



**Ozark Action, Inc.**

Helping people. Changing lives.

A Community Action Partnership

# Howell County Community Team Meeting #2

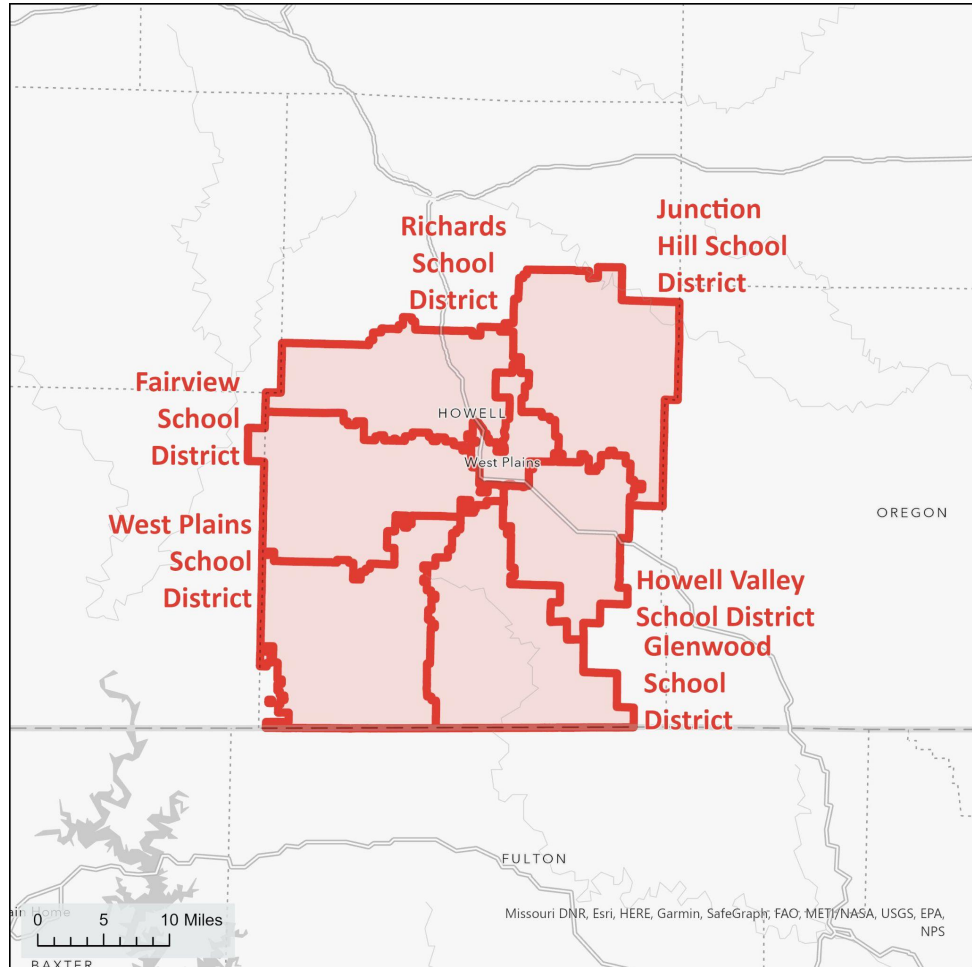
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**KIDS**  
WIN MISSOURI

# Study Area

School districts:

- Fairview
- Glenwood
- Howell Valley
- Junction Hill
- Richards
- West Plains



# Phase I: Research & Community Engagement

- Community needs assessment
  - Supply and demand analysis
- Stakeholder survey
- Fiscal mapping and cost modeling

# Data Overview



# Data Sources

- Provider information
  - Child Care Aware list of providers
  - Ozark Action, Inc. for HS/EHS slots
  - Missouri DSS Block Grant Child Care Monthly Management Report for State Subsidy data
- Family need and workforce characteristics
  - American Community Survey 5-year estimates
  - Esri demographic estimates
  - Bureau of Labor Statistics Longitudinal Employer-Household Dynamics (LEHD)

