidy rates that reflect prices providers charge families, which are frequently a reflection of what families can afford, not the actual cost of the care. The cost of child care for a family with young children can be an overwhelming burden, particularly for a family earning a low

income. Programs must set tuition at what families in their community are able to afford, rather than what the service costs. This creates an inequitable system that perpetuates inequality between higher-income and lower-income communities. Providers in communities where families cannot afford high tuition receive lower reimbursement rates than providers in higher-income neighborhoods. This often results in lower educator compensation and higher staff turnover in lower-income communities. Setting rates based on the current market also serves to maintain the low wages that early childhood educators receive, particularly in low-income communities. The impact of this market failure exacerbates lower-quality settings and lower wages across child care, disproportionately affecting low-income communities, minority groups and communities of color. The market, driven by tuition or the price that families are able to pay, is not representative of the cost of child care.

In a functioning market where parents as the consumer can afford the true cost of care, setting rates based on price would allow subsidy-eligible families to have access to child care equal to the access of those paying tuition. However, because most families cannot afford the cost of child care, programs face a disincentive to serve children for whom the gap between what families can afford and what it costs to provide care are greatest. For example, a provider might be able to achieve financial stability when serving preschool-age children, or in a program that meets state licensing standards, but if that same program serves infants and toddlers, or meets higher program standards, this can leave them operating at a deficit.

The ongoing impacts of the pandemic have exacerbated the broken nature of the child care market. Operating on razor-thin margins already, the increased costs and decreased revenue due to the pandemic have left the child care sector reeling. Policymakers are increasingly recognizing the deficiencies of the market price-based approach to rate setting and the need to better align investments to the cost of the service.

Since the 2014 reauthorization of the Child Care Development Block Grant, which funds CCDF, states have another option of setting rates, called an 'alternative methodology.' This methodology is an alternative to the market rate survey approach, which was the only methodology prior to 2014 reauthorization. This alternative methodology can take the form of a cost study or a cost estimation model:

Defining terms

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

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

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

- A *cost study* involves collecting data from providers about their current costs of operating a program that meets licensing standards as well as other quality standards, reflecting point-in-time data about provider costs.
- A *cost estimation model* involves building a tool that is informed by provider data and that can run multiple scenarios to estimate the impact of several variables on cost, such as program characteristics (e.g., size and age mix), child populations served, program quality, and location in the state.

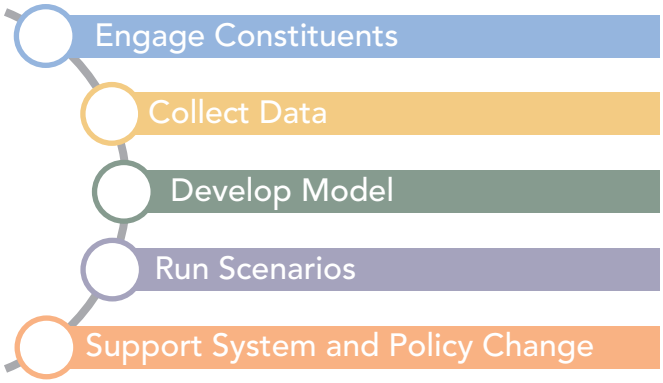
Whichever approach is used, an alternative methodology takes into account the actual costs incurred by providers to meet state standards or quality requirements, with variations by setting, geography, age of child served, and other program or child characteristics. As states across the country consider ways to stabilize and strengthen their early childhood systems, they are increasingly recognizing the importance of developing a deeper understanding of the true costs of operating high-quality programming and seeking alternative ways to set subsidy rates, such as through a cost estimation model.

Beyond subsidy rate setting, development of a cost estimation model can support states to develop policy solutions that increase access to affordable child care. By understanding the true cost of care, policymakers can see the limited impact the subsidy system will have when eligibility levels fail to provide support to middle-income families. Many families earn too much to qualify for child care subsidy assistance, but too little to be able to afford the true cost of care. A robust child care system where all providers have access to the resources they need to provide high-quality child care requires an honest assessment of what it costs to provide that care, and where the burden of paying for that care should land.

Washington Cost of Quality Study

To develop a cost estimation model for Washington, a study was designed in line with P5FS's approach to cost modeling. This approach centers on the voice of providers to inform the development of the model and ensure that it reflects the reality programs experience delivering high-quality child care.

Figure 1: **Prenatal to Five Fiscal Strategies Cost Modeling Approach**



Constituent Engagement and Input

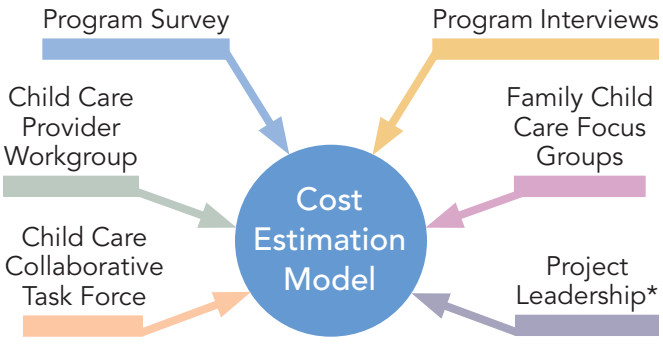
Aligned with the values of the Child Care Collaborative Task Force, the study team ensured that there were multiple opportunities for providers and other interested constituents to participate in the study. P5FS used several modes of information gathering and input from constituents, including an online child care provider survey, one-on-one interviews with providers, family child care focus groups, and presentations to provider groups or associations to provide information about the study and gather input.

Beyond leadership and input from the Child Care Collaborative Task Force, a child care provider ad-hoc workgroup was formed to provide more detailed input and support model development. The workgroup included providers representing the diversity of the provider types in Washington, including family child care home providers, providers in urban and rural areas, for-profit and not-for-profit child care centers, and programs serving children of different ages. Child care providers were compensated for their workgroup time. This workgroup met five times during the study, providing input on:

- the cost-survey approach and reach
- the cost estimation model
- the program variables that frame the model
- the model's data gathering and analysis assumptions
- ensuring that providers are engaged in data gathering and in the review of model results
- modifications to the model based on analysis of interim results
- feedback and validation of assumptions in the model.

Figure 2 details the multiple methods of provider input into the cost estimation model and Table 1 lists the key constituent meetings.

Figure 2: **Cost Estimation Model Constituent Input**



**Project leadership included representatives from the Department of Commerce, on behalf of the Child Care Collaborative Task Force, the Department of Children, Youth and Families, King County Best Start for Kids, and the Seattle Department of Education and Early Learning*

Table 1: **List of constituent meetings**

Child Care Ad-Hoc Workgroup
Meeting 1: February 3, 2022
Meeting 2: March 3, 2022
Meeting 3: March 24, 2022
Meeting 4: April 7, 2022
Meeting 5: July 22, 2022

Child Care Collaborative Task Force
November 17, 2021
January 11, 2022
May 6, 2022
July 11, 2022
August 12, 2022
August 18, 2022

Constituent Meetings
Greater Seattle Child Care Business Coalition – December 16, 2021

Seattle CCAP Providers – Jan 27, 2022

Washington Communities for Children/ First 5 FUNdamentals – February 8, 2022

Washington Federation of Independent Schools – February 24, 2022

Washington Child Care Association – February 22, 2022

Child Care Aware of Washington, Team Leads Meeting – March 2, 2022

Imagine Institute – March 18, 2022

ELAC Provider Supports – April 6, 2022

FCC Focus Groups
April 25, 2022, 1pm – English
April 27, 2022, 6pm – English
May 3, 2022, 1pm – Spanish
May 7, 2022, 9am – Somali
May 10, 2022, 6pm – Spanish
May 17, 2022, 1pm – English
May 19, 2022, 1pm – English
May 24, 2022, 1pm – Spanish

One-on-one Provider Interviews
52 Interviews conducted March – May 2022

Provider Data Collection

Child Care Provider Online Survey

P5FS developed and deployed an online survey to gather data from child care providers about their program type, size, and children served, their staffing model (including ratios and group sizes), program expenses (personnel and non-personnel), and revenue details. These data were used to inform estimates of the cost per child with variations for program type, location, and age of child served. By conducting a statewide survey, P5FS was able to engage a large number of providers in all parts of the state in a relatively short time period. P5FS used past experience engaging child care providers to develop a survey that minimized burden on providers by focusing on questions that relate to the major cost drivers faced by child care programs. The main content areas covered by the survey were:

1. Program characteristics, such as size, ages of children served, type of program, and funding streams accessed
2. Staffing patterns, including number of program staff and number of teaching staff
3. Compensation, including average salaries for employees currently, and ideal salaries and benefits to attract and keep staff
4. Occupancy expenses, including rent/lease/ mortgage and utilities.

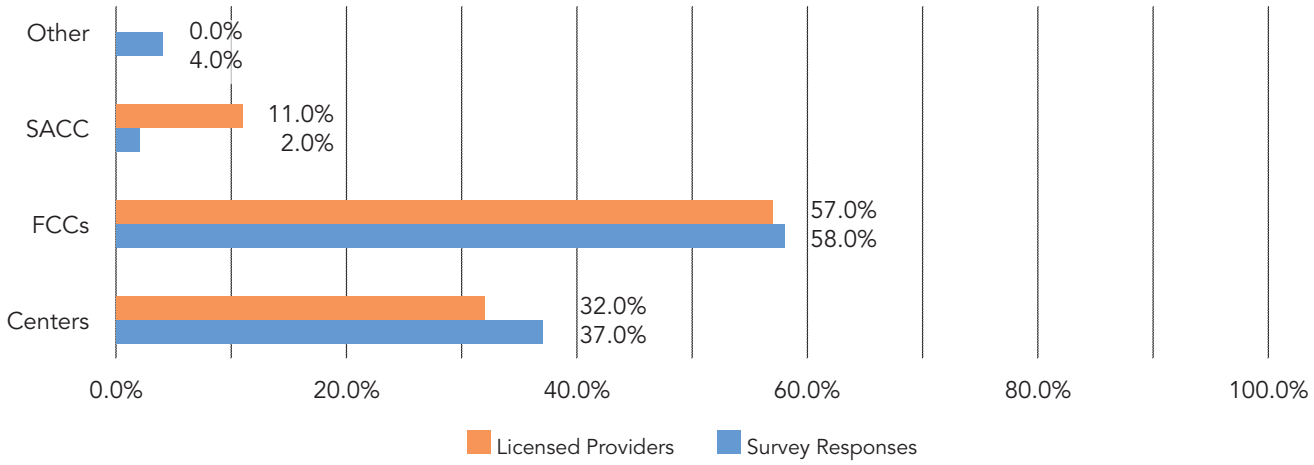
The survey included specific additional questions for different provider types, including number of hours spent providing child care and conducting child care-related work for home-based providers, and an understanding of different expenses for family friend and neighbor providers and school-age-only child care providers.

