



Compensation Study

Board Presentation

October 20, 2026

Agenda

1. Introductions
2. Driving Factors
3. Market Salary Study
4. Salary Structure
5. ECE Carve-Out
6. Investment & Outcomes
7. Next Steps



Introductions

HR Team & External Partners

FAMILY CENTERS HR STAFF

Joanne Derwallis

Vice President of Human Resources

Nitya Ramanan

Human Resources Manager

Naomi Julca

Human Resources Assistant

EXTENDED TEAM & CONSULTANTS

Sara Schmidt

Compensation Resources, a division of EisnerAmper

Josh Maybar

Talent Acquisition Specialist

Kathleen Wright

Payroll

External Expertise



- Founded in 1989, CR has over 30+ years of experience serving private, public, nonprofit, mid-sized, and Fortune 500 organizations.
- In May 2020, CR joined EisnerAmper, expanding the firm's expertise and offerings
- 55% of clients are not-for-profit organizations





Driving Factors

Why We Conducted the Study

CHALLENGES

RECRUITMENT & RETENTION

- ❑ Candidate salary expectations frequently exceeded our ability to offer competitive pay.
- ❑ Candidate and staff feedback raised concerns that salaries were too low, requiring a data-informed response.

NEED FOR A CONSISTENT FRAMEWORK

- ❑ Limited market data made it difficult to assess competitiveness and address salary discrepancies.
- ❑ Needed comprehensive tools to administer base pay, guide salary decisions, and support budget planning.

PROJECT FOCUS

- ❑ To develop an agency-wide, data-informed compensation structure to strengthen recruitment and retention, promote internal equity, and support financial planning.

Why We Conducted the Study

STRATEGIC DIRECTIONS GOAL ALIGNMENT

- *Optimize our foundation: people and infrastructure*
 - *Continue investing in staff as the primary expression of our mission.*
 - *Use recent salary survey data to support compensation and benefits that strengthen recruitment and retention.*



Market Salary Study

Market Salary Study

UNDERSTAND



Held fact-finding interviews with the Executive Team and HR to understand Family Centers' culture, challenges, and perceptions around compensation.

BENCHMARK



Reviewed job descriptions and benchmarked 45 roles against published salary surveys

Matched comparable roles using job criteria, content, industry, size, and location.

BUILD



Developed market pricing analysis which served as a framework to create competitive salary ranges for all positions



Salary Structure

Salary Structure Components

COMPONENT	WHAT IT DOES	HOW FAMILY CENTERS USES IT
SALARY GRADES	Assigns benchmarked positions to grades and informs grade placement for non-benchmarked positions. Establishes a framework for evaluating the relative value of positions across departments.	Connects positions to market-based salary ranges to support recruitment and retention. Creates consistent placement logic across positions and supports internal equity.
SALARY RANGES	Establishes minimum, midpoint and maximum salary levels, with a 40% spread. Accounts for different work schedules across the agency.	Provides guidelines for job offers, salary increases, and compensation changes. Effective 7/1/26, with consideration for annual adjustments.
POSITION-IN-RANGE (PIR) ANALYSIS	Shows where an employee's salary falls within the applicable salary range The quartiles indicate relative position, indicating relative pay positioning from lower to upper end of salary range.	Tool to assess individual salary placement, identify areas for review, support budget forecasting and compensation costs. Identify staff who are below the minimum
POSITION MATRIX	Shows salary grade assignments by program and department, illustrating how positions align across the agency	Inform compensation decisions and identify potential inconsistencies. Align new positions with salary grade assignments



Investment & Results

Investment

CONSULTING FEE



\$25,200 service fee for market salary study and salary structure development.

SALARY ADJUSTMENTS



Additional investment of \$260,000 to bring salaries to the minimum

- \$80,000, mostly in Shared Services
- \$184,500 for FT ECE salary adjustments

ECE Methodology & Early Indications

METHODOLOGY

- Blended preschool and local public school compensation data to establish a revised ECE pay scale.
- Focused increases on FT teachers
- Implemented market adjustment increases to 43 full-time teachers, average increase \$4,300

EARLY INDICATIONS

- Meaningful increases in full-time teacher salaries, to support OEC and NAEYC stringent standards.
- Total compensation investment of \$184,500
- Initial feedback has been positive, and teachers are very appreciative. Too early to determine year-over-year retention impact but feeling optimistic, particularly Lead Teachers

Early Childhood stood out as furthest below market

76% of Early Childhood staff were paid below the market minimum, compared with 3% to 30% in every other area.

