

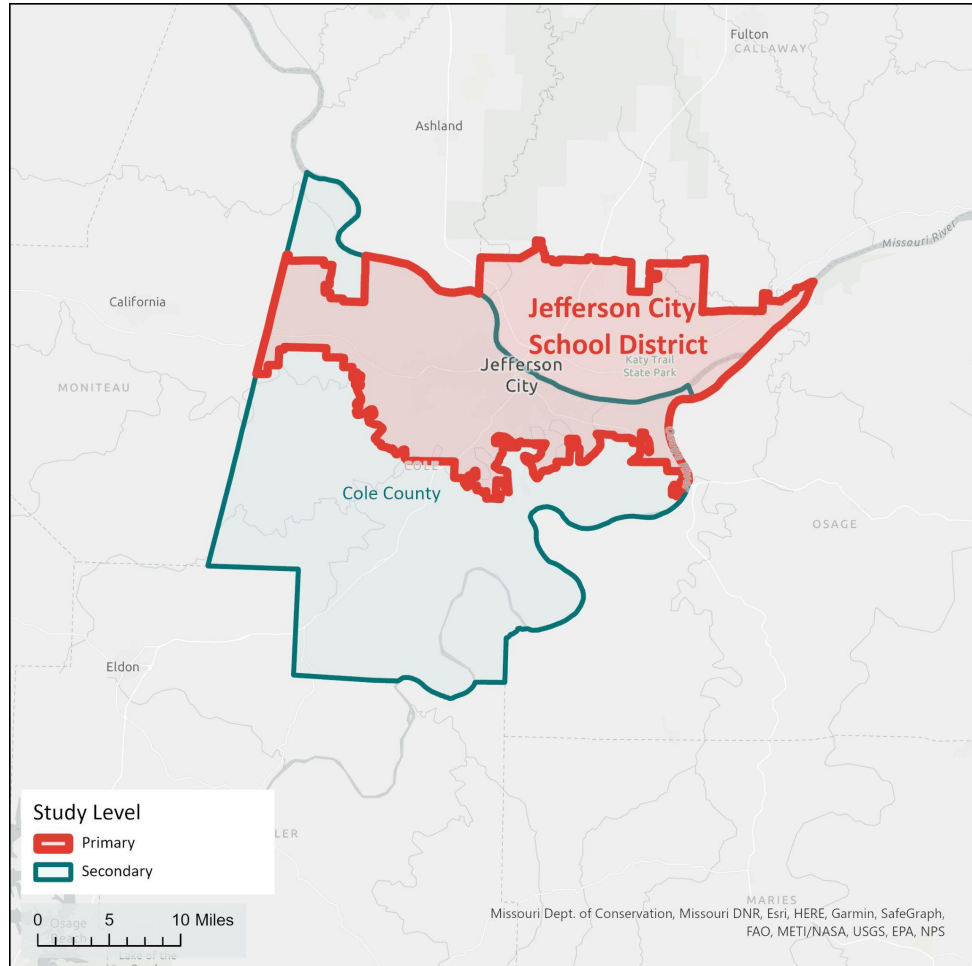
**Jefferson City /
Cole County
Community
Team
Meeting #2**

12.07.23

Study Area

Jefferson City
School District

Cole County -
workforce
characteristics only



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
 - Central Missouri Community Action 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 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
11	32	2

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)	1,213	26	102	76
PRESCHOOL (3-5 YEARS)	1,434	30	129	79

Preschool (age 3-5 years) does not include Pre-K programs

* Numbers reported are for Cole County



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)	1,798	352	525
PRESCHOOL (3-5 YEARS)	1,818	352	530

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 Total Slots

	NUMBER OF SLOTS, TOTAL	NUMBER OF KIDS WHO NEED CARE	GAP IN SLOTS, TOTAL	PERCENT SERVED
INFANT & TODDLER (BIRTH-2 YEARS)	1,213	1,798	-585	67%
PRESCHOOL (3-5 YEARS)	1,434	1,215	219	118%
PRE-K (4-5 YEARS)	482	603	-121	80%

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 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)	26	352	-326	7%
PRESCHOOL (3-5 YEARS)	30	352	-322	9%

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

* Numbers reported are for Cole County



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)	102	525	-423	19%
PRESCHOOL (3-5 YEARS)	129	530	-401	24%

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

* Numbers reported are for Cole County



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
Jefferson City School District	\$54,598	\$61,922	12%	5,444	5,263	-3%	3,908	4,407	11%
Cole County	\$54,598	\$63,916	15%	6,438	6,372	-1%	4,667	5,333	12%