The online survey and associated materials were available in seven languages: English, Spanish,

Somali, Russian, Amharic, Arabic and Vietnamese. The survey was shared through multiple channels to reach providers across the state. DCYF sent it to all licensed providers; the Child Care Collaborative Task Force shared it with their email list; the Department of Commerce promoted it via their social media and other communications; Seattle DEEL sent it to Child Care Assistance Program providers; King County Best Start for Kids shared it with their provider community. P5FS also spoke on several child care association calls to provide background on the study and encourage participation. In addition, a link to the survey was included on a Washington-specific page on the Prenatal to Five Fiscal Strategies website, which also included background information on the study and a link for providers who preferred to engage in a one-on-one interview with P5FS rather than complete the survey. Several providers with multiple sites preferred this option rather than completing multiple online survey entries.

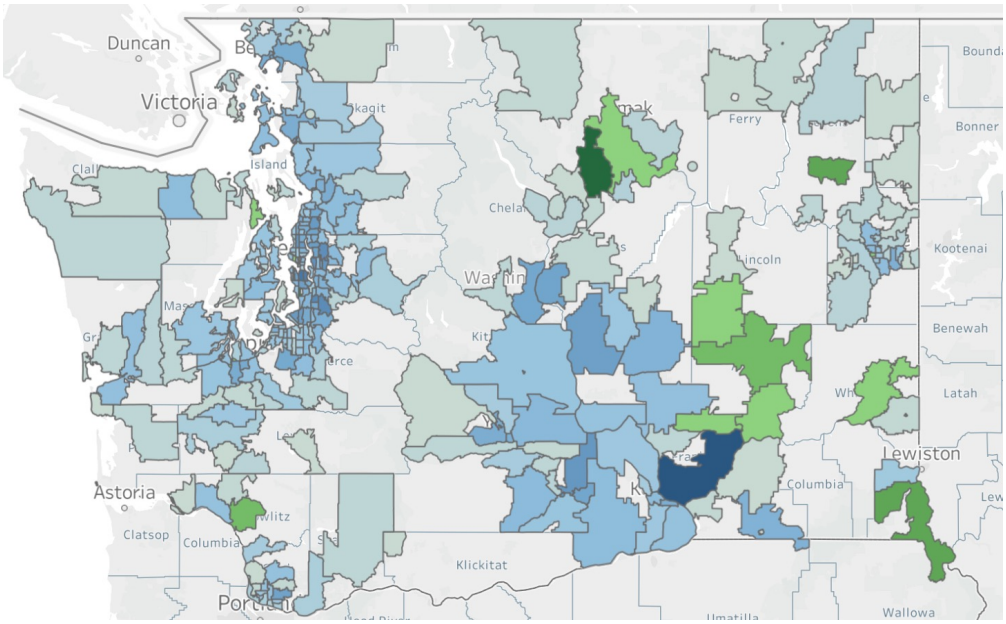
The survey was launched at the beginning of March 2022 and was open until mid-April 2022. To encourage participation, survey respondents were entered into a raffle to win one of 10 gift cards with a $50 value. The survey was launched with a video from Dr. Lisa Brown, Director of the Washington State Department of Commerce. A total of 2,018 responses were received. Responses comprised family child care (FCC) providers (58%); centers (37%); and school-age-only child care (SACC) (2%). This distribution across provider types is similar to the distribution of all providers in the state, as shown in Figure 3.

Figure 3: **Survey responses by provider type, compared to provider population**



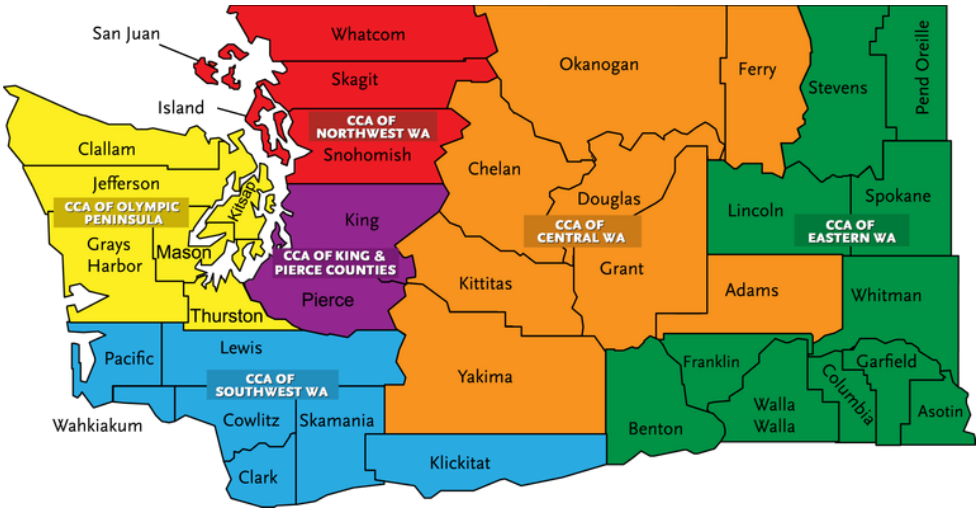
Responses were received from across the state, covering all subsidy regions. P5FS used geomapping to track survey responses relative to concentrations of licensed providers in the state to guide additional outreach efforts to ensure that providers from all geographic regions were included. Figure 4 illustrates the geographic spread of responses across the state, with areas in green indicating where responses were received from all licensed providers in that area.

Figure 4: **Geographic distribution of responses**



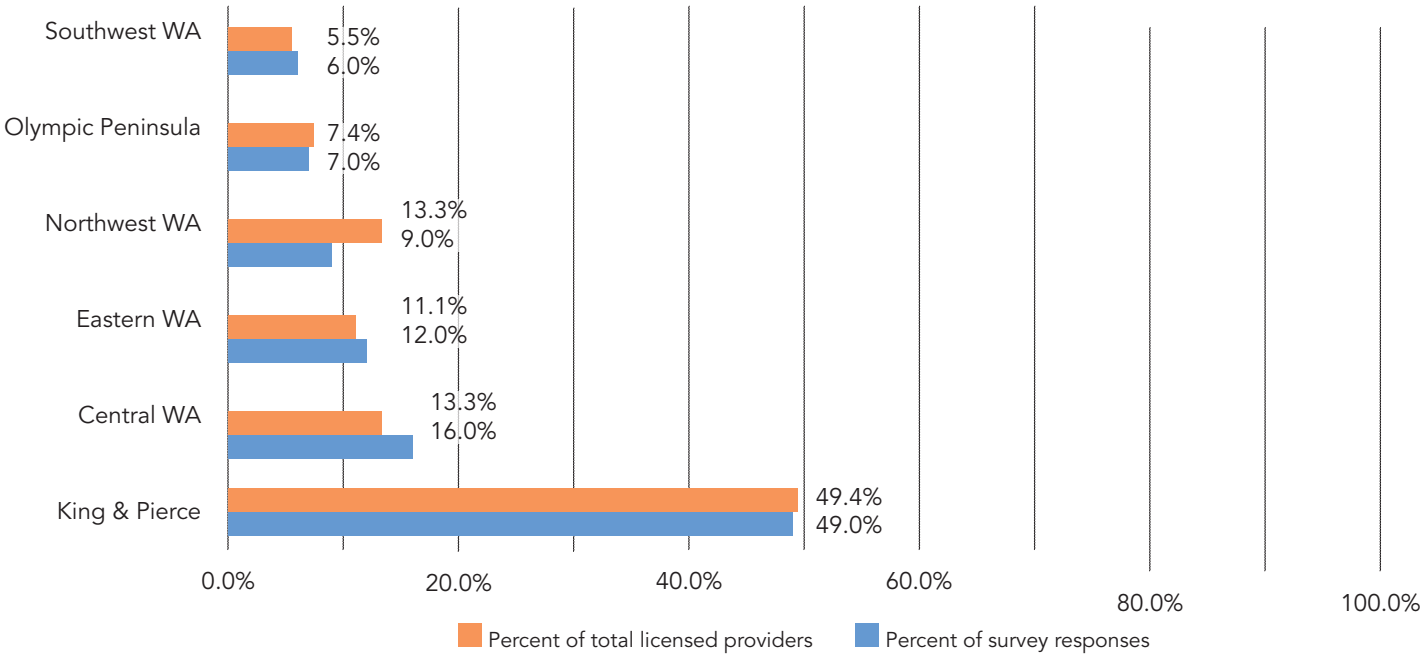
The Task Force and Workgroup provided guidance to P5FS regarding geographic groupings across the state. Currently, DCYF sets rates for eight subsidy regions based on groupings of child care prices. However, as the cost study looks beyond tuition prices and considers cost, constituents indicated a preference for using the Child Care Aware of Washington regional groupings instead. This allows for some additional comparisons of cost data with other data that are already grouped by the Child Care Aware of Washington regions. These regions are shown in Figure 5.

Figure 5: **Child Care Aware of Washington, Regional Map**



Almost 50% of survey responses came from King and Pierce counties. While this is a large portion of the responses, data on licensed child care providers show that this aligns closely with the distribution of providers across the state. Figure 6 compares the distribution of survey responses by region with the distribution of licensed providers by region.

Figure 6: **Comparison of distribution of survey responses and licensed providers, by region**



Survey responses were also analyzed for the language in which respondents chose to complete the survey and the race/ethnicity of the respondent. However, a vast majority of respondents chose not to answer the question about their race/ethnicity. In addition, it is important to note that the race/ethnicity data and language connected with the survey captures the characteristics of only the person taking the actual survey, which may or may not match the population of the other staff of the program or of children for whom they provide care. The data in Tables 2 and 3 present the language and race/ethnicity of survey respondents but are shared with those caveats.

