

**The Community
Partnership**

Phelps County
Community
Team
Data

Meeting #2

Community Data Overview

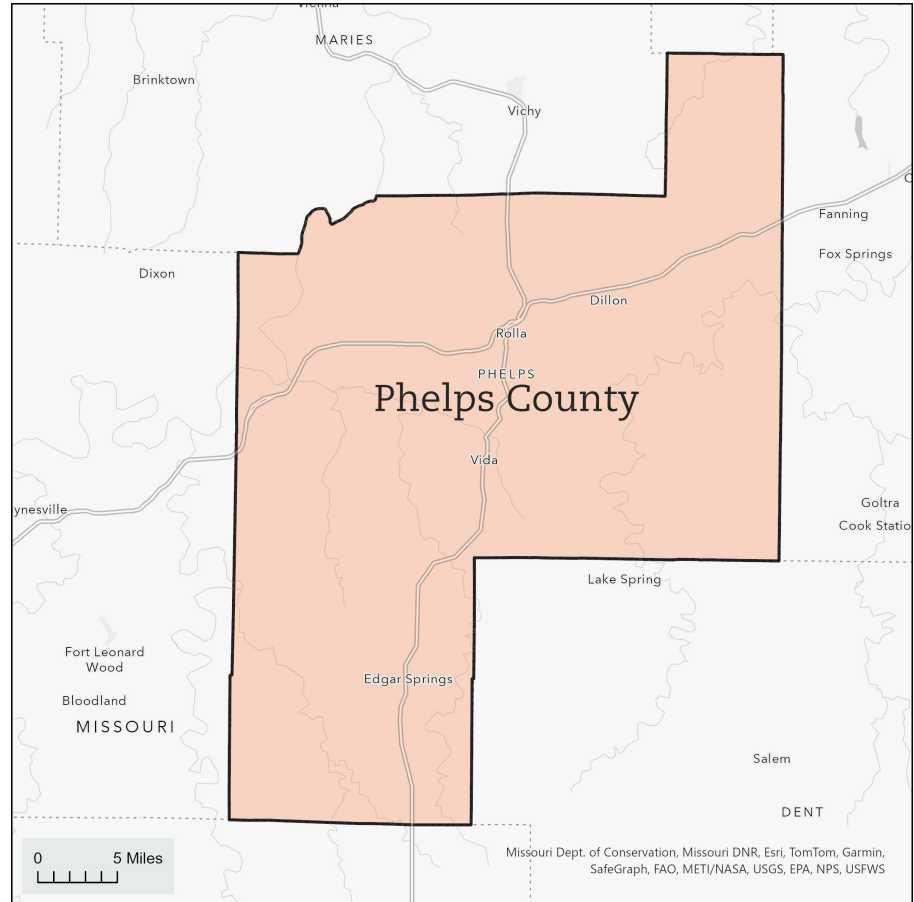
July 16, 2024

Agenda

1. Welcome
2. Data overview
3. Survey insights
4. Fiscal mapping & Cost modeling
5. Discussion
6. Next steps

Study Area

Phelps County



Phase I: Research & Community Engagement

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

Data Overview

Data Sources

- Provider information
 - Child Care Aware list of providers
 - Local contacts 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)

Key Findings

- Phelps County needs more than 1,000 additional slots, with slightly more need for Infant/Toddler slots than Preschool slots.
- There are no accredited providers, and no Early Head Start slots.
- More than 100 additional Head Start slots are needed.
- While Pre-K slots are plentiful, summer care for Pre-K kids is lacking.
- Only 5% of the children who are eligible for the state subsidy program are successfully accessing it.
- From 2017 to 2022, the number of kids ages 0-5 has decreased by 10%.
However, the number of kids in households with all parents working is up 2%.
- Over the same time period, the county population as a whole is holding steady but there has been a 26% increase in the number of people who identify as a race or ethnicity other than “White, Not Hispanic”.

