



### Statement of Philosophy

To establish a comprehensive and equitable system for job evaluation, pay classification, compensation policies, and salary adjustments that comply with state and federal laws and support the mission of Kids Central Incorporated through fair, competitive, and sustainable compensation practices.

---

(Note: These policies may be amended at any time. They do not constitute an employment contract and are provided here only for ease of reference and without any warranty of accuracy.)

---

### 1. Authority

- a. The Board of Directors authorizes the Executive Director to establish a job evaluation system and compensation policies in consultation with the Policy Council. These shall comply with state and federal legislation and be established and implemented to promote internal fairness, effective recruitment, and staff retention.
- b. Pay Ranges: The Board of Directors authorizes the Executive Director to establish a set of pay ranges and classification assignments for all staff positions. The CFO/Comptroller shall be responsible for establishing and maintaining the pay program.
- c. Compensation Policy: The Board of Directors retains the authority to establish compensation guidelines for annual increases and the principles and standards for distribution, except as noted below. The Board of Directors shall make all recommendations regarding the distribution of salary increase funds. The Board of Directors shall be responsible for making all recommendations concerning the annual increase amount when funds are available for any such increase.
  - The Board of Directors delegates to the Executive Director the responsibility to set starting salaries and any changes in salary staff. The Executive Director shall review and establish such salaries upon recommendation.



- The Board of Directors delegates to the Executive Director the authority to award equity increases so long as the funds come from previously approved dollars committed to base annualized salary funds.
- The Board of Directors authorizes the Executive Director to establish compensation policies for personnel actions, including promotion, transfer, demotion, and reclassification.

## 2. Establishment of Pay Ranges and Position Grades

### a. Pay Ranges

- Wage and Salary Schedules will be established by the Board of Directors, including hourly rates for non-exempt staff members and annual rates for exempt staff members. Refer to Appendix A: Pay Ranges & Position Grades.
- Each pay range consists of minimum and maximum dollar amounts at each end of the scale. The pay range minimum is the lowest pay rate for all jobs in a particular range, and the maximum is the highest rate staff members may attain.

### b. Assignment of Classified Jobs to Pay Ranges

- Generic classifications are assigned to a specific pay range. If directly related compensation data is unavailable, the classification will be assigned to a range by considering specialization and education.
- Similarity of managerial responsibilities or professional expertise with other comparable classifications with Kids Central Incorporated.
- Similar background requirements, education, and experience with other comparable Kids Central Incorporated classifications.



### 3. Determination of Exempt/Non-Exempt Status

- a. Every job shall be designed as exempt or non-exempt as defined by the Fair Labor Standards Act. Each job description will determine and list the exempt or non-exempt status.

### 4. Pay by the Hour Policies (Pertains to Non-Exempt Pay Policies)

- a. Hours Worked
  - Definition and Authority. The workweek begins on Sunday and ends on Saturday. The standard workweek is 37.5 for office, support, and technical staff and 40 hours for facility, service, and other staff. Authority to determine what constitutes time worked to comply with FLSA resides with the CFO/CFO/Comptroller with advice from the Executive Director as appropriate.
  - Records. The CFO/Comptroller is responsible for maintaining time and attendance records, which must be completed by the staff member and approved by the supervisor using the current payroll platform system.
  - Work Schedules. Without prior approval, the supervisor may not change a staff member's regular work schedule. When this occurs, the supervisor must give reasonable advance notice to the staff members. This policy is intended to cover permanent or significant changes and not prohibit flexibility in dealing with short-term needs.
  - Rest Periods. Each full-time staff member can take up to two 15-minute rest periods per day away from their job, considered time worked. The immediate supervisor will determine when this may occur.



### 5. Types of Continuing Increases

#### a. Authority

The Board of Directors can establish compensation guidelines for continuing increases. The Executive Committee of the Board of Directors shall make recommendations regarding the distribution of salary increase funds.

#### b. Across-the-Board Increases

Definition. An across-the-board increase is an annualized, fixed percentage amount applied to all pay ranges and all staff salaries. All across-the-board increases depend upon the available funds allocated for that purpose. Across the board, increases are withheld in certain circumstances, including cases of poor performance as determined by the Executive Director in consultation with the CFO/Comptroller and the employee's direct supervisor.

#### c. Merit Increases

- Definition. Merit increases are pay increases that may be awarded each fiscal year to staff members for excellence in work performance based on an annual review by the employment department. All merit increases depend upon the available funds allocated for that purpose.
- Limitations. No meritorious performance increases may be awarded, that cause staff members' salaries to exceed their salary range maximum.