Table 2: **Race/Ethnicity of survey respondents**

Unknown/Prefer not to say	67.02%
White	14.18%
Hispanic	7.14%
Black/African American	6.31%
Multiracial	3.33%
Asian/Pacific Islander	1.76%
American Indian/Alaskan Native	0.26%

Table 3: **Language in which survey was taken**

English	88.00%
Vietnamese	12.00%
Spanish	10.00%
Chinese	1.00%
Somali	0.71%
Amharic	0.20%
Arabic	0.20%

Child Care Provider Interviews & Focus Groups

In addition to the survey, interviews were conducted with child care providers to gather additional data. The purpose of the interviews was to: (1) gather deeper data on the cost of operating a program than could be captured through an online survey, (2) ensure data were collected from providers serving specific populations, such as infants and toddlers and children in rural communities, and providers accessing public funding, and (3) reach providers who preferred not to complete an online survey. All providers could request an interview rather than completing the online survey. Those who did complete the survey were prompted to respond whether they would like to participate in an interview to share information not collected in the survey. Proactive outreach was conducted through key state partners such Child Care Aware of Washington and the Imagine Institute to identify additional programs to interview. Interviews were conducted in English and Spanish, via zoom or telephone at a time to suit the provider.

During later stages of the data collection, outreach was targeted to providers in regions of the state that had not participated in the survey or in an interview. Targeted outreach was conducted for any underrepresented provider groups. The interviews provided additional information on how providers manage their program, including what elements, and their associated expenses, are necessary to meet the current licensing standards and the requirements of Early Achievers, the state's quality rating and improvement system. In addition, the interviews provided an opportunity to ask about what it would take to recruit and retain staff and have a financially sustainable and stable program.

During March and May 2022, the study team conducted interviews with 52 providers, many of whom represented multiple programs or programs with multiple sites. Data collected from these 52 providers represented over 400 classrooms across more than 100 sites.

In addition to the interviews, P5FS convened eight focus groups of family child care providers. In parallel to the cost of care study, P5FS also worked with DCYF to support a specific cost analysis of family child care providers as required under a Memorandum of Understanding (MOU) with the child care providers union, Service Employees International Union-925. P5FS was able to engage in an efficient approach to gathering cost data for both studies, using the seven focus groups required under the MOU to gather additional and complementary data for the cost of care study, without adding additional burden to providers. An additional focus group was added to support further data collection from Spanish-speaking providers. Across the eight focus groups, three were conducted in Spanish, one in Somali, and four in English. A total of 62 family child care providers participated in focus groups in April and May 2022.

The focus groups included questions related to (1) staffing, (2) compensation, and (3) opportunities for quality improvement. As a complement to the focus group, participants were also invited to fill out a short survey with details of their non-personnel expenses.

Both interviewees and focus group participants received a stipend of $100 to recognize the time spent participating in the study.

Washington Cost Estimation Model

P5FS developed a cost estimation model to support Washington State in understanding the cost of operating a child care program. The model was informed by the constituent input described in the prior section, drawing from provider data collection and provider input to ensure that the final model reflected the realities faced by child care providers.

At its core, the model estimates what it would cost to operate a program meeting a chosen set of characteristics, regardless of who is paying for that care. Whether a child care "slot" is filled by a child whose parents are paying full tuition or by a child whose family qualifies for the Working Connections Child Care subsidy program, the provider still needs to generate a set amount of revenue to cover their costs to provide care. The model can be used by policymakers to understand the level of investment needed to support providers as well as the fiscal impact of policy decisions, and it can also be used by advocates to make the case for increased investments, expanded family support with paying for child care, or to demonstrate the sufficiency or insufficiency of current investments.

Cost Model Methodology

The cost estimation model is an Excel-based tool based on the methodology used in the Provider Cost of Quality Calculator, an online tool from the U.S. Office of Child Care. The Excel model is customized for Washington's specific context, building on the tool P5FS developed for the Task Force in 2020. The model allows users to estimate the cost of meeting base licensing standards, with variations for program size, program type, ages of children served, and geographic location. Beyond licensing, the model also includes several program enhancements to increase understanding of the cost of going beyond minimum licensing standards. This section of the report details the components of the model that impact the cost of care at both the base licensing level and with additional program enhancements.

Determining the Base Cost of Care

Ratio and Group Size

The cost model uses ratio and group size data from Washington's child care licensing regulations as detailed below.

Table 4: **Center Ratio and Group Size**

Age Group	Ratio	Group size
Infant	1:4	8
Toddler	1:7	4
Preschool	1:10	20
School age	1:15	30

The family child care home model allows the user to enter the number of children at each age, up to a maximum of 10.

Users of the model can choose a program size based on the number of classrooms for each age or the number of total children in a home-based setting, allowing for understanding how the cost of care varies based on program size or mix of ages served.

Staffing and Personnel Expenses

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

Non-teaching staff

- Program director (one full time)
- Assistant director (0.5 FTE if less than 50 children, 1.0 FTE up to 100 children, 1.5 up to 150 children, 2.0 FTE if over 150 children)
- Administrative assistant (0.5 FTE if less than 50 children, 1.0 FTE up to 100 children, 1.5 up to 150 children, 2.0 FTE if over 150 children)

Classroom staff

The number of teachers and assistant teachers is driven by Washington's ratio and group size regulations. Each classroom has a lead teacher, with additional staff counted as assistant teachers to meet ratio requirements.

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

Family child care homes

In licensed homes, the owner/lead educator is the only staff member unless more than two infants are present, in which case an assistant is added.

Wages

The model includes several salary data sources to estimate the cost of care at different salary levels. The salary selection points include:

- **Current salaries** from the cost of care survey
- **Compensation Technical Workgroup** salary scale. This salary scale was developed in 2019 by the legislatively created workgroup. The scale has a range for each position, based on educational attainment and credentials. The cost model uses the midpoint of the range.
- **Kindergarten Teacher salaries.** This option uses data from the Bureau of Labor Statistics on kindergarten salaries across the state. Total annual salaries are used, not adjusted to account for the length of the child care year versus the school year.
- **MIT Living Wage Calculator**. This option uses workforce demographic data on family compensation to establish the living wage base for the teacher assistant position. Other positions in the model are adjusted to account for additional responsibilities of those staff. Living Wage data from MIT is used for each county and aggregated to create a regional living wage for use in the model.[1]
- **User Input**, which requires completion of wages data for each position.

Each of these salary options, except for the Compensation Technical Workgroup (CTW) scale, have regional variations for salaries. Table 5 presents the statewide average annual salary for a lead teacher in a child care center and an FCC provider/owner under each of these salary selection points. The annual salaries used for each of these selections for all positions and each region is detailed in Appendix A.

Table 5: **Annual salaries for lead teacher and FCC provider/owner under each salary scale included in cost model, statewide average**

	Lead Teacher in Child Care Center	Provider/ Owner
Current Salaries	$34,341	$40,716
Compensation Technical Workgroup	$50,248	$55,100
Kindergarten Teacher	$76,712	$105,479
MIT Living Wage	$68,819	$80,428

[1] Family composition of teacher assistants in Washington State was not available so the study team used data recently collected in the California ECE Workforce Study as a proxy.

For family child care homes, the model includes a salary for the provider/owner. Many of these providers do not pay themselves a salary, as small business owners their income is usually whatever is left over after all expenses have been paid. However, to estimate the true cost of care, and to better compare the cost of center-based and home-based care, the cost model includes a salary line for the provider/owner, while acknowledging that individual providers will make their own decisions about how they use these funds. The CTW salary scale includes a position for the FCC provider/owner. When the "current salary" option is selected, the FCC salary is equal to the provider's reported average annual income in the cost of care survey. For kindergarten salary option, the FCC provider/owner salary is based on the lead teacher salary in the center model, adjusted to account for the longer hours worked. In the MIT Living Wage Calculator scenario, the FCC salary is calculated based on the living wage calculation for a typical family composition of an FCC provider, adjusted to account for the longer hours worked and the additional responsibilities provider/owners have.

Mandatory and Discretionary Benefits

Mandatory benefits are included for all salaried staff, including FICA-Social Security at 6.2%, Medicare at 1.45%, unemployment insurance at 1% and workers' compensation at 2%.

By default, 10 days paid sick leave and 10 days paid leave is included for all staff. This is captured as an expense by including the cost to pay a substitute teacher to provide classroom coverage.

Discretionary benefits can be included at either $6,000 or $9,000 per employee per year. This might be used as a contribution to health insurance or for a suite of discretionary benefits. Data from the Kaiser Family Foundation find that the average annual single premium employer contribution to health insurance in Washington is $6,305.

A contribution to retirement can also be modified by the user, based on a percentage of an employee's salary. By default, the model includes a 6% contribution.

Non-personnel Expenses

Non-personnel costs are aggregated into the following categories:

Education Program for Children and Staff, which includes:

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

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

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

Values for each of these non-personnel categories is based on data collected from Washington child care providers for this study. The table below provides the values used in the default scenario (Center: four classrooms, serving children birth through school age; FCC: eight children).

Table 6: **Non-personnel expenses**

Expense Category	Child Care Center – Annual Amount	Family Child Care Home – Annual Amount
Education Program Expenses	$2,199 per child	$1,080 per child
Occupancy	$19,089 per classroom	$6,512 per home
Program Management and Administration	$365 per child	$524 per child

In addition to these expenses, the model also includes a 5% contribution to an operating reserve, a practice that contributes to long-term financial sustainability, and helps programs survive unexpected interruptions to their revenue or unanticipated one-time expenses.

Revenue

For the purposes of understanding the sufficiency of current revenue streams to support the cost of quality child care, the model includes revenue data. The following revenue data are included allowing the user to compare estimated costs to potential revenue:

Child Care Subsidy – federal Child Care and Development Block Grant funding

Working Connections Child Care (WCCC) subsidy rate data are used for center and home-based settings, and include quality differentials for Early Achievers levels. The model uses the most recently implemented market rates as of August 2022, which are based on the 85th percentile of the 2018 market rate survey. Because the WCCC subsidy regions are different from the Child Care Aware of Washington regions used for the cost analysis, users must select which subsidy region to use for comparing cost to subsidy rates. Users can also choose an Early Achievers level to include the higher WCCC rates for programs that have reached different Early Achievers levels.

Private tuition

Tuition data are included in the model based on the 2021 market rate study. The model uses the 85th percentile of the market rate as the tuition amount to align with where DCYF sets WCCC subsidy rates. Users must select which market region to use for comparing cost to market tuition, given that the market rate study regions are different from the Child Care Aware of Washington regions used for the cost analysis.

Child and Adult Care Food Program

The cost-estimation model accounts for revenue from the federal Child and Adult Care Food Program, or CACFP. The federal food program reimburses providers for meals served to children, with different rates based on family eligibility. The most recent CACFP rates are included, and the model assumes that all children eligible for a subsidy are also eligible for CACFP.