Jefferson City-area Workers

Live and work in Jefferson City	20,789	62.0%
Work in Jefferson City and live in Columbia	2,779	5.0%
Live in Jefferson City and work in Columbia	3,084	9.2%

Live and work in Cole County	21,982	62.30%
Live in Callaway County and work in Cole County	4,549	8.30%
Live in Cole County and work in Callaway County	1,829	5.20%
Live in Cole County and work in Boone County	3,259	9.20%
Live in Boone County and work in Cole County	4,511	7.50%



Top Employers

#	Employer	Industry	# Employed
1	State of Missouri	Government	15,356
2	Quaker Windows & Doors	Manufacturing	1,669
3	Jefferson City School District	Education	1,557
4	Capital Region Medical Center	Healthcare	1,495
5	Scholastic Inc.	Book Distribution	1,366
6	Central Bancompany	Financial	1,286
7	Hitachi Energy	Manufacturing	1,060
8	SSM Health – St. Mary’s Hospital	Healthcare	982
9	City of Jefferson	City Government	708
10	Walmart Supercenter (2)	Retail	695



Survey Insights



Research Scope



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

Parents of children ages 5 and under (N=76 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=12 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=21 surveyed):

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

Parents, ECE Providers, and Employers collectively play back a very consistent story of an under-resourced child care and early learning system in Jefferson City:

- **Parents** face challenges with both availability and affordability, most often facing waiting lists of months or years before they can get a child enrolled with a care provider. And getting enrolled initially is not necessarily a guarantee of security, as some parents have experienced reduced ECE capacities or closures that force them back to the drawing board
- **ECE Providers** struggle to hire and retain staff without the ability to offer more competitive pay, and many cite public pre-K as creating a drop in 3-5-year old enrollment in their facilities, which in turn makes it more difficult financially to sustain operations for infant and toddler care. As a result, some have closed, resulting in the longer waiting lists and higher prices experienced by 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. While most employers do not currently offer child care benefits to their employees, there are some who see the problem and express interest in exploring better solutions.

Parents



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



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	82%
There are plenty of affordable child care and early learning providers in my area	77%
It is easy to find a provider who is affordable	68%
It is easy to find a provider who is conveniently located for my family	44%
It is easy to find a provider whose availability fits my schedule	40%
It is easy to find the right provider for my child(ren)'s needs	40%

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.

Balancing affordability, availability, and quality is a major challenge for parents.



While tuition varies significantly across families, the average monthly child care cost among surveyed respondents is ~\$950

“Finding a provider I feel safe & comfortable with that fits our budget.”

“Not enough affordable options. We are living paycheck to paycheck to make sure our son has a great play to be during the day.”

“Waiting list and the huge increase of cost. The first daycare my daughter went to we waited [a year and a half] for and cost \$1,100. They then changed hours and closed Fridays, but tuition stayed the same so we had to leave because we couldn't afford it. Then we had to wait another 6 months for her to go to another daycare.”

“There is not enough daycares in Jefferson City. In-home daycares you cannot trust. Daycare is outrageously expensive. I pay 1975 monthly, which I'm still looking for somewhere else as I barely make ends meet.”

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 find the care they are looking for, many report experiencing closures or reductions in capacity that place them back on new waiting lists.



Among the 76 parents of children ages 5 and under who responded to the survey:

- 82% have their children enrolled in child care or early learning
- 65% 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
- Infant care is mentioned as especially difficult to find and expensive

“1 1/2 years [old], was not born yet [when placed on the list]. Finally got the spot, the daycare cut opening hours and she was placed on another waiting list for 6 months...that’s where she is at now.”

“One month between when I had to go back to work and when he could start at his daycare”

“Biggest challenge was finding a daycare that accepted babies. We were put on three waiting lists when I found out I was pregnant. There is just such a lack of daycare facilities and/or in-home childcare in Cole County. The biggest trade off when my daughter was a baby was traveling. We traveled 35 minutes out of our way (one way) to Meta Mo because that is the close facility that accepted a baby.”

Open ended responses to: Please share more about how long each of your children were on a wait list, and their age(s) while on the wait list(s).

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



Overall, 78% of surveyed parents have made changes to their work lives or moved homes in order to accommodate their child care needs.

“I have been lucky in finding childcare that fits my schedule and budget—most people are not so lucky. If I wasn't at my current childcare, I don't know what we would do. The biggest trade [off] I made was switching my work schedule because he has to be picked up by 5 and I used to work until 5, and it is also 25 minutes away from work.”