#### d. Career Advancement

- Employees may receive pay increases through achieving a higher credential level (e.g., completing a degree or obtaining a CDL) and/or reaching a service milestone (e.g., 2-year, 5-year, etc. anniversary). All increases must be approved by the Executive Director in accordance with this policy.



## 6. Credential Levels and Years of Service Steps

### a. Policy Purpose

Kids Central, Inc., is committed to hiring and retaining qualified and experienced education staff. As part of this commitment, we have established a structured pay scale based on credential levels and years of service to ensure fair compensation. This policy supports organizational goals to reduce turnover, promote stability, and provide high-quality services to children and families, while also aligning with Head Start Program Performance Standard 1302.90(e).

### b. Policy Scope

The following policy and procedures apply to all education staff members in position Grades 2 and 5. Each employee in the applicable position grades is assigned both a **Credential Level (CL)** and a **Years of Service Step (YS)**. These two components together determine the employee's pay rate.

### c. Credential Levels (CL)

Credential Levels reflect educational attainment, professional credentials, and relevant experience. The CL scale ranges from CL-0 up to CL-20. A detailed breakdown of qualifying credentials and requirements for each level is maintained in this policy (see Appendix B: Position Grade 2 Pay Scale and Appendix C: Position Grade 5 Pay Scale).

### d. Definitions

For clarification, the following definitions will be effective in determining credential levels.

- **Career Studies Certificates:** For credential level 7 through 10 the employee must have both the Virginia College Career Studies Certificate, one in Early



Child Education and the other one in Infant/Toddler. If the employee only has one certificate, it is equivalent to a CDA.

- **CDA:** The Child Development Associate (CDA) credential is a widely recognized certification in early childhood education, demonstrating a professional's knowledge and skills in caring for and educating young children, administered by the Council for Professional Recognition. There are three types of CDAs that are relevant at Kids Central (Center-Based Infant-Toddler, Center-Based Preschool, and Home Visitor).
- **CDL:** A Virginia Commercial Driver's license (CDL) with the school bus and passenger endorsements.
- **Equivalent Coursework:** Equivalent coursework is determined by the Executive Director. Coursework must be from an accredited academic or professional establishment. The coursework must relate to the employee's current job description.
- **Experience:** Experience at the credential level is professional work experience that is related to the current job description as determined by the Executive Director.
- **Qualifying Credentials:** Qualifying credentials is a credential that meets the position requirements.
- **Qualifying Virginia Apprentice Certificate:** A Virginia Apprentice [certification](#), issued by the Virginia Department of Labor and Industry, signifies completion of a registered apprenticeship program, combining on-the-job training and classroom learning, and provides a nationally recognized credential. To qualify the apprenticeship must be related to the current job description.

### e. Years of Service Steps (YS)

# COMPENSATION MANAGEMENT: PAY RANGES AND PAY SCALES



## POLICY

Effective Date: 06/01/2025

Years of Service Steps reflect tenure at Kids Central, Inc., based on the employee's most recent hire date or the most recent Baseline/Grade (BL/G) increase. These steps range from YS-0 (less than 2 years) to YS-9 (40+ years) as follows:

YS	YEARS OF SERVICE STEPS
0	Less than 2 years of experience from the last hire date.
1	2-year anniversary date
2	5-year anniversary date
3	10-year anniversary date
4	15-year anniversary date
5	20-year anniversary date
6	25-year anniversary date
7	30-year anniversary date
8	35-year anniversary date
9	40-year anniversary date

### f. Pay Rate Determination Process

#### 1) Initial Placement

Upon hiring, employees are placed on the pay scale based on their verified credential level and prior qualifying experience. Kids Central may credit prior professional experience when determining the initial step.

#### 2) Maintenance of Pay Rates

The CFO/CFO/Comptroller will maintain and update the pay rate chart based on budget allowances, cost-of-living adjustments (COLA), and funding availability.

#### 3) COLA Adjustments

When COLA funding is received, base rates for each credential level will increase accordingly.

#### 4) Approvals and Oversight



- All pay-scale rate changes must be approved by both the Policy Council and the Board of Directors.
- The Executive Director must approve all career level placements and any changes to pay rates.
- The Human Resources Specialist is responsible for determining employee compensation based on the established pay scales, submitting it to the Executive Director for approval, notifying staff, and updating payroll systems.

### 5) **Career Advancement**

Employees may receive pay increases through:

- Achieving a higher credential level (e.g., completing a degree or obtaining a CDL).
- Reaching a service milestone (e.g., 2-year, 5-year, etc. anniversary). All increases must be formally approved in accordance with this policy.