# Supply: ECE Provider Data

- Licensed (and regulated, license-exempt) capacity
- Estimated capacity for age groups 0-2 years, 3-5 years, and Pre-K
- Facility type
- Program(s) and Accreditations

# Provider Information

NUMBER OF HOME-BASED PROVIDERS	NUMBER OF CENTER-BASED PROVIDERS	NUMBER OF ACCREDITED PROVIDERS
3	5	1

This table does not include Pre-K programs

# Provider Capacity

	NUMBER OF SLOTS, TOTAL	NUMBER OF HEAD START/EARLY HEAD START SLOTS	NUMBER OF STATE SUBSIDY SLOTS	NUMBER OF ACCREDITED SLOTS
INFANT & TODDLER (BIRTH-2 YEARS)	164	0	54	49
PRESCHOOL (3-5 YEARS)	601	87	68	50

Preschool (age 3-5 years) includes Pre-K programs



# Demand: Family Need Data

- Total number of children 0-5, with Pre-K, 0-2, and 3-5 age groups broken out
- Estimated number of children qualifying for state subsidized care
- Estimated number of children qualifying for Early Head Start and Head Start programming
- Demand for care is based on 70% of total kids

# Family Need

	NUMBER OF KIDS WHO NEED CARE	NUMBER OF KIDS IN POVERTY ELIGIBLE FOR HEAD START/EARLY HEAD START	NUMBER OF KIDS ELIGIBLE FOR STATE SUBSIDY
INFANT & TODDLER (BIRTH-2 YEARS)	715	218	340
PRESCHOOL (3-5 YEARS)	722	220	344

This table is based on the assumption that 70% of kids need care

# Gap in Total Slots

	NUMBER OF SLOTS, TOTAL	NUMBER OF KIDS WHO NEED CARE	GAP IN SLOTS, TOTAL	PERCENT SERVED
INFANT & TODDLER (BIRTH-2 YEARS)	164	715	-551	23%
PRESCHOOL (3-5 YEARS)	601	722	-121	83%
PRE-K (4-5 YEARS)	306	240	66	127%

This table is based on the assumption that 70% of kids need care  
Pre-K (4-5 years) is a subset of Preschool (3-5 years)

# Gap in Head Start & Early Head Start Slots

	NUMBER OF HS/EHS SLOTS	NUMBER OF KIDS ELIGIBLE FOR HS/EHS	GAP IN HS/EHS SLOTS	PERCENT SERVED
INFANT & TODDLER (BIRTH-2 YEARS)	0	218	-218	0%
PRESCHOOL (3-5 YEARS)	87	220	-133	40%

This table is based on the assumption that 70% of kids need care  
Preschool (age 3-5 years) does not include Pre-K programs

# Gap in State Subsidy Slots

	NUMBER OF STATE SUBSIDY SLOTS	NUMBER OF KIDS ELIGIBLE FOR STATE SUBSIDY	GAP IN STATE SUBSIDY SLOTS	PERCENT SERVED
INFANT & TODDLER (BIRTH-2 YEARS)	54	340	-286	16%
PRESCHOOL (3-5 YEARS)	68	344	-275	20%

This table is based on the assumption that 70% of kids need care  
Preschool (age 3-5 years) does not include Pre-K programs

# Family Characteristics Data and Trends

- Household income
- Households with all parents working
- Total children aged 0-5
- How have these characteristics changed over time?

# Household Characteristics

Median Household Income			Population 0-5			Children 0-5 with All Parents Working		
2016	2021	% Change	2016	2021	% Change	2016	2021	% Change
\$35,579	\$40,733	13%	1,794	2,069	13%	1,282	1,112	-15%

# West Plains/Howell County Study Area Workers

Live and work in West Plains/Howell County	5,822	61.0%
Work in Springfield and live in West Plains/Howell County	664	7.0%



# Top Employers

#	Employer	# Employed
1	Ozarks Healthcare	1,300
2	West Plains Schools	430
3	AirMedCare Network	400
4	Leonardo, DRS Landsystems	400
5	Missouri State University - West Plains	250
6	Armstrong Flooring	250
7	Caterpillar, Inc.	180
8	Arlee Home Fashions	170
9	Royal Oak Enterprises	145
10	Timberland Forest Products	95

# Survey Insights



# Research Scope

This report focuses on qualitative community survey research focused on three groups of constituents in Howell County:

## **Parents of children ages 5 and under (N=47 surveyed):**

- Need for, current use of, and interest in early childhood education and care services;
- Awareness of assistance programs
- Preferences for child care type and location
- current challenges with accessing care
- Hopes for their children around ECE opportunities.