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	45%
Reduced working hours	28%
Switched jobs	24%
Left the workforce to stay home with children	12%
Moved to a new home	3%

ECE Providers



When asked about their biggest challenges, ECE Providers point to stretched staffing and covering operating costs, especially for infant care, particularly with the expansion of public pre-K.



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

“Hiring staff. Maintaining a non profit budget without the prekindergarten enrollment to balance out the money lost on the infant/toddlers we serve. The only solution we can find is to raise the cost of infant/toddler child care, which will only allow us to serve the families that can pay thousands a month and exclude any low income families. This would be a huge disservice to our community.”

“Staffing is hard. The hiring process and all the upfront for them to start. Having many children with special needs but no staff trained to help them.”

“Licensing and public preschool. Centers have relied on preschool revenue to keep infant care available and reasonable in price. Public preschool will cause infant care to skyrocket in cost and become even more scarce. Licensing is understaffed and has a significant lack of knowledge and experience, and maybe leadership.”

When it comes to staffing challenges, finding applicants and being able to offer an attractive wage top the list.



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.

Not enough applicants for open positions	7
Cannot afford to offer a wage that will attract applicants	6
Applicants do not have the needed work experience	4
Applicants lack needed training	2
Staff leaving to take positions elsewhere	1

Number of providers (out of 12 survey participants)

While half of surveyed ECE providers expect their enrollment to increase in the next few years, two expect theirs to decrease due to public pre-K.



Which of the following statements best describes your expectations for enrollment in the future? In the next 3-5 years, do you expect the number of children enrolled to...

Increase	6
Remain roughly the same	4
Decrease	2

“Because we are increasing our education and hiring experienced teachers”

“We are doubling our capacity in 2025”

“With more parochial and public preschool spots opening, we will see a decline in our enrollment for ages 3+.”

“Our capacity is primarily for children 2-5, we are losing those children daily to public preschools.”

Employers



More than three-quarters 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	5
Significantly - employees' access to child care causes moderate challenges for my business	11
Slightly - employees' access to child care causes minor challenges for my business	5
Not at all - employees' access to child care does not cause challenges for my business	0

All Employers report employees taking time off and/or making big changes to their work availability to accommodate child care.



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	18
Employees permanently changing their work hours / availability	13
Candidates declining employment offers	10
Employees terminating their employment	8
Employees trading shifts with co-workers, or otherwise temporarily changing their work hours / availability	6
None of the above	0

“Drop off and pick up times affect staff schedules. When daycares are closed, staff must be absent. When one staff person's daycare closed, they had to alter their work schedule and then had to resign because of the lack of affordable childcare options.”

“It is difficult to hire qualified candidates if they have children under 5 because we do not have room for them in our center. Finding quality childcare anywhere right now is extremely difficult.”

“Several employees have experienced difficulty finding childcare that has openings, or that opens before 7:00 AM. Also before school care has become a concern.”

In spite of these challenges, only one in three surveyed employers offers child care benefits to their employees.



Which of the following child care benefits, if any, does your company offer to employees?	
None	14
On-site child care facility	4
Child care stipends / scholarships	2
Off-site child care facility	2
Other (Please specify):health insurance and life insurance	1
Other (Please specify):Free childcare for children above 2 years old, limited 1 per family. 25% off employee discount for programs.	1

While most employers do not have specific plans to begin offering new benefits, some are considering further action.



“This year we implemented the employee discount for free childcare for one family member 2 or older.”

-YMCA Child Development Center

“Have attended the childcare forum and Jefferson City Chambers meetings regarding this issue. Will consider a change in 2024 to be effective in 2025.”

-DeLong’s, Inc.

“Researching the possibility of opening childcare/preschool on campus.”

-Lincoln University

I am very interested and active with JC chamber workforce coalition in addressing how we as a business can alleviate some of the stress and challenges our childcare providers are going through.”