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 GROUP HOME PROVIDERS	NUMBER OF ACCREDITED PROVIDERS
5	21	2	0

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)	374	0	18	0
PRESCHOOL (3-5 YEARS)	1,050	66	17	0

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)	1,022	167	352
PRESCHOOL (3-5 YEARS)	1,015	173	350

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)	374	1,022	-648	37%
PRESCHOOL (3-5 YEARS)	1,050	1,015	35	103%
PRE-K (4-5 YEARS)	612	340	272	180%

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

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	167	-167	0%
PRESCHOOL (3-5 YEARS)	66	173	-107	38%

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)	18	352	-334	5%
PRESCHOOL (3-5 YEARS)	17	350	-333	5%

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?

Data source: US Census Bureau, American Community Survey 5-year estimates

Household Characteristics

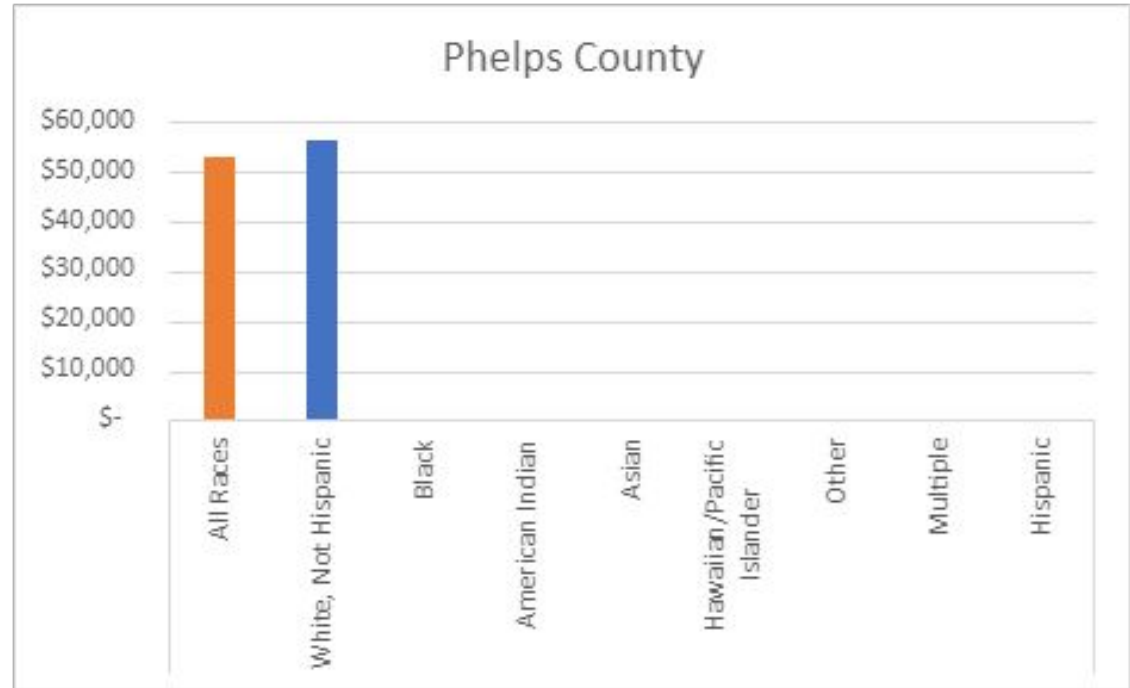
Median Household Income			Population 0-5			Children 0-5 with All Parents Working		
2017 <small>(IN 2022 DOLLARS)</small>	2022	% Change	2017	2022	% Change	2017	2022	% Change
\$49,918	\$53,242	7%	3,007	2,716	-10%	1,799	1,841	2%

Median Household Income, 2022

by Race or Ethnicity

Differences in MHI are an important consideration when planning for affordable ECE.

While incomes for most Race/Ethnicity groups are too small to report with confidence, the reported data shows that **incomes for unreported households are lower than for “White, Not Hispanic” households.** (i.e., value reported for “All Races” is lower than for “White, Not Hispanic”).



Some values are not reported due to insufficient sample size or high margins of error.