## **ECE Directors and Owners (N=4 surveyed):**

- Experiences providing ECE services within the community
- Resources and support they would find most helpful
- Current challenges they are facing
- Licensed capacity vs enrollment
- If they have a wait list
- Questions to assess their facilities current indoor and outdoor quality

## **Employers (N=14 surveyed):**

- Employee child care related issues and needs that impact them and their workforce
- Their potential interest in supporting ECE services

# Executive Summary

Parents, ECE Providers, and Employers collectively voice a very consistent story of an under-resourced child care and early learning system in Howell County:

- **Parents** face a series of challenges to finding satisfactory care. If care is readily available, it might not be affordable. Even parents who find care that they can afford, are creating imperfect 'solutions' by making major changes to their work and home lives or taking on significant commutes.
- **Responding ECE Providers** face significant challenges to hiring and retaining high quality staff, don't have the funding to change the staffing situation, and see expansion constrained by not just available staff but facilities without the capacity to meet the demand from parents.
- **Employers** feel the effects of these financial and practical child care challenges on their workers through increased requests for time off or even workers leaving their jobs entirely. No surveyed employers currently offer formal child care benefits to their employees, but they do what they can with flexible scheduling and see the potential benefit of better solutions.

# The Parents' View



# Parents cite affordability and waiting lists as top issues with finding providers.

Statement	% of surveyed parents who disagree or disagree strongly
There are plenty of affordable child care and early learning providers in my area	51%
It is easy to find a provider who does not have a waiting list for enrollment	51%
It is easy to find a provider who is affordable	41%
It is easy to find the right provider for my child(ren)'s needs	23%
It is easy to find a provider who is conveniently located for my family	15%
It is easy to find a provider whose availability fits my schedule	15%

Survey question: Please select the response that best matches your experience with finding a child care or early learning provider for your child(ren) ages 5 and under.

# Available slots doesn't necessarily mean available care: affordability and inflexible schedules complicate enrollment.

While tuition varies significantly across families, the average monthly child care cost among surveyed respondents is ~\$612

I could never hold a job because I didn't have childcare until my children were old enough for headstart and the public schools.

Child care is so difficult to get in West Plains. You have to be put on a waiting list. Most are a year or two and if you don't personally know someone in the daycare you are looked over most of the time.

I had to make some adjustments to my budget and find other ways to save money in order to be able to afford quality care.

When I have needed daycare, it is impossible to find as I am a foster parent. Providers can't pick up a child on a moments notice when we add a new placement to our home.

Open-ended responses to "What are the biggest challenges that you have faced when looking for child care or early learning providers? What are the biggest trade-offs you have made in response to these challenges?"

# Even when families aren't complaining about availability they travel far: over 3.5 hours of commuting every week.

- 15% of parents indicate that it is not easy to find a provider whose availability fits their schedule
- 15% indicate that it is not easy to find a provider that is conveniently located
- Average weekly travel time related to child care for surveyed parents is over 3 and half hours.

Commuting distances are long, and it's a waste of time to move to cope.

I have to choose a provider that is less convenient but can meet my child's needs.

Between location and quality, we chose the more reliable nursery.

Open-ended response to “What are the biggest challenges that you have faced when looking for child care or early learning providers? What are the biggest trade-offs you have made in response to these challenges?”



# Enrollment comes with sacrifices: adjustments to accommodate care cost money and compromise ability to work.

Overall, 89% of surveyed parents have made changes to their work lives or moved homes in order to accommodate their child care needs.

I begged family members to help with child care and pressured the baby's dad to drop out of college.

I bring my children to work with me.

Thinking about the changes you may have made in order to accommodate child care availability, which of the following have you or another adult member of your household done for this reason?