### **Conduct and Violations:**

Any violations of this policy will be considered a serious offense subject to disciplinary action up to and including termination.

### **Professional Development:**

Kids Central's Human Resources Specialist will provide training on this policy during orientation at the time of hire.

### **Appendices**

- Appendix A: Pay Ranges & Position Grades
- Appendix B: Position Grade 2 Pay Scale
- Appendix C: Position Grade 5 Pay Scale

**Kids Central Incorporated**  
**Pay Ranges & Position Grades**  
**Effective 06/01/2025**

**Appendix A: Pay Ranges & Position Grades**

Grade	Period	Minimum	Midpoint	Maximum
P1	Administrative Aide, General Worker; Customer Service Representative; Janitor			
	Annual	\$28,600.00	\$35,828.00	\$43,056.00
	Hourly	\$13.75	\$17.23	\$20.70
P2	Classroom Assistant/Cook/Housekeeper; Classroom Assistant; Classroom Assistant/Bus Driver			
	Annual	\$29,120.00	\$37,419.20	\$45,718.40
	Hourly	\$14.00	\$17.99	\$21.98
P3	Food Services Specialist; Maintenance Worker; Mechanic			
	Annual	\$30,950.40	\$39,655.20	\$48,360.00
	Hourly	\$14.88	\$19.07	\$23.25
P4	Family Advocate;			
	Annual	\$31,200.00	\$41,652.00	\$52,104.00
	Hourly	\$15.00	\$20.03	\$25.05
P5	Teacher; Lead Caregiver; Home Visitor			
	Annual	\$38,480.00	\$47,164.00	\$55,848.00
	Hourly	\$18.50	\$22.68	\$26.85
P6	Financial Services Assistant; Human Resource Specialist; Health Services Specialist			
	Annual	\$39,520.00	\$50,637.60	\$61,755.20
	Hourly	\$19.00	\$24.35	\$29.69
P7	Active Supervision Specialist; Practice-Based Coach; Family Involvement/Disabilities Specialist			
	Annual	\$42,806.40	\$54,849.60	\$66,892.80
	Hourly	\$20.58	\$26.37	\$32.16
P8	Education Supervisor			
	Annual	\$58,760.00	\$76,180.00	\$93,600.00
	Hourly	\$28.25	\$36.63	\$45.00
P9	CFO/Comptroller; Assistant Director of Child and Family Services; Assistant Director of Education			
	Annual	\$69,472.00	\$89,013.60	\$108,555.20
	Hourly	\$33.40	\$42.80	\$52.19
P10	Executive Director			
	Annual	\$80,454.40	\$103,084.80	\$125,715.20
	Hourly	\$38.68	\$49.56	\$60.44

All annual rates are based on 2080 hours/52 weeks per year.

Approved by Policy Council on May 14, 2025

Approved by the Board of Directors on May 20, 2025

## Position Grade 2 Pay Scale

**2025 - 2026**

Effective: June 1, 2025

### Appendix B: Position Grade 2 Pay Scale



YS	YEARS OF SERVICE STEPS
0	Less than 2 years of experience from last hire date.
1	Increase at 2 year anniversary date
2	Increase at 5 year anniversary date
3	Increase at 10 year anniversary date
4	Increase at 15 year anniversary date
5	Increase at 20 year anniversary date
6	Increase at 25 year anniversary date
7	Increase at 30 year anniversary date
8	Increase at 35 year anniversary date
9	Increase at 40 year anniversary date

