



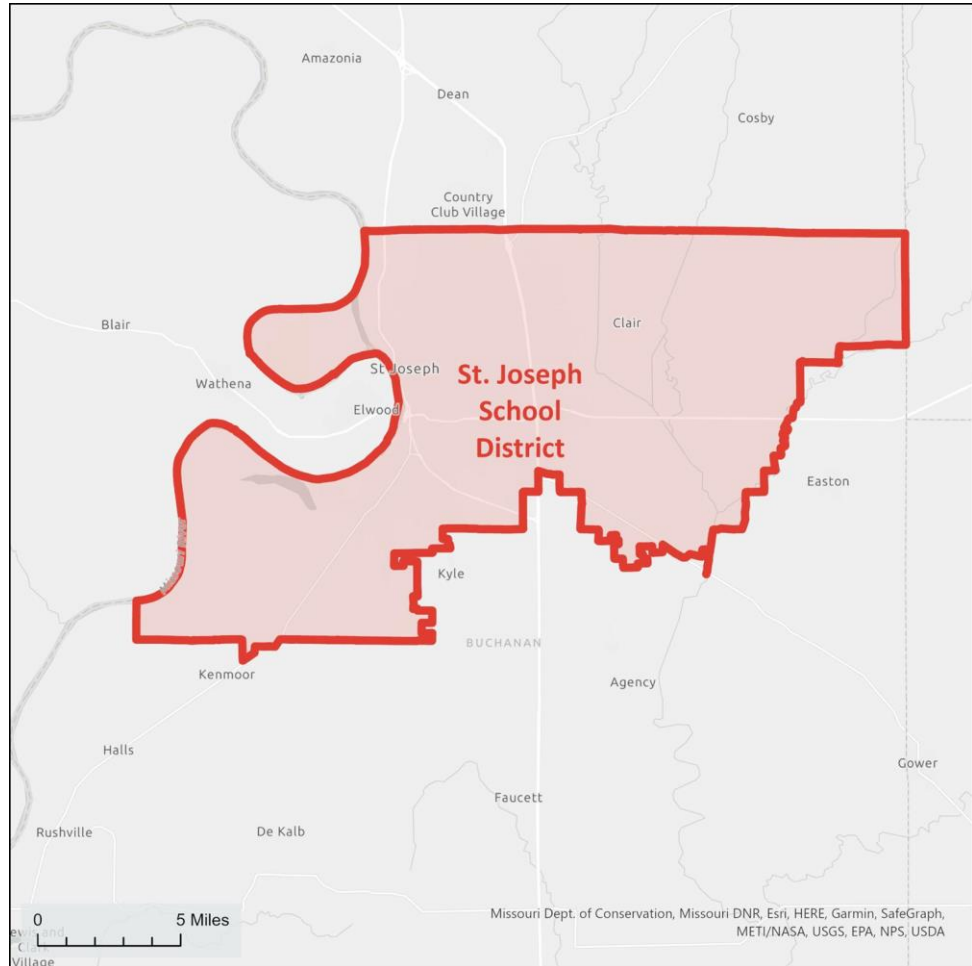
**United Way
of Greater St. Joseph**

St. Joseph Community Team Meeting #2

01.22.24

Study Area

St. Joseph School District



Phase I: Research & Community Engagement

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

Survey Insights

Research Scope

This report focuses on qualitative community survey research focused on three groups: providers in Buchanan County, employers in Buchanan County, and parents from Buchanan and 5 other counties across Missouri:

Parents of children ages 5 and under (N=230 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=11 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=28 surveyed):

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

Survey Dates: September 26 - November 6,

**Parents are drawn from Adair, Buchanan, Cole, Greene, Howell, and Jasper Counties.*

Executive Summary

Parents, ECE Providers, and Employers collectively play back a very consistent story of an under-resourced child care and early learning system in Buchanan 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.
- **ECE Providers** struggle to hire and retain staff without the ability to offer more competitive pay, which in turn leads to the shortage of care that parents experience. Even while the cost of care creates difficulties for families, the tuition that they pay is not enough to sustain operations.
- **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. Employers largely do not offer child care benefits to their employees, and they don't anticipate that situation changing.