County Characteristics

by Race or Ethnicity

Total Population			Population White, Not Hispanic			Population Other than "White, Not Hispanic"		
2017	2022	% Change	2017	2022	% Change	2017	2022	% Change
44,873	44,843	0%	39,974	38,673	-3%	4,899	6,170	26%

Phelps County Study Area Workers

Live and work in Phelps County	8,466	52.9%
Work in St. Louis County and Live in Phelps County	1,173	7.3%
Work in Phelps County and Live in Pulaski County	875	4.9%
Work in Phelps County and Live in Crawford County	792	4.5%
Work in Phelps County and Live in Dent County	755	4.3%

Top Employers

Name	Employees
Phelps Health	2,000
Missouri University of Science & Technology	1,775
Walmart Distribution Center	760
Rolla Public Schools	632
Brewer Science	500
Walmart Supercenter	350
Mercy (healthcare)	265
City of Rolla	250
Hartmann Packaging	240
KVC - St. James (youth mental health)	200

Source: Rolla Chamber of Commerce, <https://rollachamber.org/>

Survey Insights

Research Scope

This report focuses on qualitative community survey research of parents and employers based or working in Phelps County.

Parents of children ages 5 and under (N=40 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.

Employers (N=10 surveyed):

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

ECE Directors and Owners (Secondary Surveys)

- Missouri DESE Market Rate Survey: February-March 2024 (n=10, Phelps County subset)

Key Takeaways

1

Access is elusive and inequitable.

Getting a seat is difficult. **The biggest barriers are long waitlists and high prices.**

These barriers are often most difficult to navigate for those experiencing other challenges.

2

Access: Inseparable from Quality

We often think of waiting lists and affordability as caused by limited supply: parents make it clear that we should understand these challenges as the by product of limited supply **of quality seats.**

3

Enrolling has many costs.

Landing a seat - success - comes with many costs: the supply gap is not just about those who are left out. It is also about the burdens of those who 'get in.'

4

Employers: hurt but unhelpful

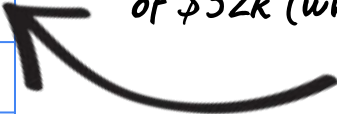
Experience the childcare system through increased requests for time off or workers leaving their jobs entirely. Employers largely do not offer child care benefits, and they don't anticipate starting to.

Who are
the
Parents?

Demographics of Respondents

Income Level	% of respondents
\$20,000 or less	3%
\$20,001 to \$40,000	10%
\$40,001 to \$60,000	8%
\$60,001 to \$80,000	18%
\$80,001 to \$100,000	18%
\$100,001 to \$150,000	26%
\$150,000 to \$200,000	8%
\$200,001 to \$250,000	8%
\$250,001 or more	3%


Survey median is well above the Phelps County Median of \$52k (where most of our responses are from)



Demographics of Respondents

Race/Ethnicity	% of respondents
American Indian and Alaska Native	0%
Asian	0%
Black or African American	4%
Hispanic or Latino	4%
Multiracial or Biracial	4%
Native Hawaiian and Other Pacific Islander	0%
White	87%

Largely in-line with Phelps County demographics.



The Parent's Experience

Top challenges: waiting lists and affordability.

Statement for reaction:	% who disagree or disagree strongly
It is easy to find a provider who does not have a waiting list for enrollment	72%
It is easy to find a provider who is affordable	69%
It is easy to find the right provider for my child(ren)'s needs	31%
It is easy to find a provider whose availability fits my schedule	26%
It is easy to find a provider who is conveniently located for my family	23%

IFF/KidsWin Parent Survey: Please select the response (Strongly disagree to Strongly agree) that best matches your experience with finding a child care or early learning provider for your child(ren) ages 5 and under.

Parents endure hardship to secure quality

We often think of waiting lists and affordability as caused by limited supply: parents make it clear that we should understand these challenges as the by product of limited supply **of quality seats.**

[Our biggest challenge was] finding a childcare center that is clean, safe and focused on making learning fun but is affordable. Cost is generally the biggest prohibitive factor,

- Phelps County Parent

[Our biggest challenge was] finding a reputable facility that has space/ availability. There is truth in you get what you pay for and touring some of the cheaper options made me concerned about the care my child would get there.