Adjustments to Anticipated Revenue

The model takes into account how providers operate. No program is always 100% full and as such the model adjusts the expected revenue to account for classrooms not operating at full capacity. By default, this enrollment efficiency is set at 85%, which is the industry standard, meaning that the cost per child calculations are based on the program needing to cover its expenses when only collecting revenue from 85% of the total licensed capacity.

In addition, the model also accounts for uncollected, or bad, debt. This reflects the reality that programs are not always able to collect full tuition

from families, or families leave the program while still owing tuition. This also accounts for uncollected subsidy co-payments. The model uses the industry default of 3% bad debt.

Beyond the Base — Program Enhancements

Beyond meeting base licensing standards, the model also integrates several additional program enhancements so that users can estimate the additional cost of these enhancements. These selections can also be used to estimate the cost of meeting different Early Achievers levels. Program enhancements included in the model are detailed below. Many of the enhancements include several levels with different values. Table B1 in the appendix provides additional details of these values.

Planning Time

Additional release time to allow teaching staff to engage in lesson planning, data analysis and other activities while not covering the classroom. In centers, this translates into additional classroom coverage for a floater or substitute at increasing levels. In family child care homes this translates to either a part- time or full-time assistant.

Training/Professional Development

The model includes 10 hours per employee or provider annually to meet licensing standards. In the enhancements, the model allows for 5 or 10 additional hours per year for additional training or professional development.

Family Engagement

The model allows users to include the cost of two or three family conferences per year as well as funds for the program to complete a family engagement plan for each enrolled child.

Educational Materials

The model can include the cost of child assessment tools, at increasing amounts per child, as well as the cost of a curriculum.

Inclusion Supports

The model can estimate the cost for additional supports to provide an inclusive learning environment, including the cost of additional materials and the cost for an instructional aide to support children's learning and development.

Scenario Results

As a dynamic tool, the cost estimation model can ultimately be used to calculate how much it costs to provide high-quality child care in Washington State. However, this seemingly simple question hides several additional questions that impact the answer, such as where the program is located, how old the children are, and whether the program provides services above and beyond those required by licensing. All these questions are addressed in the model, providing the user with an answer to their specific question.

To illustrate the functionality of the model and provide some insight into what it truly costs to provide child care in Washington, P5FS developed a set of scenarios. While the model can run multiple scenarios, these example scenarios use a default program size to show the impact of different variables on the cost of care. The default program sizes used in this section of the report are based on analysis of data from the child care provider survey and input from the provider workgroup. The results in this section are based on programs with the following characteristics:

- a center-based program serving 72 children, birth through school age, with one classroom of each age group (infant, toddler, preschooler, school age),
- a family child care program serving 8 children, birth through school age (1 infant, 1 toddler, 3 preschoolers and 3 school age children).

The default program includes $6,000 per employee in discretionary benefits and a 6% contribution to health insurance, as well as 10 days paid sick leave and 10 days paid vacation.

All results are shown as an annual cost per child, for each of the six regions and as a statewide average.

Cost of Care Using Current Salaries

This first scenario uses the current salary data option as the wage selection. These salaries are detailed in Appendix A, with lead teacher hourly wage ranging from around $15–$18 depending on the region. Table 7 details the estimated annual cost of care in a center, while Table 8 provides the same for a family child care home under scenario 1. Figures 7 and 8 following illustrate the gap between the cost of care and WCCC subsidy rates at the licensed level, as of August 2022 (which are based on the 85th percentile of the 2018 market rate survey). Because WCCC subsidy rates are set on different geographic regions to the regions used in the cost model, this comparison is done using the statewide cost numbers and a statewide average WCCC rate.

Table 7: **Annual cost per child, scenario 1, child care center**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants	$19,916	$20,225	$21,289	$20,608	$19,158	$19,679	$20,146
Toddlers	$14,902	$15,091	$15,875	$15,405	$14,436	$14,789	$15,083
Preschoolers	$12,896	$13,038	$13,710	$13,324	$12,548	$12,833	$13,058
School age	$6,460	$6,461	$6,833	$6,672	$6,305	$6,451	$6,530

Figure 7: **Comparison between annual cost per child, and WCCC base subsidy rate, scenario 1, child care center, statewide average**

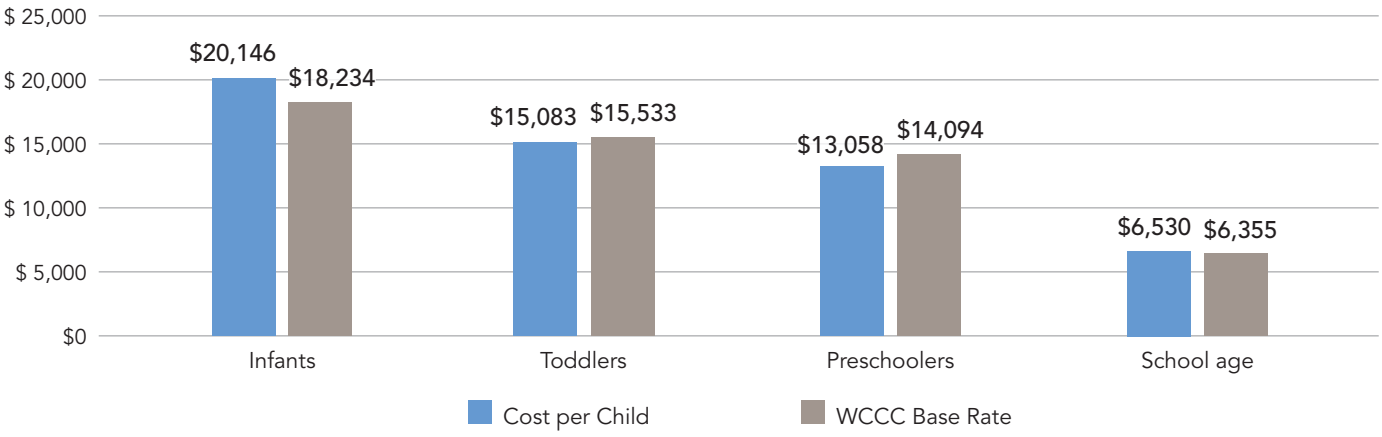
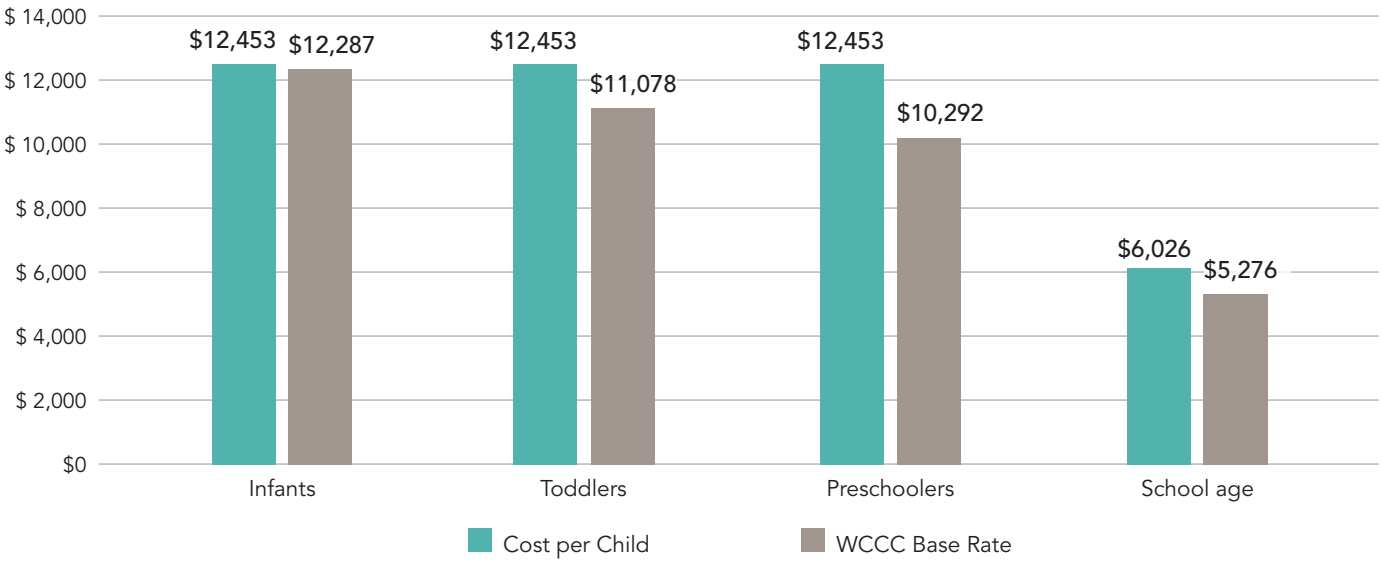


Table 8: **Annual cost per child, scenario 1, family child care**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants/ Toddlers/ Preschoolers	$15,998	$10,771	$12,811	$11,505	$12,469	$11,167	$12,453
School age	$7,741	$5,212	$6,199	$5,567	$6,033	$5,403	$6,026

Figure 8: **Comparison between annual cost per child, and WCCC base subsidy rate, scenario 1, family child care, statewide average**



Cost of Care Using MIT Living Wage Salary Scale

This second scenario uses the MIT Living Wage salary data option as the wage selection, identifying the true cost of care when everyone working in child care earns at least a living wage. Table 9 details the estimated annual cost of care in a center, while Table 10 provides the same for a family child care home under scenario 2. Figures 9 and 10 illustrate the gap between the cost of care and current WCCC subsidy rates at the licensed level.