- C&S Employment Solutions

Fiscal Mapping



Fiscal Mapping

Fiscal Mapping:

- Identify all existing funding streams supporting ECE + gaps in revenue

Cost Modeling:

- Determine current cost of care in the community + ideal cost structure



Fiscal Mapping

Data sources:

- Office of Childhood: Child Care Subsidy Monthly Management Reports
- Jefferson City Public Schools
- Central Missouri Community Action
- Department of Social Services
- Local ECE Provider data
- Missouri Market Rate Survey
- Candid: Philanthropy Database



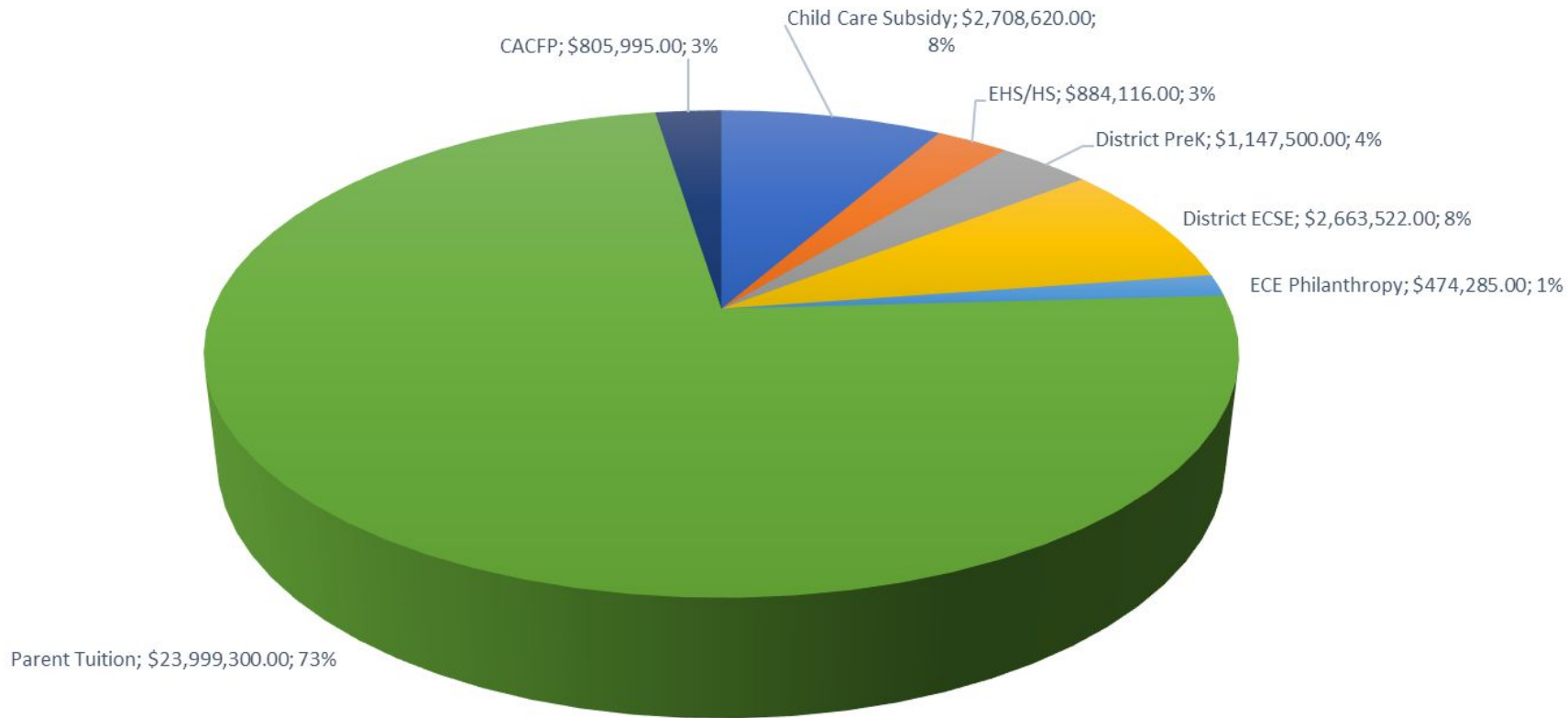
Fiscal Mapping

- Identified 7 revenue streams: child care subsidy, Early Head Start/Head Start, public Pre-K, public ECSE, ECE-specific philanthropy, parent tuition, and Child & Adult Care Food Program (CACFP)

- **Estimated total annual revenue: \$32,683,338**



ECE Funding-Cole County, MO



Key Points

- Parents are contributing the majority of revenue flowing into the current system (and yet, they repeatedly describe it being unaffordable)
- Parent cost averages:
 - \$12,220/year for IT (center-based FT care)
 - \$8,424/year for PS (center-based FT care)
- Philanthropy:
 - General: \$21,878,756.00 vs. ECE-specific: \$2,128,325.00 (9.73% of total giving)
- True cost of care in Missouri: \$17, 400/year (infants); \$10,600/year (preschool) at baseline quality



Recap

Cole County

- Only **3%** of children 0-5 years are in an accredited slot
- **19%** of IT children below 150%FPL served vs. **53%** of IT children above 150%FPL served
- **24%** of PS children below 150% served vs. **85%** of PS children above 150% FPL served
- Only **7%** of EHS eligible children and **9%** of HS eligible children are currently being served



Recap

- Lack of affordable/accessible infant-toddler care across the board
- Need for more subsidized care in both IT and PS, child care subsidy is underutilized.
- Employers want to do something!