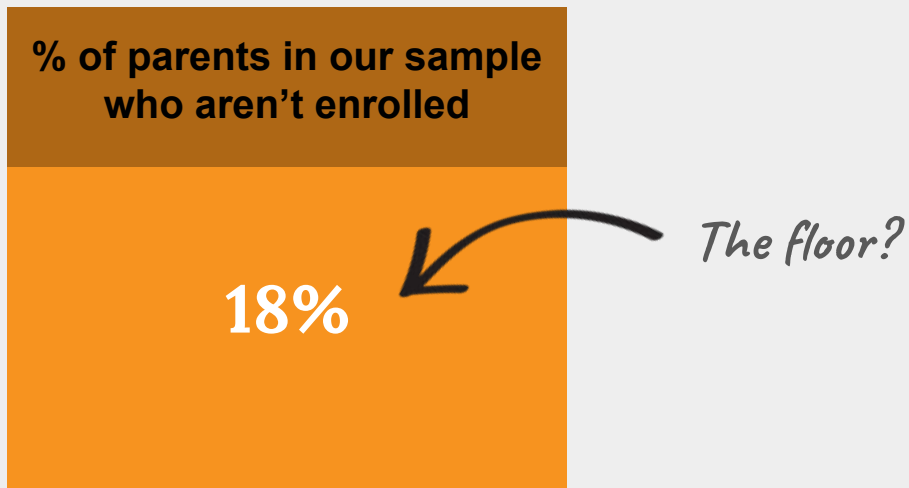
- Phelps County Parent

We have settled for child care providers due to only one option.

We chose a less convenient location for child care because the closer options were not high quality.

- Phelps County Parent

Who is being left out?



IFF/KidsWin Parent Survey: Thinking about your child(ren) ages 5 and under, are any of them currently enrolled in child care or early learning (i.e. day care, pre-school, Head Start, etc.)?

Who is being left out?

**% of parents in our sample
who aren't enrolled**

18%

Care for special needs kids is impossible to find and afford.

- Phelps County Parent

What childcare does exist, the staff is bare bones. I feel like they're just warm bodies. The children don't get the individualized attention they need or desire. What facilities do exist are also very expensive and [don't] seem worth the money.

- Phelps County Parent

IFF/KidsWin Parent Survey: Please share more about the specific challenges you have encountered when seeking child care or early learning for your child(ren).

Signing up... then waiting.

**% of parents on waitlists
prior to enrolling**

56%

IFF/KidsWin Parent Survey: Prior to enrolling your child(ren) in child care or early learning, were they placed on a wait list?

Signing up... then waiting.

**% of parents on waitlists
prior to enrolling**

56%

“

I put my name on the waitlist at 2 facilities when I was 20 weeks pregnant. I took 8 weeks maternity leave and still was not yet into a facility. I had to have a grandparent watch my child till she was 3 months old.

- Phelps County Parent

“

Finding a center with openings was nearly impossible. I called all centers and was put on a waiting list, but never received a call about an opening (I checked in with them every few months).

- Phelps County Parent

IFF/KidsWin Parent Survey: 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 median amount parents in our survey are paying.



\$793

Infant/Baby
(0-2)



\$700

Toddler
(2-3)



\$618

Pre-Schooler
(3-5)

IFF/KidsWin Parent Survey: Approximately how much money do you spend monthly on child care or early learning for each of your child(ren)? Please enter your total monthly cost in dollars.

What it can feel like to be a pay the bill.

“

The price is staggering for a child and we provide everything on top of that (food, snacks, diapers etc) We spend upward of 1000 a month on childcare. We will spend almost all of 1 persons income on daycare. We have discussed and thought really hard about one staying home but then we work 5-6 years later to make up for it in retirement loss.

-- Phelps County Parent

”

What it can feel like to be a pay the bill.



In addition to the cost doubling, our childcare no longer serves food, which also increases expense and time required for the parent. We have an excellent childcare provider that we love, but have considered every possible option to remove our children from childcare because of cost.