Reduced working hours	34%
Left the work force to stay home with children	34%
Switched jobs	30%
Changed work schedule without changing employers	26%
Moved to a new home	19%

# The Provider's View



# When asked about their biggest challenges, providers point to staff turnover and cash flow challenges.

All of the responding surveyed providers report that it is difficult to retain staff.

Lack of consistency in attendance from parents.

Not enough money, not enough staff.

Turnover is high at times. Wages are low. As a License Exempt facility, we do not qualify for some assistance that others do. This means we are fully tuition funded (by parents).

# Providers face widespread staffing challenges: competition, shortages, inexperience, and unworkable wages.

Which of the following have you experienced with hiring and retaining staff during the last year in your child care or early learning location(s)? Please choose as many as apply.

Staff leaving to take positions elsewhere	75%
Cannot afford to offer a wage that will attract applicants	50%
Not enough applicants for open positions	50%
Applicants do not have the needed work experience	50%
Applicants lack needed training	25%

# The surveyed providers largely expect their enrollment to stay flat.

- 3 out of 4 surveyed providers say they expect their enrollment to remain the same in the next 3-5 years, with 1 saying they expect their enrollment to increase
- Expectations are not a response to the demand: the providers see limitations in their facilities and staff that prevent expansion.

More children [need] early intervention services and supports.

Although service need will increase, I do not expect to make changes at my facility.

We are at capacity for usable space.

# The Employer's View



# Half of surveyed employers report a substantial impact on their business related to employee child care.

To the best of your knowledge, how much does your employees' access to child care affect your business? Impacts to consider include: challenges in hiring or retaining employees, scheduling difficulties, operating below full capacity, disruptions to your operations, etc.

<b>Greatly</b> - employees' access to child care causes major challenges for my business	14%
<b>Significantly</b> - employees' access to child care causes moderate challenges for my business	36%
<b>Slightly</b> - employees' access to child care causes minor challenges for my business	36%
<b>Not at all</b> - employees' access to child care does not cause challenges for my business	14%

# 70% of surveyed employers report employees taking time off to care for children, with many also reporting more significant impacts.

Which of the following events, if any, has your company experienced during the past year, due to employees' access to child care?

Employees taking time off to fill child care gaps	71%
Employees terminating their employment	36%
Employees permanently changing their work hours / availability	36%
Employees trading shifts with co-workers, or otherwise temporarily changing their work hours / availability	36%
None of the above	21%

We employ a lot of single parents [and] their ability to have child care impacts their ability to work.

Every time school is out my people can't work because no one [is] available to leave [their] kids with. Boys and Girls club is not open on [the] days school is out, and their summer program is booked shortly after they start taking apps.

If [their] children don't have child care then they won't work [their] shifts.



# Even with widespread challenges, only 14% of surveyed Employers offers any form of child care benefit.

Which of the following child care benefits, if any, does your company offer to employees?	
None	86%
On-site child care facility	0%
Child care stipends / scholarships	0%
Off-site child care facility	0%
Other (Please specify):Flexible Schedule/Flexibility to change shifts or bring child to work with them.	14%