Appendix: Additional Survey Data



Among the 18% of surveyed parents who do not have their 5-and-under children enrolled in ECE, affordability and waiting lists are also top-mentioned barriers.



Which of the following reasons, if any, contribute to your child(ren) not currently being enrolled in child care or early learning?

It is not affordable to enroll my child(ren) in child care or early learning	71%
There are waiting lists to get my child(ren) enrolled in child care or early learning	64%
I have not looked much into child care or early learning, because I have family and/or friends who help with caring for my child(ren)	21%
There are no child care or early learning locations near enough to my home or work	7%
I have not looked much into child care or early learning options, because I assume that they will not work for me and my family	7%
I do not currently need child care or early learning outside of my home	0%

“Options have been limited in my area and the prices are skyrocketing. Luckily mine entered k this year so my struggles are coming to an end. I worry about having another child and fighting childcare all over again.”

“The cheapest place in Jefferson City with openings for infants is \$500/week. That’s more than I make!”

“Conflict between parents schedule and daycare having limited space with most places understaffed”

Open ended responses to, “Please share more about the specific challenges you have encountered when seeking child care or early learning for your child(ren).”

In addition to affordability and waiting lists, some parents also find care is inconveniently located or incompatible with their work schedules.



- 44% of parents indicate that it is not easy to find a provider that is conveniently located
- 40% indicate that it is not easy to find a provider whose availability fits their schedule
- Average weekly travel time related to child care is just under 2 hours among surveyed parents

“It was hard finding one that fit with our needs and hours. Biggest trade off was distance from house and time travel for the daycare.”

“Just finding a provider is hard, waitlists are very long. Many daycares in my area have closed because of the paperwork and cost to be in business per the state is not worth it. The hours and amount of time my daycare is closed poses challenges with work”

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



98% of parents with kids enrolled in ECE have at least one child in center-based care, while 68% have at least one child in home-based care

- 8% of surveyed ECE-enrolled families have children in a Head Start program
- 14% of all surveyed families have children with unique needs or disabilities that require specialized care

How surveyed parents discover ECE providers in Springfield

Recommendation from friend or family member	33%
Google or other general online search	13%
Child Care Aware	9%
Facebook or other social media	9%
Older children previously cared for by same provider	8%
<i>Other (Please specify):Community program</i>	1%
<i>Other (Please specify):Down the road from where I work</i>	1%
<i>Other (Please specify):Employee</i>	1%
<i>Other (Please specify):Enrolled my child in Pre-K at Blair Oaks Elementary and they recommended it</i>	1%
<i>Other (Please specify):Licensed child care providers list from website</i>	1%
<i>Other (Please specify):School district</i>	1%
<i>Other (Please specify):recommendation from First Steps</i>	1%

Snapshot: Surveyed Family Work & Financials



- 89% of parents who participated in the survey are employed full time
- Surveyed families are mostly middle income

\$20,000 or less	3%	
\$20,001 to \$40,000	12%	
\$40,001 to \$60,000	12%	20 th percentile
\$60,001 to \$80,000	13%	
\$80,001 to \$100,000	25%	Median
\$100,001 to \$150,000	22%	80 th percentile
\$150,001 to \$200,000	7%	
\$200,001 to \$250,000	3%	
\$250,000 or more	4%	

No, my family does not qualify for a child care subsidy	68%
Yes, my family qualifies for a child care subsidy AND we use it	12%
I don't know / am not sure if my family qualifies for a child care subsidy	20%
Yes, my family qualifies for a child care subsidy BUT we don't use it	0%

Snapshot: Surveyed Family Places of Residence



Jefferson City	68%
Centertown	5%
Wardsville	4%
Russellville	3%
Taos	3%
Brazito	1%
California	1%

Eugene	1%
Holts Summit	1%
Lohman	1%
Osage Bend	1%
St. Elizabeth	1%
St. Thomas	1%
Westphalia	1%

Unknown/Did not provide	5%
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Waiting lists are exacerbated by ECE Providers operating below licensed capacity.