-- Phelps County Parent



What it can feel like to be a pay the bill.



In addition to the cost doubling, our childcare no longer serves food, which also increases expense and time required for the parent. We have an excellent childcare provider that we love, but have considered every possible option to remove our children from childcare because of cost.

-- Phelps County Parent

(\$200,001 - \$250,000 annual pre-tax family income)



Navigating the current system has many hidden costs.

Which of the following have you or another adult member of your household done in order to accommodate child care availability?	
Changed work schedule without changing employers	28%
Reduced working hours	20%
Switched jobs	23%
Left the workforce to stay home with children	8%
Started to work-from-home	3%
Moved to a new home	3%
Left the workforce to pursue education and gain child care flexibility	3%

None of the Above? 35%

Other?

“Have to drop my child off to a friend in the morning where they then take my child to daycare as the daycare does not open early enough”

“Made family live with us to allow for child care”

IFF/KidsWin Parent Survey: 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? Please choose as many as apply.

Inaccessible care reverberates through lives.

“

I'm blessed to be able to bring my child to work with me in order to thankfully provide for my family. However I cannot give either 100%. If I give my child my attention work suffers. If I give my job attention my child suffers. Without affordable and reliable childcare I'm not able to provide 100% of myself anywhere. In the end everyone suffers. My job, my child, and my family as a whole.

-- Phelps County Parent


”

The Employer's Experience

Childcare is a recognized challenge, and most organizations feel some impact.

How much does your employees' access to child care affect your business?	
Greatly - employees' access to child care causes major challenges for my business	40%
Significantly - employees' access to child care causes moderate challenges for my business	30%
Slightly - employees' access to child care causes minor challenges for my business	30%
Not at all - employees' access to child care does not cause challenges for my business	0%

70% experience moderate or major challenges



IFF/KidsWin Employer Survey: 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.

What are the specific impacts of childcare and how many businesses feel them?

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	60%
Employees trading shifts with co-workers, or otherwise temporarily changing their work hours / availability	60%
Candidates declining employment offers	30%
Employees permanently changing their work hours / availability	30%
Employees terminating their employment	20%
None of the above	0%

IFF/KidsWin Employer Survey: Which of the following events, if any, has your company experienced during the past year, due to employees' access to child care?

Employers: their experiences

We do allow parents to bring children to office, if absolutely necessary and short term. We allow them to make up time lost during the week, on weekends and can bring children to office as well, if needed. Whatever we can do to keep work flowing.

- **Phelps County Director**

Childcare is one of the primary reasons employees miss work. Also we feel like access to affordable child care limits the talent pool and makes recruiting difficult.

- **Phelps County CEO**

Most difficult for mom's right after birth and maternity leave. Have had to do some work-from-home options until a permanent childcare provider had an opening. Also some issues with having back up childcare when providers close for holidays/breaks.

- **Phelps County Director**

The Provider's Experience

The providers in the market rate survey (generally large licensed providers) confirm waitlist experiences.

- **All providers who provided enrollment data** from our study area in the Missouri DESE study report having a wait list.
- The average waitlist length in the sample is **205% of total enrollment.**

Missouri DESE: Does your program maintain a waitlist of current families actively seeking care? If yes, provide the average number of children on the waitlist for each age group you serve.

Staffing Challenges

Providers in the sample most frequently cite inability to paying competitive wage, disinterest in child care work, and inability offer benefits as the source of staffing challenges.

“

I was able to apply for a recruitment grant for 1 year, however after September I will lose those workers because I cannot compete with a high wage.

- Phelps County Provider

“

[We] are hoping to keep the same number of staff but this will depend on tuition increase to be able to do so.

- Phelps County Provider

Missouri DESE: If you have had difficulties in recruiting and retaining staff over the past year, what are the primary reasons for this? (check all that apply)

Missouri DESE: Hiring additional educational staff:How will you be able to continue funding?:With the closure of one-time grant and support dollars related to COVID-19 relief funds (e.g., PPP, ARPA, CCRSA), DESE is interested in learning more about how the expiration of those dollars will affect the child care industry.