*The self-reported benefits are informal policies.*

# Fiscal Mapping & Cost Modeling



# Fiscal Mapping

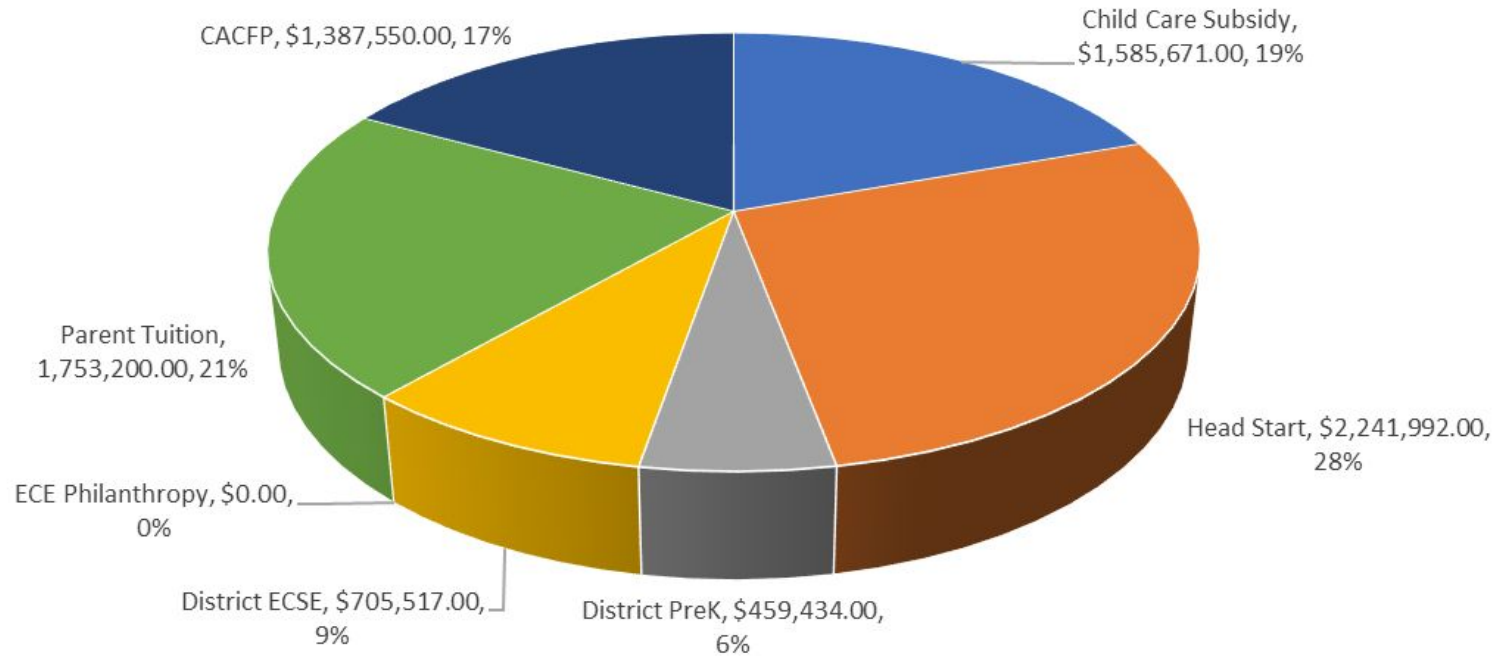
## Data Sources

- Office of Childhood: Child Care Subsidy Monthly Management Reports
- West Plains & Fairview School
- Ozark Action, Inc.
- Department of Social Services
- Local ECE Provider data
- Missouri Market Rate Survey
- Candid: Philanthropy Database

# Fiscal Mapping

- **Identified 6 revenue streams: child care subsidy, Head Start, public Pre-K, public ECSE, parent tuition, and Child & Adult Care Food Program (CACFP)**
- **No ECE-specific philanthropy**
- **Total Funding =\$8,133,364.00**

## ECE Funding 2022: Howell County



# Cost Modeling

- **Created a variety of scenarios to represent the current system (baseline).**
- **Baseline models were built using both local provider data and default data for Missouri when local values were not available**
- **Baseline included a home-based model, and both mid-sized and large center-based models**
- **Tuition rates were based on average local provider data (\$165/week IT; \$131/PS)**

# Cost Modeling

## Mid-sized Center:

56 children total

16 IT

40 Preschool

\*Baseline Models do not include health insurance, PTO, or other benefits or additional administrative support.