DEPARTMENT GROUP	Below Min under range	Min bottom quarter	Mid middle half	Max top quarter	Above Max over range	TOTAL
Healthcare	2 3%	3 5%	36 55%	13 20%	12 18%	66
Administration	7 30%	4 17%	10 43%	2 9%	0 0%	23
Human Services	2 5%	1 3%	12 31%	7 18%	17 44%	39
Early Childhood Education	48 76%	11 17%	3 5%	1 2%	0 0%	63
All employees	59 31%	19 10%	61 32%	23 12%	29 15%	191

Each cell: employees in that part of their market range, and share of the group. Teachers are in Early Childhood Education (below ECE starting rate = Below Min). Excludes executives.

Most teachers were paid below the ECE starting rate

47 of 58 teachers (81%) were below the starting rate for their education and experience. Every Head Administrative Teacher and 16 of 17 Lead Teachers were more than 10% under.

POSITION	10%+ Below starting rate	5–10% Below starting rate	0–5% Below starting rate	At Scale starting rate	Above Scale starting rate	TOTAL
Head Administrative Teacher	4 100%	0 0%	0 0%	0 0%	0 0%	4
Lead Teacher	16 94%	1 6%	0 0%	0 0%	0 0%	17
Teacher	1 6%	5 28%	7 39%	3 17%	2 11%	18
Co-Teacher	0 0%	1 50%	0 0%	1 50%	0 0%	2
Part-Time / Substitute	2 12%	9 53%	1 6%	4 24%	1 6%	17
All teachers	23 40%	16 28%	8 14%	8 14%	3 5%	58

Compared with the 9/1/2026 ECE pay scale. Full-time pay is annual; part-time and substitute pay is hourly.

EARLY CHILDHOOD TEACHERS • AFTER ADJUSTMENTS

98% of teachers are now at or above the starting rate

Only **2 of 81** teachers remain below the ECE starting rate after the adjustments.

POSITION	10%+ Below starting rate	5–10% Below starting rate	0–5% Below starting rate	At Scale starting rate	Above Scale starting rate	TOTAL
Head Administrative Teacher	0 0%	0 0%	0 0%	4 100%	0 0%	4
Lead Teacher	0 0%	0 0%	0 0%	16 94%	1 6%	17
Teacher	0 0%	1 5%	0 0%	13 68%	5 26%	19
Co-Teacher	0 0%	0 0%	0 0%	3 100%	0 0%	3
Part-Time / Substitute	0 0%	0 0%	1 3%	34 89%	3 8%	38
All teachers	0 0%	1 1%	1 1%	70 86%	9 11%	81

Compared with the 9/1/2026 ECE pay scale. Full-time pay is annual; part-time and substitute pay is hourly. Includes teachers hired since the survey.



Next Steps

Moving Forward After the Study



Strategic Decisions: Guide recruitment and retention to continue investing in our staff.

Annual Budget Review: Review salary ranges and employee pay.

Retention: Evaluate year over year turnover results

Market Review: Repeat comprehensive market study in 2028.

Ongoing Updates: Price new roles and reassess existing positions as organizational needs evolve.

Questions?

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Addendum

Benchmark Job Titles

- Access Health Specialist
- Accounts Payable Specialist
- Accounts Receivable Specialist
- Anchor Youth Program Coordinator
- APRN - FQHC
- Client Support Specialist
- Clinical Outreach Worker
- Clinical Supervisor
- Community Health Worker
- Credentialing Specialist
- Dental Assistant
- Dental Hygienist
- Dentist
- Director of Accounting
- Director of Compliance
- Director of Early Childhood Education
- Director of FQHC Medical and Dental
- Director of Human Resources
- Director of Outreach Services
- Engagement and Events Manager
- Facilities Director
- Finance Analyst
- Finance Manager
- Grants Manager
- Human Resources Generalist
- Intake Specialist- Behavioral Health
- Lead Teacher
- Licensed Practical Nurse Care Coordinator
- Manager of Administrative Services
- Marketing Manager
- Medical Assistant
- Medical Case Manager
- Medical Director
- Mental Health Clinician- LCSW
- Mental Health Clinician- LMSW
- Operations Manager
- Outreach Worker
- Payroll and Benefits Specialist
- Program Manager
- Psychiatric Nurse Practitioner
- Quality and Analytics Manager
- Registered Nurse Care Coordinator
- Registered Nurse
- Resident Service Coordinator
- Revenue Cycle Director/Manager
- Senior Director of Behavioral Health
- Teacher