The Parents' View

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

Statement	% of surveyed parents who disagree or disagree strongly
It is easy to find a provider who does not have a waiting list for enrollment	74%
There are plenty of affordable child care and early learning providers in my area	73%
It is easy to find a provider who is affordable	61%
It is easy to find the right provider for my child(ren)'s needs	37%
It is easy to find a provider whose availability fits my schedule	36%
It is easy to find a provider who is conveniently located for my family	34%

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.

Around a quarter of parents were unable to enroll due to cost or availability, and, those who were able to enroll, faced long waitlists.

Among the 230 parents of children ages 5 and under who responded to the survey:

- 77% have their children enrolled in child care or early learning
- 58% of enrolled families had children placed on a waiting list prior to enrolling

When my son was first born, I thought I would have to quit my job because there weren't any available providers. I had interviewed 2 women, but I didn't feel safe leaving my newborn in either place.

Both of my children were on multiple waiting lists for years, I never got a call from anywhere that they had openings for my children.

Not enough affordable child care places..there are very long waiting list so between the waiting list and prices a single [parent] can't afford them or they aren't available when you do need them if you can afford it.

The adjustments that surveyed parents make for child care cost money and extra coordination.

Overall, 80% of surveyed parents have made changes to their work lives or moved homes in order to accommodate their child care needs.

No openings, no childcare providers will take infants, those who offer care are not licensed, and I have to keep infant home with me while I work. This makes my work and my child's care compromised. It is a mess trying to do both.

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?

Changed work schedule without changing employers	38%
Reduced working hours	31%
Switched jobs	28%
Left the work force to stay home with children	21%
Moved to a new home	11%

The Provider's View

When asked about their biggest challenges, providers point to stretched staffing.

Two-thirds of surveyed providers report that it is difficult or very difficult to find and retain staff.

Finding good teachers and getting them to stay with the wage amount we can pay them. Honestly, finding people to work and have a good work ethic is very hard.

Biggest challenge is not being able to pay a [livable] wage to my staff. When we lost staff, it's to higher paying jobs.

The biggest challenge revolves around our employees, finding QUALITY employees that are able to work the schedule we need and compensating those employees what they need to provide for their own families.

When it comes to staffing challenges, being able to offer an attractive wage is the barrier providers mention most.

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.

Cannot afford to offer a wage that will attract applicants	73%
Staff leaving to take positions elsewhere	45%
Not enough applicants for open positions	36%
Applicants lack needed training	18%
Applicants do not have the needed work experience	18%

While providers report waitlists, they often operate below licensed capacity.

- 10 of the 11 surveyed providers report having a waiting list of children, echoing parents' experiences.
- Among the licensed providers surveyed, only 56% report operating at or near licensed capacity.

Enrollment is very close or exactly matched (within 5%) to licensed capacity	56%
Enrollment is slightly (up to 10%) lower than licensed capacity	0%
Enrollment is somewhat (10-20%) lower than licensed capacity	33%
Enrollment is much (20% or more) lower than licensed capacity	11%
Don't Know / Not Sure	0%

Our preschool classroom is licensed for 40 but due to safety reasons we have kept it at 30. We found that 40 children in one space was just too many.

The Employer's View

61% of surveyed Employers report a substantial impact of employee child care on their business.

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.

Greatly - employees' access to child care causes major challenges for my business	18%
Significantly - employees' access to child care causes moderate challenges for my business	43%
Slightly - employees' access to child care causes minor challenges for my business	32%
Not at all - employees' access to child care does not cause challenges for my business	7%

Almost all surveyed Employers report employees taking time off to care for children, sometimes permanently leaving their jobs.

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	86%
Employees terminating their employment	36%
Employees permanently changing their work hours / availability	46%
Employees trading shifts with co-workers, or otherwise temporarily changing their work hours / availability	29%
Candidates declining employment offers	30%
None of the above	4%

We are a service/government program that is not able to close or adjust hours when short staff. We lose staff for hours, days and sometimes full employment due to their children being sick and no one to care for them.

We have had issues with keeping employees because the cost of childcare drops their earnings to an unsustainable amount. They are better off not working.