### Position Grade 2: Classroom Assistant/Cook/Housekeeper, Classroom Assistant, & Classroom Assistant/Bus Driver

CL	CREDENTIAL LEVEL	CL	YS0	YS1	YS2	YS3	YS4	YS5	YS6	YS7	YS8	YS9
0	Entry level, no qualifying credentials, no experience (Probationary Period)	0	\$14.00									
1	Entry level, no qualifying credentials, 6 Months of KCI Experience and Honorable Attendance	1	\$14.21	\$14.35	\$14.50	\$14.64	\$14.79	\$14.93	\$15.08	\$15.24	\$15.39	\$15.54
2	Entry level, no qualifying credentials, 2+ years experience at hire date	2	\$14.42	\$14.57	\$14.71	\$14.86	\$15.01	\$15.16	\$15.31	\$15.46	\$15.62	\$15.77
3	CDA, Qualifying Virginia Apprentice Certificate, or CDL, with no experience at hire date	3	\$14.64	\$14.79	\$14.93	\$15.08	\$15.23	\$15.39	\$15.54	\$15.70	\$15.85	\$16.01
4	Meet the requirements of CL #3 with 2+ years of experience at hire date.	4	\$14.86	\$15.01	\$15.16	\$15.31	\$15.46	\$15.62	\$15.77	\$15.93	\$16.09	\$16.25
5	Meet 1 certificate requirement in CL#3 and a CDL with School Bus and Passenger endorsements	5	\$15.08	\$15.23	\$15.39	\$15.54	\$15.69	\$15.85	\$16.01	\$16.17	\$16.33	\$16.49
6	Meet the requirements of CL #5 with 2+ years experience at hire date.	6	\$15.31	\$15.46	\$15.62	\$15.77	\$15.93	\$16.09	\$16.25	\$16.41	\$16.58	\$16.74
7	College Career Studies Certificate in Early Child Education and Infant/Toddler.	7	\$15.54	\$15.69	\$15.85	\$16.01	\$16.17	\$16.33	\$16.49	\$16.66	\$16.83	\$16.99
8	Meet the requirements of CL #7 with 2+ years of experience at hire date.	8	\$15.77	\$15.93	\$16.09	\$16.25	\$16.41	\$16.58	\$16.74	\$16.91	\$17.08	\$17.25
9	Meet the requirements of CL #7 and a CDL with School Bus and Passenger endorsements	9	\$16.01	\$16.17	\$16.33	\$16.49	\$16.66	\$16.82	\$16.99	\$17.16	\$17.33	\$17.51
10	Meet the requirements of CL #9 with 2+ years experience at hire date.	10	\$16.25	\$16.41	\$16.57	\$16.74	\$16.91	\$17.08	\$17.25	\$17.42	\$17.59	\$17.77
11	Associates degree in child development, early childhood education, or equivalent coursework.	11	\$16.49	\$16.66	\$16.82	\$16.99	\$17.16	\$17.33	\$17.51	\$17.68	\$17.86	\$18.04
12	Meet the requirements of CL #11 with 2+ years of experience at hire date.	12	\$16.74	\$16.91	\$17.08	\$17.25	\$17.42	\$17.59	\$17.77	\$17.95	\$18.13	\$18.31
13	Meet the requirements of CL #11 and a CDL with School Bus and Passenger endorsements	13	\$16.99	\$17.16	\$17.33	\$17.50	\$17.68	\$17.86	\$18.03	\$18.22	\$18.40	\$18.58
14	Meet the requirements of CL #13 with 2+ years experience at hire date.	14	\$17.24	\$17.42	\$17.59	\$17.77	\$17.94	\$18.12	\$18.31	\$18.49	\$18.67	\$18.86
15	Baccalaureate degree in child development, early childhood education, or equivalent coursework.	15	\$17.50	\$17.68	\$17.86	\$18.03	\$18.21	\$18.40	\$18.58	\$18.77	\$18.95	\$19.14
16	Meet the requirements of CL #15 with 2+ years of experience at hire date.	16	\$17.77	\$17.94	\$18.12	\$18.30	\$18.49	\$18.67	\$18.86	\$19.05	\$19.24	\$19.43
17	Meet the requirements of CL #15 and a CDL with the School Bus and Passenger endorsements	17	\$18.03	\$18.21	\$18.39	\$18.58	\$18.76	\$18.95	\$19.14	\$19.33	\$19.53	\$19.72
18	Meet the requirements of CL #17 with 2+ years experience at hire date.	18	\$18.30	\$18.49	\$18.67	\$18.86	\$19.05	\$19.24	\$19.43	\$19.62	\$19.82	\$20.02

Approved by Policy Council on May 14, 2025

Approved by the Board of Directors on May 20, 2025

## Position Grade 5 Pay Scale

**2025 - 2026**

Effective: June 1, 2025

### Appendix C: Position Grade 5 Pay Scale



YS	YEARS OF SERVICE STEPS
0	Less than 2 years of experience from last hire date.
1	Increase at 2 year anniversary date
2	Increase at 5 year anniversary date
3	Increase at 10 year anniversary date
4	Increase at 15 year anniversary date
5	Increase at 20 year anniversary date
6	Increase at 25 year anniversary date
7	Increase at 30 year anniversary date
8	Increase at 35 year anniversary date
9	Increase at 40 year anniversary date