Key Takeaways

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We often think of waiting lists and affordability as caused by limited supply: parents make it clear that we should understand these challenges as the by product of limited supply **of quality seats.**

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Enrolling has many costs.

Landing a seat - success - comes with many costs: the supply gap is not just about those who are left out. It is also about the burdens of those who 'get in.'

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Employers: hurt but unhelpful

Experience the childcare system through increased requests for time off or workers leaving their jobs entirely. Employers largely do not offer child care benefits, and they don't anticipate starting to.

Fiscal
Mapping
&
Cost
Modeling

Fiscal Mapping

Data Sources

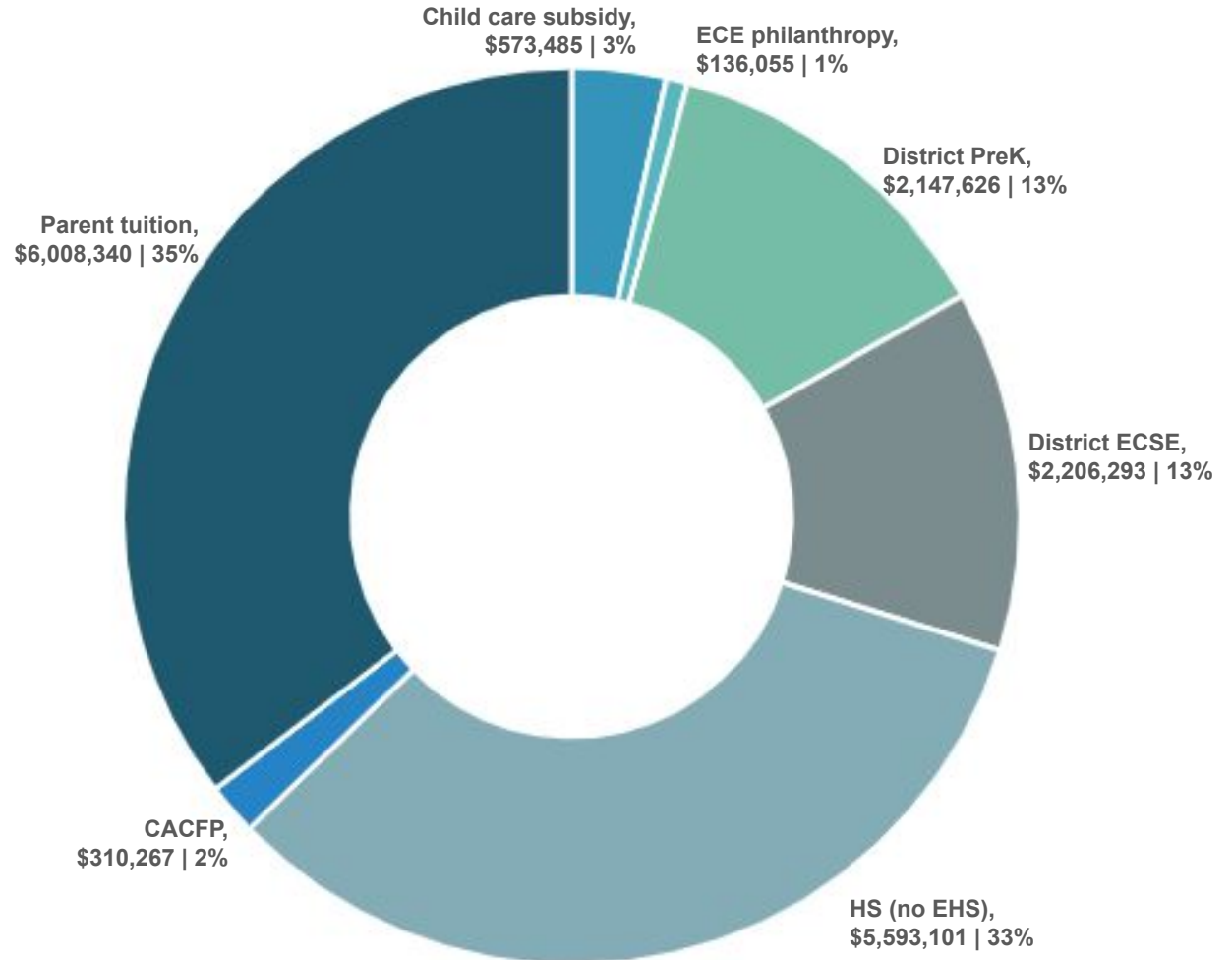
- Office of Childhood: Child Care Subsidy Monthly Management Reports
- Missouri Department of Health and Senior Services
- Missouri Market Rate Survey
- Candid: Philanthropy Database
- Missouri Department of Elementary and Secondary Education
- School districts
 - Newburg R-II
 - Phelps County R-3
 - Rolla School District
 - St. James R-I