Community Needs Assessment Data Overview

Data Sources

- Provider information
 - Child Care Aware list of providers
 - Community Action Partnership of Greater St. Joseph 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
5	16	5

This table does not include Pre-K programs or EHS/HS 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)	560	94	65	147
PRESCHOOL (3-5 YEARS)	1,141	147	82	148

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

Total number of slots includes Head Start/Early Head Start 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)	1,919	516	744
PRESCHOOL (3-5 YEARS)	1,949	522	756

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)	560	1,919	-1,359	29%
PRESCHOOL (3-5 YEARS)	1,141	1,949	-808	59%
PRE-K (4-5 YEARS)	450	648	-198	69%

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)	94	516	-422	18%
PRESCHOOL (3-5 YEARS)	147	522	-375	28%

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

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)	65	744	-679	9%
PRESCHOOL (3-5 YEARS)	82	756	-674	11%

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

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
\$41,176	\$45,380	9%	6,017	5,659	-6%	4,391	3,870	-13%

St. Joseph-area Workers

Live and work in St. Joseph	21,499	66.8%
Work in St. Joseph and live in Kansas City, MO	1,693	3.9%
Live in St Joseph and work in Kansas City, MO	2,176	6.8%

Top Employers

#	Employer	Industry	# Employed
1	Mosaic Life Care	Health Care	3,067
2	Triumph Foods	Food Processing	2,400
3	St. Joseph School District	Education	1,744
4	139th Airlift Wing, MO Air National Guard	Government	1,113
5	Boehringer Ingelheim	Animal Pharmaceuticals	1,070
6	Wal-Mart	Retail	740
7	City of St. Joseph	Government	673
8	Tyson Foods	Food Processing	670
9	American Family Insurance	Insurance	664
10	Western Reception, Diagnostic & Correctional Center	Government	583