Table 9: **Annual cost per child, scenario 2, child care center**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants	$29,767	$29,977	$35,304	$32,666	$31,303	$31,246	$34,074
Toddlers	$21,863	$22,009	$25,704	$23,875	$22,929	$22,889	$24,851
Preschoolers	$18,702	$18,822	$21,864	$20,358	$19,579	$19,546	$21,162
School age	$9,232	$9,291	$10,786	$10,046	$9,663	$9,647	$10,441

Figure 9: **Comparison between annual cost per child, and WCCC base subsidy rate, scenario 2, child care center, statewide average**

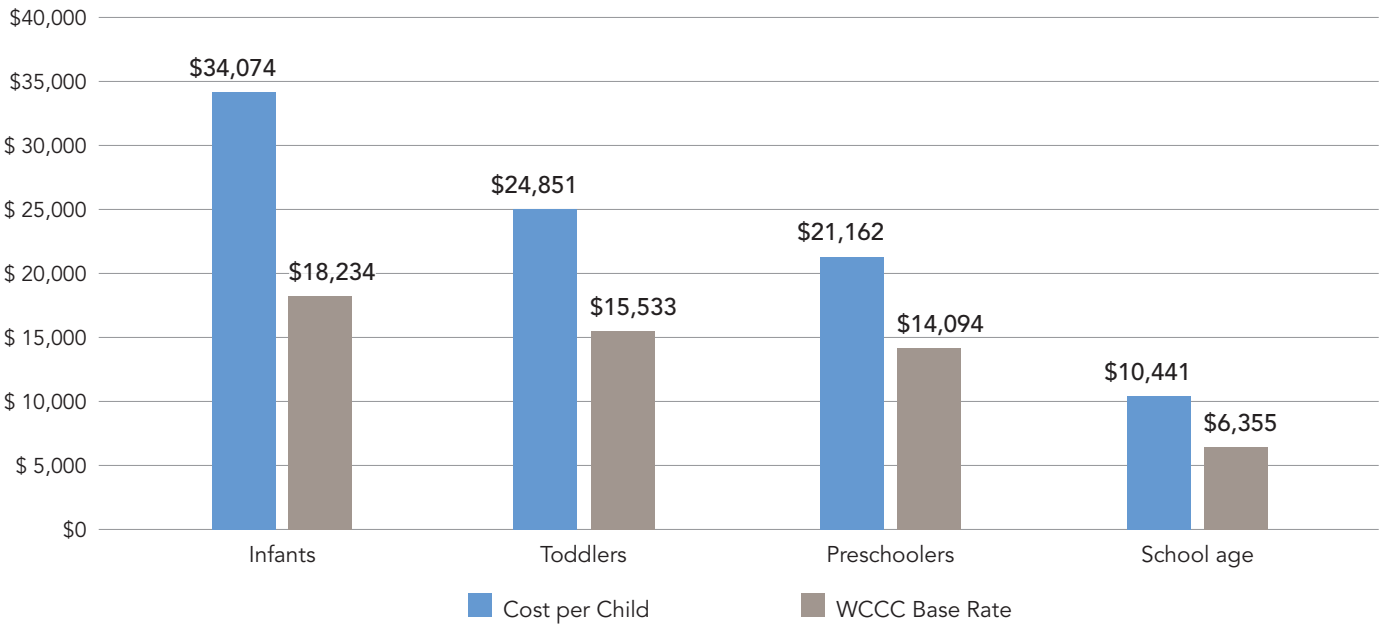
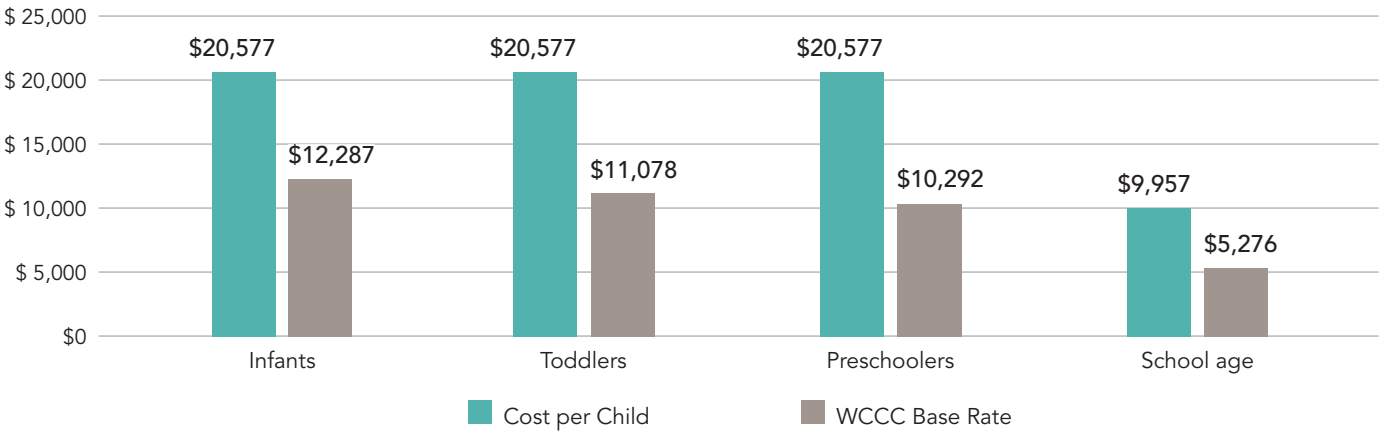


Table 10: **Annual cost per child, scenario 2, family child care**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants/ Toddlers/ Preschoolers	$19,201	$19,500	$22,882	$21,335	$20,261	$20,284	$20,577
School age	$9,291	$9,436	$11,072	$10,324	$9,804	$9,815	$9,957

Figure 10: **Comparison between annual cost per child, and WCCC base subsidy rate, scenario 2, family child care, statewide average**



Cost of Care with Program Enhancements

The cost estimation model includes the ability to run scenarios for multiple types of programs with different characteristics and meeting different quality standards. Two additional scenarios were created for illustrative purposes in this report, including additional program enhancements to understand the cost when a program goes beyond minimum licensing requirements. These two scenarios use the MIT Living Wage salary selection, ensuring that all members of the child care workforce earn at least a living wage.

Scenario 3 aligns with the requirements for a program to meet Early Achievers Level 3. Scenario 4 aligns with the requirements for a program to meet Early Achievers Level 5. As the Early Achievers standards allow programs to achieve levels based on points earned across domains there are different paths individual providers might take to reach these levels. Therefore, the study team made assumptions to determine the variables included in the model at these two levels, as detailed in Table 11. Details of all the program enhancement selection points in the model are included in the appendix, Table B1.

Table 11: **Program Enhancements included in additional scenarios**

Program Enhancement	Scenario 3 – EA Level 3	Scenario 4 – EA Level 5
Family Engagement	Family conferences twice per year $50 annually per child for family engagement plan	Family conferences three times per year $75 annually per child for family engagement plan
Training/Professional Development	15 hours annually per staff	20 hours annually per staff
Planning Release Time	8 hours per classroom per week for Centers 20 hours assistant time per week for FCC	24 hours per classroom per week for Centers; 20 hours assistant time per week for FCC
Educational Materials & Curriculum	$50 annually per child for assessment tools; $3,000 per classroom/$1500 per FCC for curriculum	$100 annually per child for assessment tools; $3,000 per classroom/$1500 per FCC for curriculum
Discretionary Benefits	15 days paid leave 10 days paid sick $6,000 contribution to health insurance 6% contribution to retirement	20 days paid leave 20 days paid sick $9,000 contribution to health insurance 6% contribution to retirement

Tables 12–15 detail the annual cost per child under these two scenarios for child care centers and family child care homes. Figures 11–14 present the average cost per child alongside the WCCC subsidy program reimbursement rate, using statewide averages for both the cost and the revenue. Scenario 3 uses the WCCC rate with the higher reimbursement for a program meeting Early Achievers Level 3. Scenario 4 uses the rate for a program meeting Early Achievers Level 5. As shown in these charts, despite the higher subsidy rates that programs meeting higher levels can receive, there is still a gap between this potential revenue and the estimated cost per child.

Table 12: **Annual cost per child, scenario 3, child care center**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants	$31,176	$31,396	$36,988	$34,220	$32,789	$32,728	$35,697
Toddlers	$23,167	$23,322	$27,257	$25,309	$24,302	$24,260	$26,349
Preschoolers	$19,964	$20,093	$23,365	$21,745	$20,907	$20,872	$22,610
School age	$9,754	$9,816	$11,402	$10,617	$10,211	$10,194	$11,036

Figure 11: **Comparison between annual cost per child under scenario 3, and WCCC subsidy rate at EA Level 3, child care center**

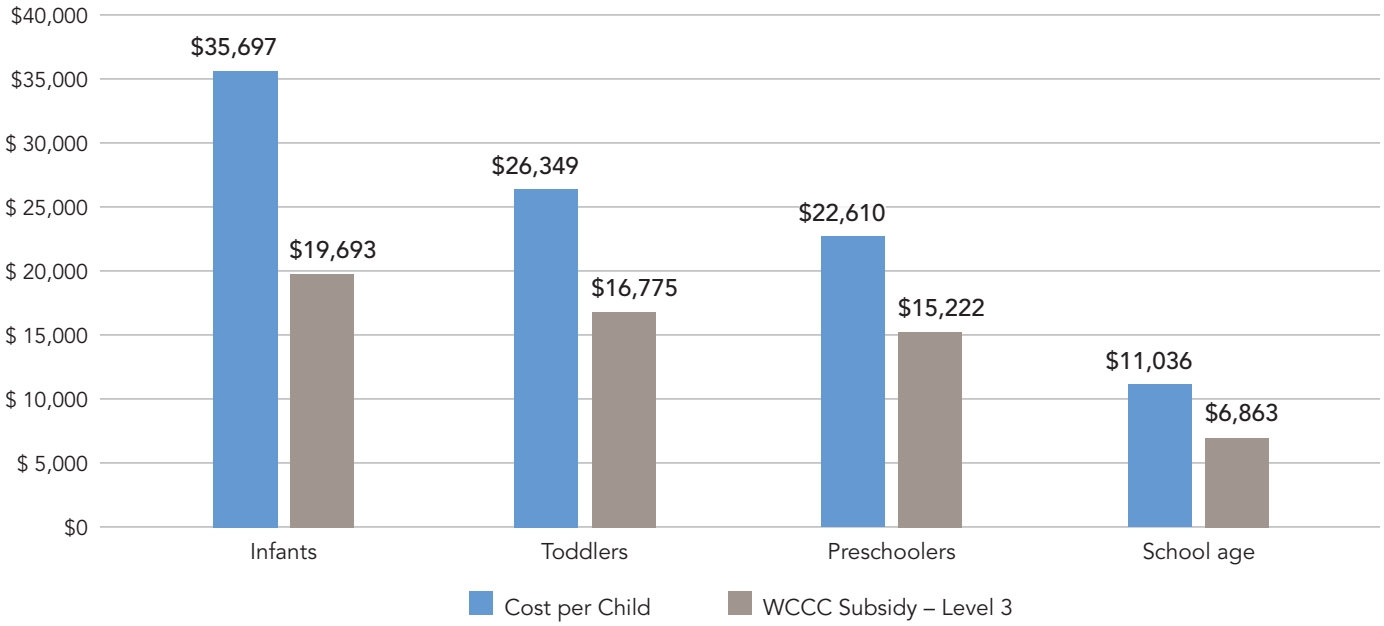


Table 13: **Annual cost per child, scenario 3, family child care**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants/ Toddlers/ Preschoolers	$28,875	$29,267	$34,742	$32,166	$30,544	$30,548	$31,860
School age	$13,972	$14,161	$16,811	$15,564	$14,779	$14,781	$15,416