\*Assumes 90% enrollment efficiency & 1% uncollected revenue

\*Assumes 25% of children receive child care subsidy

## Net Revenue

Net Revenue	-\$28,305
Net Revenue as a Percent of Total	-7%

## Cost Per Child

Cost Per Child 0-2	\$11,146
Cost Per Child 3-5 years	\$6,737
Staffed Capacity	56
<b>TOTAL TEACHING STAFF</b>	<b>8.08</b>

# Cost Modeling

## Large Center:

116 children total

24 IT

32 2's

60 Preschool

**\*Baseline Models do not include health insurance, PTO, or other benefits or additional administrative support.**

**\*Assumes 90% enrollment efficiency & 1% uncollected revenue**

**\*Assumes 25% of children receive child care subsidy**

## Net Revenue

Net Revenue	-\$29,664
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Net Revenue as a Percent of Total	-3%
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## Cost Per Child

Cost Per Child 0-2 years	\$11,948
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Cost Per Child 3-5 years	\$6,741
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Cost Per Child 2-3 years	\$7,609
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Staffed Capacity	116
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<b>TOTAL TEACHING STAFF</b>	<b>19.2</b>
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# Cost Modeling

## Licensed Home Program:

10 children total

4 IT

6 Preschool

\*Baseline Models do not include health insurance, PTO, or other benefits or additional administrative support.

\*Assumes 1 assistant in a 1500 sq ft home (80% space used for care)

\*Assumes 90% enrollment efficiency & 1% uncollected revenue

\*Assumes 25% of children receive child care subsidy

## Net Revenue

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Net Revenue	\$12,628
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Net Revenue as a Percent of Total	20%
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## Cost Per Child

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Cost per child average	\$5,168
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# Fiscal Mapping & Cost Modeling

## Takeaways

- Fairly well-balanced between current revenue streams
- Lacking philanthropic & local business support
- Local tuition rates are low in comparison to other parts of the state (almost equal to subsidy rates, which are at 58th% of “market rate”)
- Models impacted by rates, salaries, preschool to infant/toddler ratios and size of the program, enrollment, & uncollected revenue
- Models assume no additional revenue from sources such as philanthropy or businesses
- Opportunities to explore additional revenue as well as shared service approaches to decrease costs
- Opportunity to explore increasing subsidized care of any kind

# Cost Modeling

**Higher Level Models can be built with the following adjustments:**

- Higher salaries
- Health Insurance
- PTO
- Additional administrative/classroom support staffing

**Are these the right benchmarks? What should a more ideal scenario include? What is the size of the program? What is the ideal age mix?**

# Next steps

- ❑ Participate in Recap Survey
- ❑ Next meeting date:

Tuesday, March 26 | 5p-7p



# Appendix: Additional Survey Data



# Around a third of parents with children in care faced waitlists, and some opted out entirely due to lack of options.

Among the 47 parents of children ages 5 and under who responded to the survey:

- 83% have their children enrolled in child care or early learning
- 31% of enrolled families had children placed on a waiting list prior to enrolling. Typical wait times ranged from a few months to a year or more

The oldest and middle child were on a waitlist for over 2 years (from pre-birth to age 2). The youngest was just born and had only been on a waitlist for a few months.

Part time, trustworthy providers are hard to find.

For her first daycare as a baby, she was on a waitlist for about 9 months. For her second daycare, as a toddler, she was on a waitlist for about a year.

## The challenges of finding child care can compound in families with additional needs.

When I have needed daycare, it is impossible to find as I am a foster parent and work only part time. Providers can't pick up a child on a moments notice when we add a new placement to our home and they also want pay for the entire week when child will only need services for 1-2 days weekly.

Open-ended response to "What are the biggest challenges that you have faced when looking for child care or early learning providers? What are the biggest trade-offs you have made in response to these challenges?"

# Snapshot: Types of Care and Ways of Finding Care among Surveyed Families

66% of surveyed parents have at least one child in center-based care, while only 23% have at least one child in home-based care

- 8% of surveyed ECE-enrolled families have children in a Head Start program
- 6% of families have children with unique needs or disabilities that require specialized care

## How surveyed parents discover ECE providers in Howell

Recommendation from friend or family member	45%
Child Care Aware	13%
Facebook or other social media	11%
Google or other general online search	2%
Older children previously cared for by provider	9%
Google or other general online search	2%



# Snapshot: Surveyed Family Work & Financials

- 66% of parents who participated in the survey are employed full time
- Surveyed families cover a wide spectrum of income levels and a mix of subsidy use:

\$20,000 or less	13%
\$20,001 to \$40,000	15%
\$40,001 to \$60,000	17%
\$60,001 to \$80,000	19%
\$80,001 to \$100,000	19%
\$100,001 to \$150,000	6%
\$150,000 to \$200,000	2%

No, my family does not qualify for a child care subsidy	32%
Yes, my family qualifies for a child care subsidy AND we use it	26%
I don't know / am not sure if my family qualifies for a child care subsidy	34%
Yes, my family qualifies for a child care subsidy BUT we don't use it	9%

# Providers experience a range of resources and support: resources are not evenly distributed.

Which of the following statements best describes the level of resources and support available for programs and operations in your child care or early learning location(s)?

**Plentiful** - there are more than enough resources and support for programs and operations, so I can afford some "extras"

0%

**Great** - there are consistently at least enough resources and support for programs and operations, so I can feel at ease

25%

**Adequate** - there are generally enough resources and support for programs and operations, though there is not generally anything to spare

25%

**Stretched** - there are consistently not quite enough resources and support for programs and operations, so I have to be careful in how I use them

25%

**Scarce** - there is nowhere near enough resources and support for programs and operations, and I regularly have to make trade-offs and sacrifices

25%

# Different funding sources mean different business models and different priorities.

What sources of funding do you use to sustain operations at your child care or early learning location(s)? Please choose all that apply.

Tuition paid by families	50%
Child care subsidy	25%
CACFP	0%
Private philanthropic grants or donations	0%
State Pre-K funds	25%
Loans / Lines of credit	0%
EHS / HS	0%

*Our small sample means that provider responses represent a subset of operating models.*

# Facilities plans could unlock greater capacity: 75% are looking at renovations and expanded space.

Which of the following do you plan to do in the next 3-5 years? Please select as many as apply.

Renovate / make improvements to your existing facilities	75%
Expand capacity via added facilities or space	75%
Purchase new furnishings	50%
Purchase new educational materials	25%
Close your facilities entirely (e.g. to retire)	25%

Anticipated funding sources for improvements

Child care subsidy	50%
Tuition paid by families	25%
State Pre-K funds	25%

# Snapshot: Surveyed Providers

Among the 4 ECE Providers who participated in the survey:

- 1 is director of a single center
- 1 is a lead administrator
- 2 are Owner/Operators

- 3 are center-based providers
- 1 is a home-based provider

- 1 is clinic-based
- 1 is school-based
- 2 are license exempt

The number of staff at each provider ranges from 0-30

Active Professional Network Membership:

Facebook group for Child Care or Early Learning Providers	1
Family Child Care Network (through Child Care Aware)	2
Local Chamber of Commerce or Business Association	2
Missouri Association for the Education of Young Children (MOAEYC)	1
None of the above	1

# Snapshot: Children under Care of Surveyed Providers

- Among the 4 ECE Providers who participated in the survey:
  - 1 provides care for infants under 6 months
  - 1 provides care for babies ages 6-18 months
  - 2 provide care for toddlers ages 18 months-3 years
  - All 4 provide care for pre-schoolers age 3-5 years
  - 1 provide after-school care for kids age 5 and over

# Very few employers are planning new child care investments, though some support public solutions.

No. unfortunately we can't afford to help in this regard, so we just offer flexibility in scheduling

Discussing in house at this point.

Always advocating/educating legislators; Head Start continues to evolve, especially with transitions to Early Head Start as public schools expand preschool programs.

# Snapshot: Surveyed Employers

## Industries work in:

Manufacturing / Industrial	
Government	
Non-profit Organization	
Professional Services	
Restaurant / Hospitality	
Higher Education	
Health care / Hospital	
Financial Services / Banking	
Grocery / Retail	
Real Estate	
Other (Please specify):Broadcast Television	
Other (Please specify):Childcare	
Other (Please specify):General Contractor	
Other (Please specify):Media/Marketing	
Other (Please specify):Retail	

## Roles at organization:

Executive Leadership (C-suite)	
HR / Talent Management / Recruitment	
Supervisor (Director, Manager, Lead, or other role that supervises others)	
Marketing / Communications	
Other (Please specify):HR/Accounting	