- 10 out of 12 surveyed providers report having a waiting list of children, echoing parents' experiences
- Among the 10 licensed providers surveyed, half report operating below licensed capacity

Enrollment is very close or exactly matched (within 5%) to licensed capacity	4
Enrollment is slightly (up to 10%) lower than licensed capacity	1
Enrollment is somewhat (10-20%) lower than licensed capacity	3
Enrollment is much (20% or more) lower than licensed capacity	1
Don't Know / Not Sure	1

ECE Providers point to lack of staffing and the financial strain of the loss of pre-K students to public pre-K as reasons for operating below licensed capacity.



“Free public prekindergarten, public school prekindergarten and parochial schools that require for the kids to attend pre-k at their school to attend kindergarten. With fewer prekindergarten kids to balance out our budget, we have to enroll less infant/toddlers to balance out our budget. If we were back to running full pre-k rooms, we could serve at least 17 more infant/toddlers. Lack of staff is a huge daily challenge. In the month of September alone we hired 10 staff. Only one of them stayed full time and the others said the job was too much work. Since covid, childcare centers in general are care for children with big behaviors, undiagnosed needs, speech delays, 4 and 5 year olds that haven't started potty training. With the influx of kids with needs, facilities like special learning center are at capacity. Our providers are trained to help these children in a classroom setting without teacher aids.”

Quote is a response to: Please share more about any difference between the licensed capacity and actual enrollment at your child care or early learning location(s). What factors contribute to this difference?

Consistent with these capacity challenges, five out of 12 surveyed providers report experiencing stretched or scarce resources and support.

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	1
Adequate - there are generally enough resources and support for programs and operations, though there is not generally anything to spare	6
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	4
Scarce - there is nowhere near enough resources and support for programs and operations, and I regularly have to make trade-offs and sacrifices	1

Most providers receive funding via child care subsidy and tuition, as well as federal food program CACFP.



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

Child care subsidy	10
Tuition paid by families	8
CACFP	6
Private philanthropic grants or donations	2
Loans / Lines of credit	2
State Pre-K funds	0
EHS / HS	0

When it comes to future needs, most surveyed providers expect to make purchases for their facilities, and some also expect to renovate or add capacity, with the help of grant and loan capital.



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	9
Purchase new furnishings	6
Renovate / make improvements to your existing facilities	3
Expand capacity via added facilities or space	2
Close your facilities entirely (e.g. to retire)	1
None of the above	1

The home-based provider plans to shift focus to home schooling her own children

Anticipated funding sources for improvements	
Tuition paid by families	5
Private philanthropic grants or donations	5
Loans / Lines of credit	4
Child care subsidy	3
CACFP	1
State Pre-K funds	0
EHS / HS	0

Snapshot: Surveyed Providers



Among the 12 ECE Providers who participated in the survey:

- 7 are Directors of a single center
- 1 is a Directors of multiple centers
- 4 are Owner/Operators

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

- 10 are licensed by the Missouri Office of Childhood
- 1 is Registered
- 1 is Informal/Unlicensed

Staff size for centers ranges from 8 to 65, with a median staff size of 15

Active Professional Network Membership:

Facebook group for Child Care or Early Learning Providers	11
Local Chamber of Commerce or Business Association	4
United Way of Central Missouri	3
Family Child Care Network (through Child Care Aware)	1
Missouri Association for the Education of Young Children (MOAEYC)	1
None of the above	0

Snapshot: Surveyed Providers



Among the 12 ECE Providers who participated in the survey:

- 7 provide care for infants under 6 months
- 9 provide care for babies ages 6-18 months
- All provide care for toddlers ages 18 months-3 years
- All provide care for pre-schoolers age 3-5 years
- 4 provide after-school care for kids age 5 and over

All providers are located in Jefferson City

Snapshot: Surveyed Employers



Industries work in:

Manufacturing / Industrial	6
Professional Services	3
Pre-K Education	3
Non-profit Organization	2
Grocery / Retail	2
Government	1
Health care / Hospital	1
Financial Services / Banking	1
Higher Education	1
Other (Please specify): Insurance	1

Roles at organization:

Executive Leadership (C-suite)	7
Supervisor (Director, Manager, Lead, or other role that supervises others)	7
HR / Talent Management / Recruitment	5
Marketing / Communications	1
Other (Please specify): Loan Officer/VP	1

- 19 Employers located in Jefferson City
- 1 Employee with locations in Jeff City & Sedalia
- 1 Employer located in California