Figure 12: **Comparison between annual cost per child scenario 3, and WCCC subsidy rate at EA Level 3, family child care**

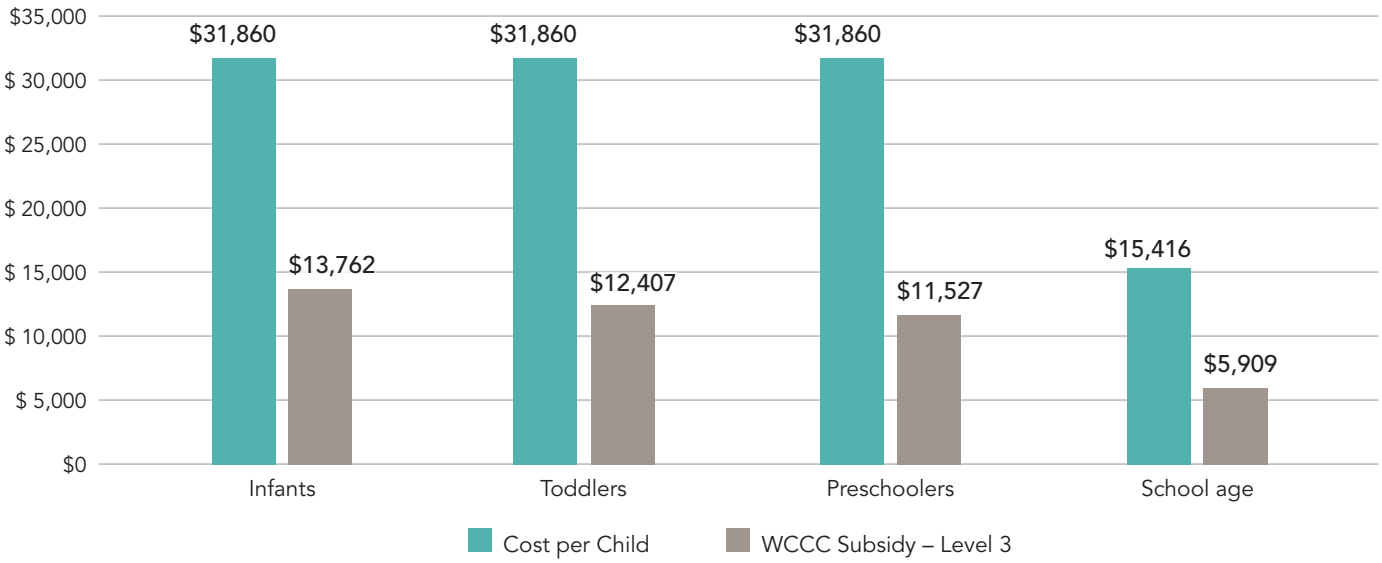


Table 14: **Annual cost per child, scenario 4, child care center**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants	$34,353	$34,595	$40,746	$37,701	$36,127	$36,060	$39,326
Toddlers	$26,028	$26,202	$30,621	$28,433	$27,303	$27,255	$29,601
Preschoolers	$22,698	$22,845	$26,571	$24,727	$23,773	$23,733	$25,711
School age	$10,827	$10,896	$12,645	$11,779	$11,331	$11,312	$12,241

Figure 13: **Comparison between annual cost per child under scenario 4, and WCCC subsidy rate at EA Level 5, child care center**

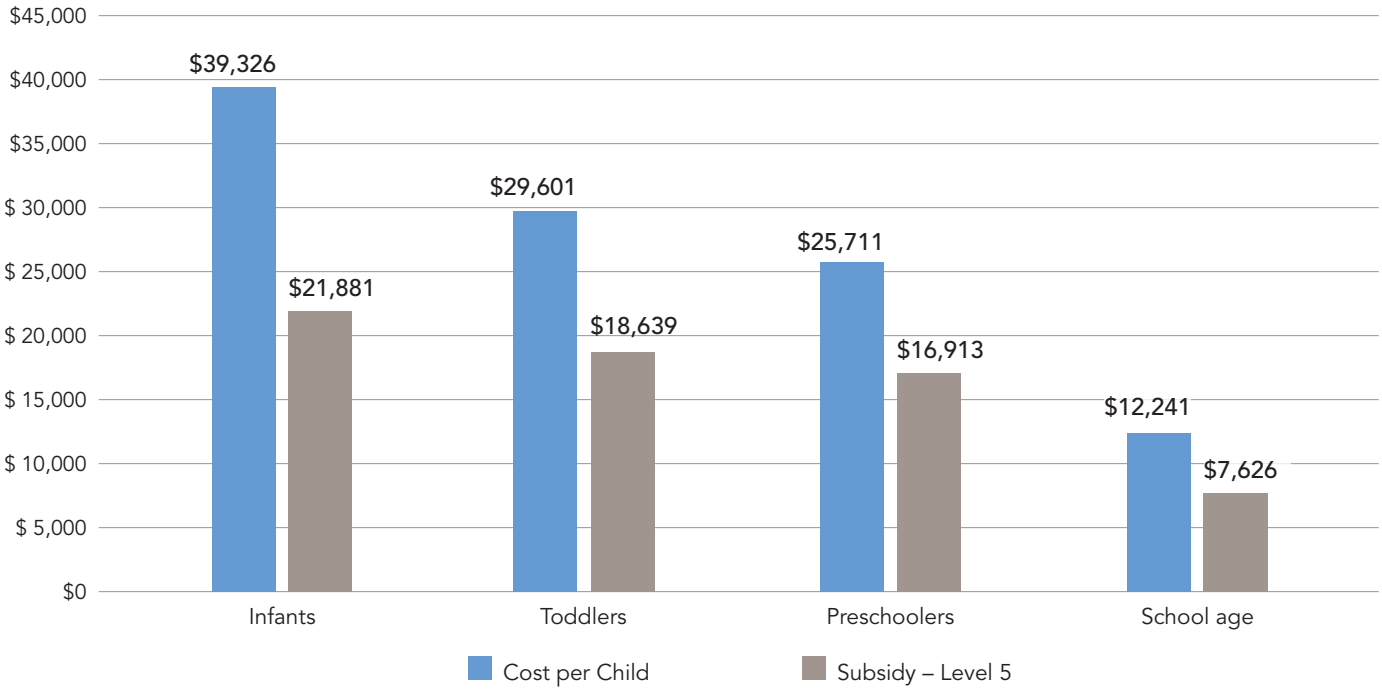
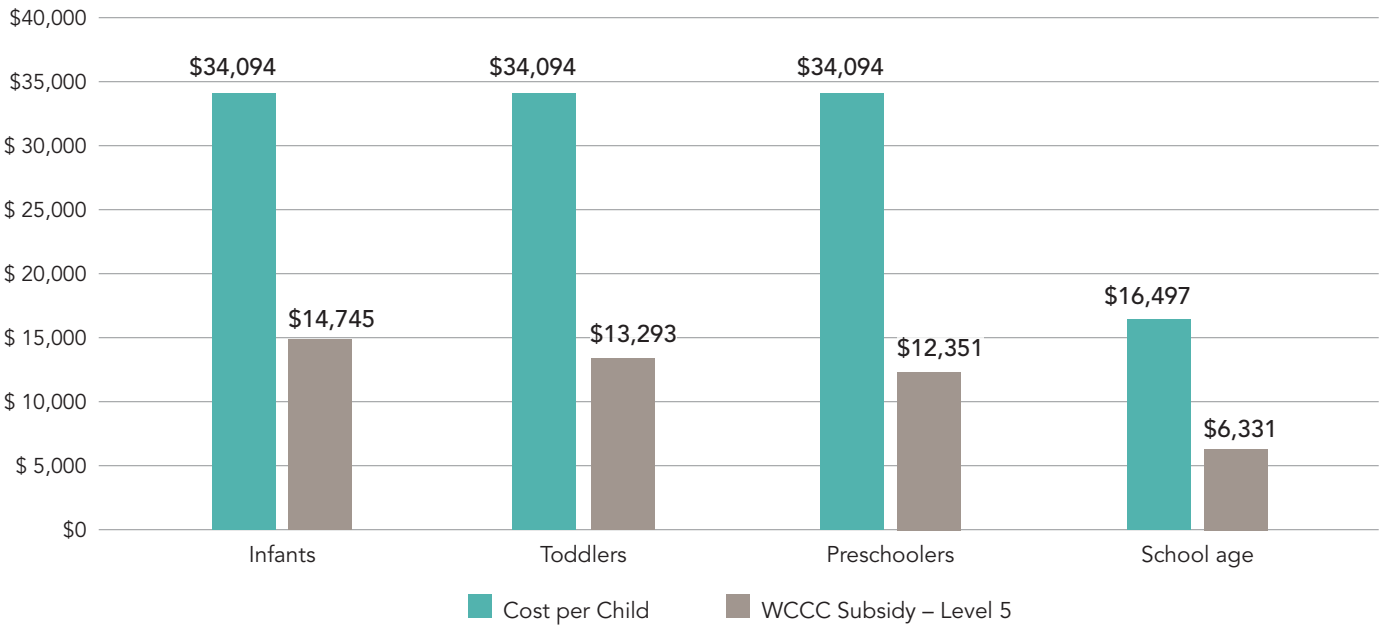


Table 15: **Annual cost per child, scenario 4, family child care**

Age Group	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA	Statewide
Infants/ Toddlers/ Preschoolers	$30,985	$31,401	$37,157	$34,452	$32,741	$32,747	$34,094
School age	$14,993	$15,194	$17,979	$16,670	$15,843	$15,845	$16,497

Figure 14: **Comparison between annual cost per child under scenario 4, and WCCC subsidy rate at Level 5, family child care**