### Position Grade 5: Classroom Teachers & Home Visitors

CL	CREDENTIAL LEVEL	CL	YS0	YS1	YS2	YS3	YS4	YS5	YS6	YS7	YS8	YS9
1	CDA, or Qualifying Virginia Apprentice Certificate with no experience at hire date	1	\$18.50	\$18.69	\$18.87	\$19.06	\$19.25	\$19.44	\$19.64	\$19.83	\$20.03	\$20.23
2	Meet the requirements of CL #1 with 2+ years of experience at hire date.	2	\$18.78	\$18.97	\$19.15	\$19.35	\$19.54	\$19.74	\$19.93	\$20.13	\$20.33	\$20.54
3	Meet 1 certificate requirement in CL#1 and a CDL with School Bus and Passenger endorsements	3	\$19.06	\$19.25	\$19.44	\$19.64	\$19.83	\$20.03	\$20.23	\$20.43	\$20.64	\$20.84
4	Meet the requirements of CL #3 with 2+ years experience at hire date.	4	\$19.35	\$19.54	\$19.73	\$19.93	\$20.13	\$20.33	\$20.54	\$20.74	\$20.95	\$21.16
5	College Career Studies Certificate in Early Child Education and Infant/Toddler.	5	\$19.64	\$19.83	\$20.03	\$20.23	\$20.43	\$20.64	\$20.84	\$21.05	\$21.26	\$21.47
6	Meet the requirements of CL #5 with 2+ years of experience at hire date.	6	\$19.93	\$20.13	\$20.33	\$20.53	\$20.74	\$20.95	\$21.16	\$21.37	\$21.58	\$21.80
7	Meet the requirements of CL #5 and a CDL with School Bus and Passenger endorsements	7	\$20.23	\$20.43	\$20.64	\$20.84	\$21.05	\$21.26	\$21.47	\$21.69	\$21.90	\$22.12
8	Meet the requirements of CL #7 with 2+ years experience at hire date.	8	\$20.53	\$20.74	\$20.94	\$21.15	\$21.37	\$21.58	\$21.80	\$22.01	\$22.23	\$22.46
9	Associates degree in child development, early childhood education, or equivalent coursework.	9	\$20.84	\$21.05	\$21.26	\$21.47	\$21.69	\$21.90	\$22.12	\$22.34	\$22.57	\$22.79
10	Meet the requirements of CL #9 with 2+ years of experience at hire date.	10	\$21.15	\$21.36	\$21.58	\$21.79	\$22.01	\$22.23	\$22.45	\$22.68	\$22.91	\$23.13
11	Meet the requirements of CL #9 and a CDL with School Bus and Passenger endorsements	11	\$21.47	\$21.68	\$21.90	\$22.12	\$22.34	\$22.57	\$22.79	\$23.02	\$23.25	\$23.48
12	Meet the requirements of CL #11 with 2+ years experience at hire date.	12	\$21.79	\$22.01	\$22.23	\$22.45	\$22.68	\$22.90	\$23.13	\$23.36	\$23.60	\$23.83
13	Baccalaureate degree in child development, early childhood education, or equivalent coursework.	13	\$22.12	\$22.34	\$22.56	\$22.79	\$23.02	\$23.25	\$23.48	\$23.71	\$23.95	\$24.19
14	Meet the requirements of CL #13 with 2+ years of experience at hire date.	14	\$22.45	\$22.68	\$22.90	\$23.13	\$23.36	\$23.60	\$23.83	\$24.07	\$24.31	\$24.55
15	Meet the requirements of CL #13 and a CDL with the School Bus and Passenger endorsements	15	\$22.79	\$23.02	\$23.25	\$23.48	\$23.71	\$23.95	\$24.19	\$24.43	\$24.68	\$24.92
16	Meet the requirements of CL #15 with 2+ years experience at hire date.	16	\$23.13	\$23.36	\$23.59	\$23.83	\$24.07	\$24.31	\$24.55	\$24.80	\$25.05	\$25.30
17	Master degree in child development, early childhood education, or equivalent coursework.	17	\$23.48	\$23.71	\$23.95	\$24.19	\$24.43	\$24.67	\$24.92	\$25.17	\$25.42	\$25.68
18	Meet the requirements of CL #17 with 2+ years experience at hire date.	18	\$23.83	\$24.07	\$24.31	\$24.55	\$24.80	\$25.04	\$25.29	\$25.55	\$25.80	\$26.06
19	Meet the requirements of CL #17 and a CDL with the School Bus and Passenger endorsements.	19	\$24.19	\$24.43	\$24.67	\$24.92	\$25.17	\$25.42	\$25.67	\$25.93	\$26.19	\$26.45
20	Meet the requirements of CL #19 with 2+ years experience at hire date.	20	\$24.55	\$24.79	\$25.04	\$25.29	\$25.55	\$25.80	\$26.06	\$26.32	\$26.58	\$26.85

Approved by Policy Council on May 14, 2025

Approved by the Board of Directors on May 20, 2025