Fiscal Mapping & Cost Modeling

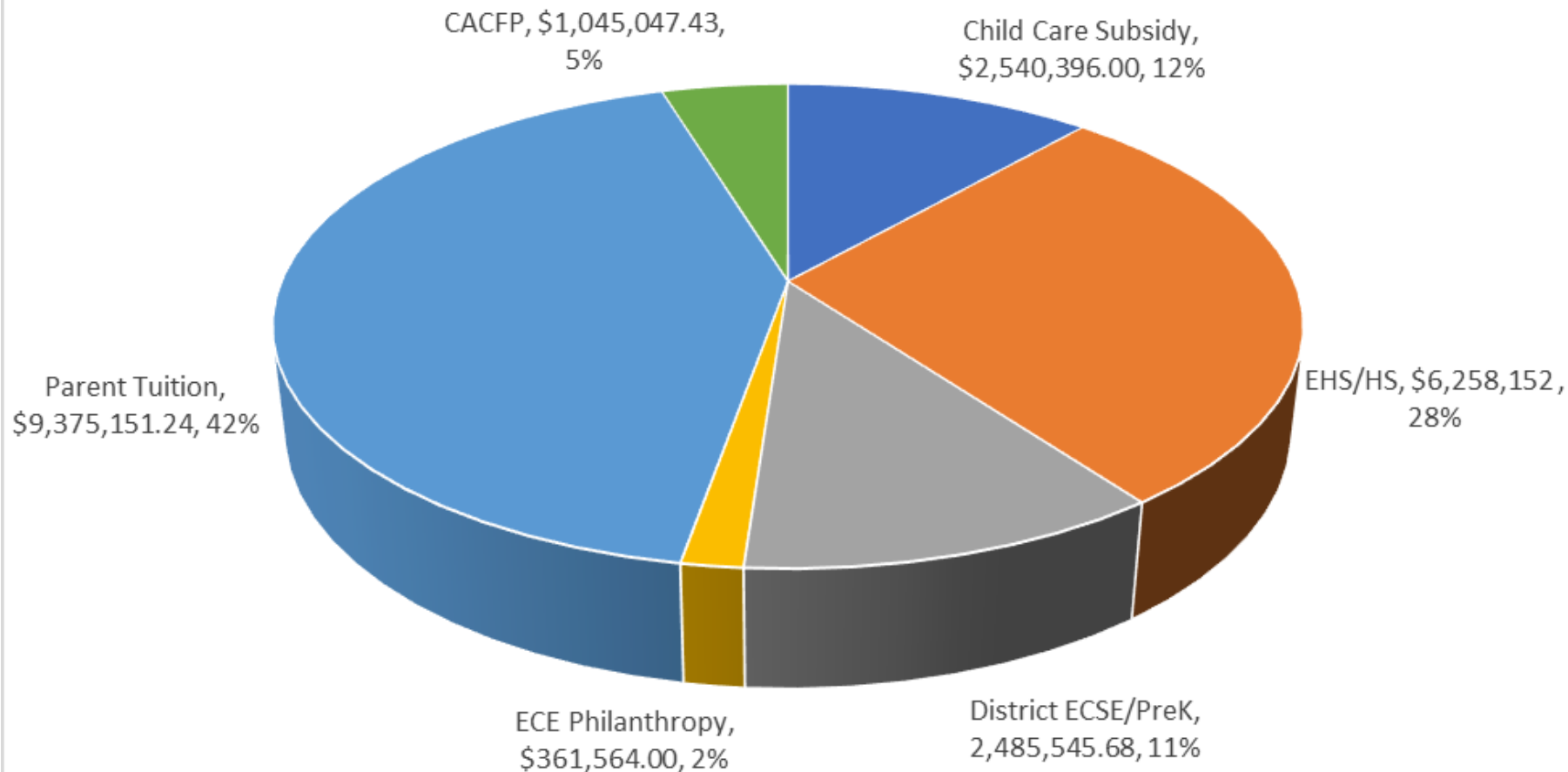
Fiscal Mapping: Data Sources

- **Child Care Subsidy Monthly Management Reports**
- **St. Joseph Public Schools**
- **Community Action Partnership of Greater St. Joseph**
- **Department of Social Services**
- **Local ECE Provider data**
- **Missouri Market Rate Survey**
- **Candid: Philanthropy Database**

Fiscal Mapping

- Identified 7 revenue streams: child care subsidy, Early Head Start/Head Start, public Pre-K & public ECSE (combined), ECE-specific philanthropy, parent tuition, and Child & Adult Care Food Program (CACFP)
- Total Funding =\$22,065,856.35

ECE Funding, Buchanan County 2022



Fiscal Mapping

- **Parents are contributing a large percentage of the revenue flowing into the current system.**
- **Lack of subsidized care available/being utilized**
- **Average parent cost of full-time care, without subsidies (151%+ FPL):**
 - **\$11,830 per year (infant/toddlers: center-based)**
 - **\$9,172 per year (preschool: center-based)**
- **General Philanthropy vs. ECE-specific (\$17,548,622 vs. \$361,564)**

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 (\$228/week IT; \$177/PS)
- Average local salaries for key positions:

Director: \$49,900; Lead: \$29,000; Assistant: \$28,000

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	-\$39,481
Net Revenue as a Percent of Total	-11%

Cost Per Child

Cost Per Child 0-2	\$14,497
Cost Per Child 3-5	\$8,759
Staffed Capacity	36
TOTAL TEACHING STAFF	7.2

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	\$174,047
Net Revenue as a Percent of Total	15%

Cost Per Child

Cost Per Child 0-2 years	\$13,076
Cost Per Child 3-5 years	\$7,338
Cost Per Child 2-3 years	\$8,294
Staffed Capacity	116
TOTAL TEACHING STAFF	19.2

Cost Modeling

Family Child Care Home:

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

Net Revenue	\$2,806
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Net Revenue as a Percent of Total	5%
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Cost Per Child

Cost per child average	\$5,168
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Cost Modeling

Takeaways

- Local tuition rates are almost equal to child care subsidy rates (lower for average FCC rates)
- Lacking local business support
- Models impacted by tuition rates, preschool to infant/toddler ratios and size of the program, enrollment, & uncollected revenue, salaries
- 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

SUBSIDY AND TUITION

Enter the full-time or part-time weekly subsidy and private tuition rates for each age group.

Classroom Age Group	Weekly Subsidy Rate	Weekly Tuition [?]
0-2	\$ 235	\$ 228
3-5	\$ 177	\$ 177

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?**

Appendix: Additional Survey Data

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

60% of surveyed parents have at least one child in center-based care, while only 30% have at least one child in home-based care

- 13% of surveyed ECE-enrolled families have children in a Head Start program
- 10% of families have children with unique needs or disabilities that require specialized care

How surveyed parents discover ECE providers in Buchanan County

Recommendation from friend or family member
Google or other general online search
Older children previously cared for by same provider
Other (Please specify): School District
Child Care Aware
Facebook or other social media
Other (Please specify): Church
Other (Please specify): College
Other (Please specify): State inspections
Other (Please specify): the daycare is at my place of employment

Snapshot: Surveyed Family Work & Financials

- 82% 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	6%
\$20,001 to \$40,000	14%
\$40,001 to \$60,000	15%
\$60,001 to \$80,000	16%
\$80,001 to \$100,000	20%
\$100,001 to \$150,000	21%
\$150,000 to \$200,000	4%
\$200,001 to \$250,000	1%
\$250,000+	2%

No, my family does not qualify for a child care subsidy	46%
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	21%
Yes, my family qualifies for a child care subsidy BUT we don't use it	7%

Balancing affordability with high quality available care is particularly challenging for parents.