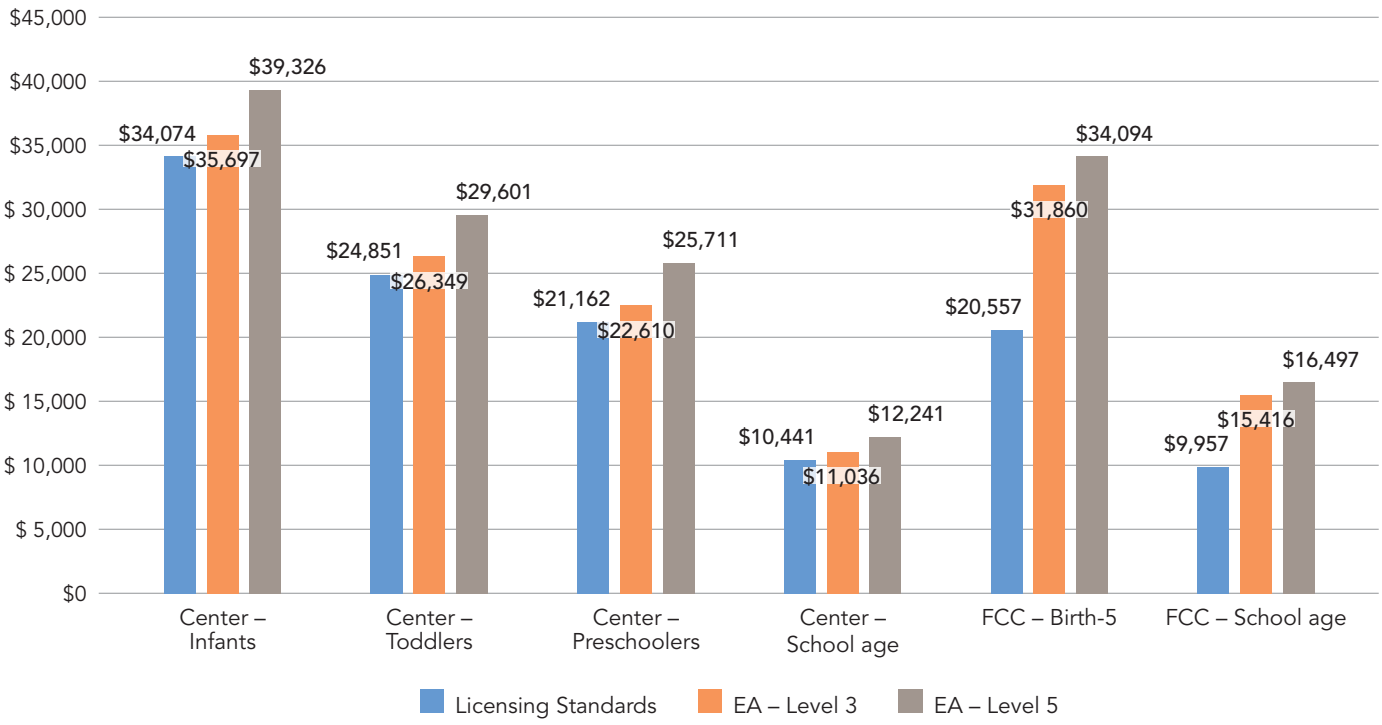


To illustrate how costs differ based on the quality standards and enhancements programs meet, Figure 15 presents a comparison of the statewide cost per child results using the MIT Living Wage salary option for a program meeting:

(a) licensing standards,
(b) Early Achievers Level 3 standards, and
(c) Early Achievers Level 5 standards.

As shown, in the child care center setting costs increase 5–7% at EA level 3, and a further 10–14% at EA level 5. In the family child care setting, costs increase 55% at EA level 3, and then a further 7% at level 5. The increase to level 3 for family child care is larger than centers due to the inclusion of a part time assistant at this level to allow for planning and release time, which is a significant cost driver shared across a small number of children.

Figure 15: **Comparison of cost per child at different quality levels**



Potential Impact of 2021 Market Rate Study

The current WCCC subsidy rates are based on market rate data from 2018 and have not been updated by DCYF to reflect the most recent market rate survey. However, data from the 2021 market rate study are available, allowing for a comparison of the estimated cost per child with the most recent data on the prices families are paying or care. Figures 16 and 17 illustrate the annual gap between the statewide average cost of care for each age group under scenario 2, using MIT living wage salaries, and the 85th percentile of the 2021 market rates.

As demonstrated, gaps continue to exist across all age groups and settings, especially for infants and toddlers in child care centers, and across infants, toddlers and preschoolers in family child care homes. These results highlight that even if WCCC subsidy rates were set at the 85th percentile of the most recent market rate survey, providers would still face a shortfall between reimbursement rates and the true cost of care. These data also show that the prices private-pay families are currently able to afford are also insufficient meaning that child care providers cannot cover the true cost of care through either WCCC subsidy or parent tuition.

Figure 16: **Comparison between annual cost of care and 85th percentile of the 2021 market rate survey, statewide average, child care center**

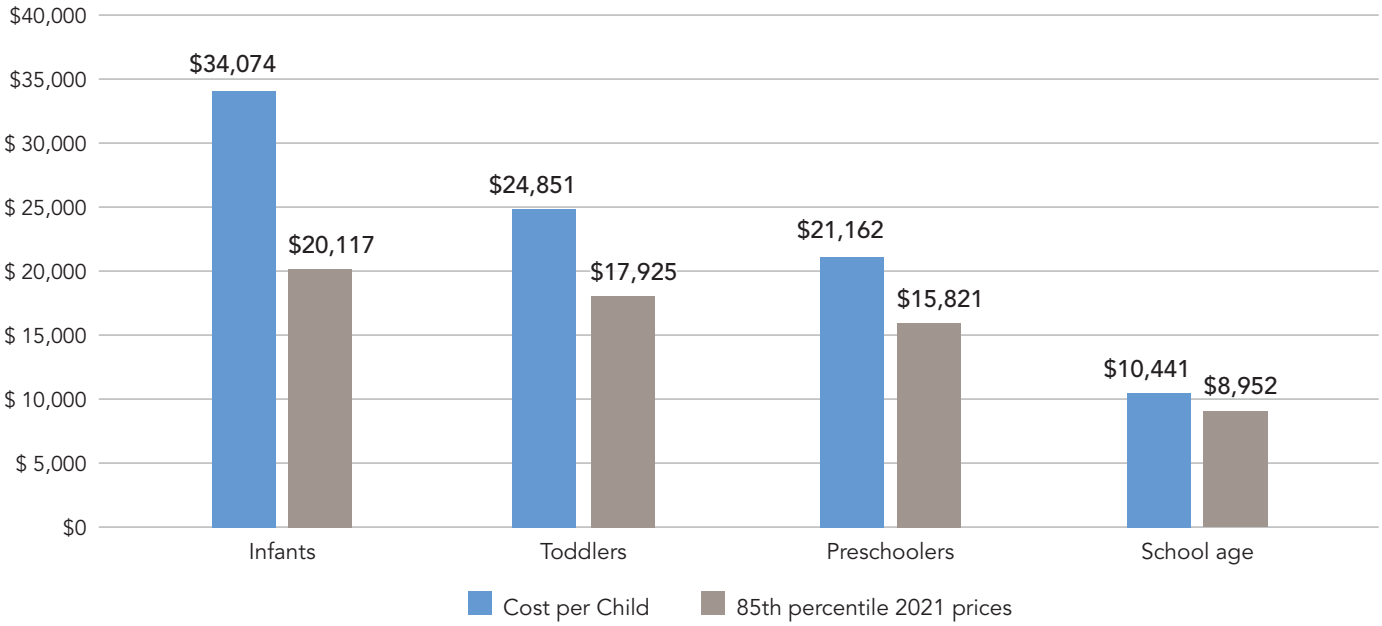
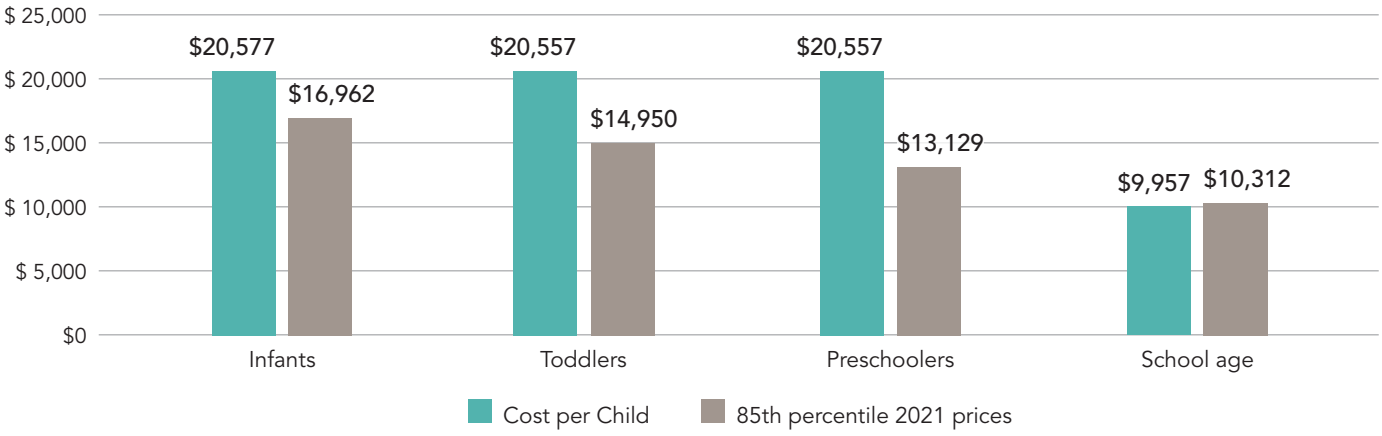


Figure 17: **Comparison between annual cost of care and 85th percentile of the 2021 market rate survey, statewide average, family child care**



Conclusion and Additional Considerations

This cost of quality study illustrates the reality faced by child care providers across the state of Washington: Current revenues are insufficient to cover the true cost of child care. As shown in the default scenario results, when estimating the cost of care using current salaries, the Working Connections Child Care subsidy rates barely cover the cost of care. For infants, the cost of care exceeds the state reimbursement rate and is higher than most families can afford. This reality becomes even more stark when considering higher salaries for the child care workforce. Data from the cost of care survey found lead teachers earning around $15 an hour on average. This is not a competitive wage in most communities, leaving child care providers struggling to recruit and retain teachers, forced to close classrooms, or putting extra strain on the remaining workforce. The study results demonstrate that the child care system is built on the backs of a workforce that is insufficiently compensated for the critical role it plays in both enabling parents to work and educating the next generation.