Survey Sources

Survey Title	Publisher	Year
CompAnalyst	Salary.com Subscription Service	2025
Compensation & Benefits Survey	Community Health Center Association of Connecticut	2025
Compensation Data Benchmark National	CompData	2025
Compensation Data Healthcare National	CompData	2025
Compensation Data Not-for-Profit National	CompData	2025
CT NonProfit Compensation and Benefits Report	CT Community Nonprofit Alliance	2024
Salary Assessor	Economic Research Institute	2025

Adjustments for:

Geographic Location
Revenue Size
Industry Sector



PIR Analysis

Annualized Base Salary	Market Average M	Grade	PIR	Quartile	Min	25th %ile	Mid	75th %ile	Max	Bring to Min Cost
\$93,730	NB	90	22.3%	1st Quartile	\$86,042	\$94,646	\$103,250	\$111,854	\$120,458	
\$74,000	\$77,963	86	46.1%	2nd Quartile	\$62,471	\$68,718	\$74,966	\$81,213	\$87,460	
\$54,982	\$51,013	82	74.0%	3rd Quartile	\$42,428	\$46,671	\$50,914	\$55,157	\$59,400	
\$100,000	\$120,400	92A	50.4%	3rd Quartile	\$83,216	\$91,538	\$99,859	\$108,181	\$116,503	
\$54,982	\$51,013	82	74.0%	3rd Quartile	\$42,428	\$46,671	\$50,914	\$55,157	\$59,400	
\$54,982	\$51,013	82	74.0%	3rd Quartile	\$42,428	\$46,671	\$50,914	\$55,157	\$59,400	
\$75,000	\$67,550	85	87.1%	4th Quartile	\$55,617	\$61,179	\$66,741	\$72,302	\$77,864	
\$51,979	NB	81	92.7%	4th Quartile	\$37,917	\$41,708	\$45,500	\$49,292	\$53,083	
\$65,939	\$51,013	83	91.1%	4th Quartile	\$48,326	\$53,158	\$57,991	\$62,823	\$67,656	
\$65,939	\$51,013	83	91.1%	4th Quartile	\$48,326	\$53,158	\$57,991	\$62,823	\$67,656	
\$68,123	\$51,013	83		Above	\$48,326	\$53,158	\$57,991	\$62,823	\$67,656	
\$91,000	NB	86		Above	\$62,471	\$68,718	\$74,966	\$81,213	\$87,460	
\$54,982	\$50,838	81		Above	\$37,917	\$41,708	\$45,500	\$49,292	\$53,083	
\$63,000	\$62,125	84A		Above	\$43,061	\$47,367	\$51,674	\$55,980	\$60,286	
\$91,000	NB	86		Above	\$62,471	\$68,718	\$74,966	\$81,213	\$87,460	
\$95,000	\$118,125	92		Below	\$99,859	\$109,845	\$119,831	\$129,817	\$139,803	\$4,859
\$95,000	\$108,938	93		Below	\$103,979	\$114,377	\$124,775	\$135,173	\$145,571	\$8,979

Position Matrix

Salary Grade	FAMILY FIRST; HERE TO HELP; IFP; FRIENDLY CONNECTIONS	OEC PARENTS AS TEACHERS; CO-EDUCATORS PROGRAM	FSS; COMMUNITY & SUPPORTIVE SERVICES; LITERACY VOLUNTEERS; RITE PROGRAM	OUTPATIENT BEHAVIORAL HEALTH THE DEN/TRAUMA RESPONSE	FCHC DENTAL/WPC FCHC MEDICAL/HOLLY HILL HEALTH ADMIN KIDS IN CRISIS	SCHOOL BASED HEALTH CENTERS CARE TO CARE	FAMILY CENTERS CARES
83, 183, 283		Lead Outreach Worker Outreach Worker - Parents as Teachers Parent Educator PAT Educator	Family Self Sufficiency Program Coordinator RITE Career Counselor Anchor Youth Program Coordinator	Intake Specialist - Behavioral Health	Dental Assistant Senior Medical Assistant	Dental Assistant SBHC Group Facilitator	Medical Case Manager
82, 82A, 182, 282	Community Health Worker IFP Clinician (non licensed) Outreach Worker FF Program Support Specialist		Resident Service Coordinator Digital Navigator & Data Projects Coordinator Education Coordinator, Literacy Volunteers		Medical Assistant Senior Client Support Specialist		
81, 81A, 181, 281			Program Assistant Program Administrator	Program Associate	Medical/Dental Assistant Floater Patient Support Specialist Bilingual Front Desk Patient Support Specialist	Client Support Specialist	HIV Prevention Specialist Program Assistant

Placeholder