While tuition varies significantly across families, the average monthly child care cost among surveyed respondents is ~\$810.

When my son was first born, I thought I would have to quit my job because there weren't any available providers. I had interviewed 2 women, but I didn't feel safe leaving my newborn in either place.

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.

My son started kindergarten this year. Last year, combined child care costs were our single most expensive budget item, more than our mortgage.

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?”

5 out of the 11 providers report that resources and support are stretched or scarce.

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"	9%
Great - there are consistently at least enough resources and support for programs and operations, so I can feel at ease	27%
Adequate - there are generally enough resources and support for programs and operations, though there is not generally anything to spare	18%
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	36%
Scarce - there is nowhere near enough resources and support for programs and operations, and I regularly have to make trade-offs and sacrifices	8%

Responding providers receive funding via tuition, but alternatives sources are widespread.

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	73%
Child care subsidy	64%
CACFP	55%
Private philanthropic grants or donations	27%
State Pre-K funds	0%
Loans / Lines of credit	0%
EHS / HS	0%

Less than a third of providers expect their enrollment to increase in the next few years.

- Only 3 of the 11 surveyed providers say they expect their enrollment to increase in the next 3-5 years
- Providers cite capacity – either licensed, facility-driven, or staff-constrained, as reasons for not planning to take on more children.

We are not able to accommodate more children due to space and needs of children.

We continue to see facilities in our area close down or not have enough staff to run at capacity so we are regularly taking on new children if we are able. We are still struggling to find qualified employees which would be the only concern in enrolling more children.

Despite uncertainty about increased enrollment, 82% of providers still plan some kind of investment.

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

Purchase new educational materials	73%
Purchase new furnishings	64%
Renovate / make improvements to your existing facilities	45%
Expand capacity via added facilities or space	18%
Close your facilities entirely (e.g. to retire)	0%
None of the above	18%

Anticipated funding sources for improvements

Tuition paid by families	55%
Private philanthropic grants or donations	36%
Child care subsidy	45%
CACFP	36%
Loans / Lines of credit	0%
State Pre-K funds	0%
EHS / HS	0%

Snapshot: Surveyed Providers

Among the 11 ECE Providers who participated in the survey:

- 5 are Directors of a single center
- 6 are Owner/Operators

- 8 are center-based providers
- 3 are home-based providers

- 9 are licensed by the Missouri Office of Childhood
- 1 is license exempt
- 1 is registered

Staff size that they lead ranges from 0-25, with a median staff size of 14

Active Professional Network Membership:

Facebook group for Child Care or Early Learning Providers	8
Family Child Care Network (through Child Care Aware)	8
Local Chamber of Commerce or Business Association	3
Missouri Association for the Education of Young Children (MOAEYC)	1
None of the above	0
Other Local Support Network	1

Snapshot: Children under Care of Surveyed Providers

- Among the 11 providers who participated in the survey:
 - 8 provide care for infants under 6 months
 - 9 provide care for babies ages 6-18 months
 - 10 provide care for toddlers ages 18 months-3 years
 - 11 provide care for pre-schoolers age 3-5 years
 - 5 provide after-school care for kids age 5 and over

Even with widespread challenges, 86% of employers identify as offering no child care benefits.

Which of the following child care benefits, if any, does your company offer to employees?	
None	86%
On-site child care facility	4%
Child care stipends / scholarships	4%
Other: 4 hours Parent Leave Time	4%
Other: FSA/Dependent Spending Account	4%
Other: Childcare fee reimbursement	4%

Snapshot: Surveyed Employers

Industries work in:

Manufacturing / Industrial	9
Government	3
Non-profit Organization	5
Professional Services	1
K-12 Education	3
Financial Services / Banking	2
Other (Please specify):Insurance	1
Other (Please specify):Construction	1
Other (Please specify):Human Services	1
Other (Please specify):Staffing/Training	2
Other (Please specify):Military	1

Roles at organization:

Executive Leadership (C-suite)	10
HR / Talent Management / Recruitment	8
Supervisor (Director, Manager, Lead, or other role that supervises others)	10