Given the importance of the child care workforce, the cost estimation model developed for this study estimated the cost of providing child care with higher workforce compensation. The scenarios showing the cost of care when all child care providers earn at least a living wage offers one possibility for what this higher compensation could look like. Using living wage as a baseline enables providers to offer competitive salaries for every member of the workforce, while also adjusting for the additional responsibilities of different staff. The results of these scenarios illustrate that paying educators what they deserve leaves a large gap between what providers currently receive through WCCC and the true cost with higher salaries. Given that current WCCC rates are based on market prices, it is logical to also assume that families cannot afford the cost of care with living wage salaries either.

The cost model can help illustrate how Washington State can make changes to stabilize the child care system and ensure it has a sustainable future. Policymakers can use the model to inform WCCC subsidy rate setting, ensuring that subsidy reimbursement rates are sufficient to cover the cost of operating a program. The model can also be used to understand the cost of program enhancements, including those aligned with Early Achievers. While the state currently offers a higher reimbursement rate based on Early Achievers level, the model can show what that rate differential needs to be to cover the additional costs faced by providers at higher levels of Early Achievers. The model also demonstrates the impact of different payment policies and practices. When a percentage of anticipated revenue is not collected, programs already struggling to survive on razor-thin margins face economic peril. Policies such as paying subsidy reimbursement based on child enrollment rather than attendance and increasing the use of contracting for WCCC slots can help address this issue, providing more stable funding for providers.

This cost study and the cost estimation model highlight the limitations of subsidy rates to fix the broken child care system. To qualify for assistance under WCCC, families must earn under 60% of

the state median income, or around $51,000 for a family of three. And even when families do qualify, the most recent data available estimates only 13% of eligible children birth through five actually received assistance through the subsidy program. As shown in Figures 16 and 17, the true cost of care is higher than the prices families are currently paying in the private market as of 2021, making it clear policymakers need to address the need for support beyond families who currently qualify for WCCC, with the true cost of child care being unaffordable for all but the wealthiest families in Washington State. When considering the true cost of child care, policymakers should consider eligibility levels for public assistance to ensure that all families are able to access affordable child care. In addition, the state can look at ways to support all child care providers, beyond the subsidy system. The results of the cost model can help illustrate what level of support is needed to provide a stable and sustainable child care program. The COVID-19 pandemic saw states experiment with many different approaches to funding child care programs, including direct grants to programs and stipends to educators, recognizing that the pandemic was impacting all parts of the system, not just the publicly funded programs, and that child care played a vital role in the economy.

The crisis in child care existed long before the pandemic and will continue long after if no enduring changes are made to the way child care programs are funded. Washington state leaders have shown a significant commitment to early childhood in recent years. The results of this cost study and the cost estimation model can serve as invaluable tools to policymakers to guide future decisions and ensure that the child care system is fully funded and able to meet the needs of children, the early childhood workforce, child care providers, and the broader economy that relies on parents' ability to access affordable child care.

Appendix

Table A1: **Current salaries, based on cost of quality survey data**

	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA
Program Director	$35,265	$34,944	$40,569	$40,035	$35,626	$37,503
Assistant Director	$31,738	$31,449	$36,512	$36,032	$32,063	$33,752
Admin Assistant	$30,139	$30,139	$34,175	$30,139	$30,139	$30,139
Lead Teacher	$32,550	$32,552	$37,261	$36,252	$31,302	$33,210
Assistant Teacher	$28,579	$28,451	$29,126	$27,772	$26,040	$26,780
Aide/Floater	$22,616	$26,597	$26,342	$23,656	$19,781	$20,625
FCC Provider/Owner	$58,043	$32,493	$42,462	$36,079	$40,789	$34,427
FCC Assistant Teacher	$28,579	$28,451	$29,126	$27,772	$26,040	$26,780

Source: P5FS cost of quality survey, administered March–April 2022.

Table A2: **Compensation Technical Workgroup Salary Scale salaries used in model**

	Mid-point of CTW Salary Scale
Program Director	$54,654
Assistant Director	$49,188
Admin Assistant	$45,936
Lead Teacher	$50,248
Assistant Teacher	$46,738
Aide/Floater	$35,540
FCC Provider/Owner	$55,100
FCC Assistant Teacher	$46,738

Notes: The CTW salary scale provides a statewide compensation number, so no regional salaries are displayed under this option. The salary scale includes different salary points based on the education levels and credit hours of individual staff members. For modeling purposes, the average of the top and bottom points on the salary scale is used in the model when the CTW option is selected.

Source: Washington State Department of Children, Youth, and Families, "Report to the Washington State Legislature: Compensation Technical Workgroup", (DCFY, 2019). Available at https://www.dcyf.wa.gov/sites/default/files/pdf/reports/CompensationTechWrkgrpRprt.pdf

Table A3: **Kindergarten parity salaries used in model**

	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA
Program Director	$108,619	$105,622	$119,557	$115,572	$110,523	$119,557
Assistant Director	$89,768	$87,291	$98,808	$95,514	$91,341	$98,808
Admin Assistant	$51,506	$50,085	$56,693	$54,803	$52,409	$56,693
Lead Teacher	$73,580	$71,550	$80,990	$78,290	$74,870	$80,090
Assistant Teacher	$51,506	$50,085	$56,693	$54,803	$52,409	$56,693
Aide/Floater	$51,506	$50,085	$56,693	$54,803	$52,409	$56,693
FCC Provider/Owner	$101,173	$98,381	$111,361	$107,649	$102,946	$111,361
FCC Assistant Teacher	$51,506	$50,085	$56,693	$54,803	$52,409	$56,693

Notes: Regional salaries derived from metropolitan and non-metropolitan area estimates. FCC provider/owner salary is based on lead teacher hourly pay (annual salary divided by 2,080 hours per year), multiplied at 55 hours per week to account for the longer hours worked by home-based providers.

Source: Source: U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics, "May 2021 State Occupational Employment and Wage Estimates: Washington", (U.S. Department of Labor, Washington, DC: 2021). Available at: https://www.bls.gov/oes/current/oes_wa.htm.

Table A4: **MIT Living Wage salaries used in model**

	Central WA	Eastern WA	King & Pierce	Northwest WA	Olympic Peninsula	Southwest WA
Program Director	$85,245	$86,041	$106,257	$96,248	$91,075	$90,857
Assistant Director	$70,451	$71,108	$87,816	$79,544	$75,268	$75,088
Admin Assistant	$44,420	$44,835	$55,369	$50,154	$47,458	$47,344
Lead Teacher	$57,746	$58,286	$71,980	$65,200	$61,695	$61,548
Assistant Teacher	$44,420	$44,835	$55,369	$50,154	$47,458	$47,344
Aide/Floater	$44,420	$44,835	$55,369	$50,154	$47,458	$47,344
FCC Provider/Owner	$73,702	$75,164	$91,695	$84,133	$78,881	$78,995
FCC Assistant Teacher	$44,420	$44,835	$55,369	$50,154	$47,458	$47,344

Notes: To estimate the living wage for each region, the study team collected data from the MIT Living Wage calculator for the counties in each of the six regions. Because living wage varies based on family composition, the study team developed a composite living wage based on the typical family size of an assistant teacher and a family child care provider in a nearby populous state where this data was available (it was not available for Washington State). This allowed for the calculation of two living wages for each region, adjusted for family composition. The first, based on family composition of assistant teachers, is used in the child care center model for the lowest paid members of the workforce, namely the assistant teacher and aide/floater. This is also used for the assistant teacher in the home-based model. Salaries for other staff positions are computed based on this living wage, increased to account for the additional job responsibilities. This increase is based on data collection in Washington State and data collected in similar studies P5FS has conducted in several other states to understand the spread between pay of the different members of the early childhood workforce. The second calculated living wage, based on the family composition of family child care providers, is used in the family child care cost model for the provider/owner. The hourly wage is adjusted to reflect the responsibilities of a provider/owner and multiplied by 2,860 hours to calculate an annual salary based on a 55-hour work week for the provider/owner.

Table B1: **Program Enhancement Options**

Variable/ Setting	Base Value (Licensing)	Additional Selection Point 1	Additional Selection Point 2	Additional Selection Point 3
Non-Classroom Staffing Pattern				
Center	• Program Director (1.0 FTE) • Program Supervisor/ Assistant Director (0.5 FTE if <50 children, 1 FTE up to 100 children, 1.5 FTE up to 150 children, 2 FTE if over 150 children) • Administrative Assistant (0.5 FTE if <50 children, 1 FTE up to 100 children, 1.5 FTE up to 150 children, 2 FTE if over 150 children)	Add Curriculum Coordinator • (0.5 FTE if <50 children, 1 FTE up to 100 children, 1.5 FTE up to 150 children, 2 FTE if over 150 children)		
FCC	• Full time Provider Owner			
Plannning Time				
Center	None	10% additional coverage per classroom for quality-related activities • 8 hours per classroom per week	20% additional coverage per classroom for quality-related activities • 16 hours per classroom per week	30% additional coverage per classroom for quality-related activities • 24 hours per classroom per week
FCC	None	Add assistant teacher • 20 hours per week	Add assistant teacher • 40 hours per week	
Training/Professional Development				
Center and FCC	10 hours per provider/ employee, annually	15 hours per provider/ employee per year	20 hours per provider/ employee per year	

Table B1: **Program Enhancement Options** *Continued*

Variable/ Setting	Base Value (Licensing)	Additional Selection Point 1	Additional Selection Point 2	Additional Selection Point 3
Family Engagement				
Center and FCC	Complete self-assessment, attempt to review with family • 1 hour of planning time, per child annually	Conferences 2 times a year, per child • 2 hours of floater/ substitute coverage per conference $50 per child annually for family engagement plan	Conferences 3 times a year, per child • 2 hours of floater/ substitute coverage per conference $75 per child for family engagement plan	Conferences 3 times a year, per child • 2 hours of floater/ substitute coverage per conference $100 per child for family engagement plan Family Engagement Specialist, 1 FTE per 46 children, paid at assistant director salary
Educational Materials				
Center and FCC	Included in nonpersonnel default	Child assessment tools • $50 per child per year Curriculum • $3,000 per class-room (Centers) • $1,500 per FCC	Child assessment tools • $75 per child per year Curriculum • $3,000 per class-room (Centers) • $1,500 per FCC	Child assessment tools • $100 per child per year Curriculum • $3,000 per class-room (Centers) • $1,500 per FCC
Inclusion Supports				
Center and FCC	None required with cost drivers	$250 per child on Individualized Education Plan (IEP) per year, for materials 5 hours per week per child, for instructional aid	$375 per child on IEP per year, for materials 10 hours per week per child, for instructional aid	$500 per child on IEP per year, for materials 15 hours per week per child, for instructional aid