Fiscal Mapping

- Revenue streams:
 - Child care subsidy, Head Start (no EHS), philanthropy, public PreK & public ECSE, parent tuition, and Child & Adult Care Food Program
- Philanthropy (2023)
 - ECE specific: \$136,055
 - Non-ECE specific: \$521,355
- Cost of parent tuition (median):
 - \$8,892/year for infants & toddlers
 - \$8,060/year for preschool

ECE Funding 2023

total funding:
\$16,975,167



Fiscal Mapping

- Lack of subsidized care available/being utilized
- Expand the conversation around philanthropic and business support

Cost Modeling

- Baseline scenarios - Nonprofit Program, Church-based Program, Home-based Program
- Built using Market Rate Survey (MRS), provider feedback, and Missouri default data

Cost Modeling

- Salary ranges based on MRS and local provider survey responses -
 - Director: \$35,000, Lead Teacher: \$13.25/hr, Assistant Teacher: \$12.75/hr
- Models impacted by compensation and staffing levels, preschool to infant/toddler ratios, size of the program, tuition rates, % of subsidized care, enrollment, & uncollected revenue
- Models assume no additional revenue such as philanthropy or businesses

Cost Modeling

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

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

Q:

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?

Cost Modeling

Nonprofit Program Baseline Model

56 children total
16 IT
40 Preschool

*Does not include health insurance, PTO, or other benefits or additional administrative support

*Assumes 85% enrollment efficiency & 2% uncollected revenue

*Assumes 38% of children receive child care subsidy

Net Revenue

Net Revenue	-\$226,640
Net Revenue as a Percent of Total	-52%

Cost Per Child

Cost Per Child 0-2 yrs	\$16,068
Cost Per Child 3-5 yrs	\$10,143
Staffed Capacity	56
TOTAL TEACHING STAFF	9.6

Cost Modeling

Nonprofit Program “PLUS” Model

56 children total
16 IT
40 Preschool

*\$6000 health, 3 weeks PTO,
\$1000/teacher PD

*Assumes 85% enrollment efficiency &
2% uncollected revenue

*Assumes 38% of children receive child
care subsidy

*Assumes \$450,000 in grant/fundraising

Net Revenue

Net Revenue	\$46,685
Net Revenue as a Percent of Total	5%

Cost Per Child

Cost Per Child 0-2 yrs	\$20,883
Cost Per Child 3-5 yrs	\$12,334
Staffed Capacity	56
TOTAL TEACHING STAFF	9.6

Cost Modeling

Church-based Program Baseline Model

116 children total
24 IT
32 2 yr's
60 Preschool

*Does not include health insurance, PTO, or other benefits or additional administrative support

*Assumes 85% enrollment efficiency & 2% uncollected revenue

*Assumes no children are utilizing subsidy

*Assumes \$75,000 grants + \$36,000 annual support from church

Net Revenue

Net Revenue	-\$96,823
Net Revenue as a Percent of Total	-10%

Cost Per Child

Cost Per Child 0-2 yrs	\$10,391
Cost Per Child 3-5 yrs	\$9,407
Cost Per Child 2 yrs	\$10,319
Staffed Capacity	108
TOTAL TEACHING STAFF	14.4

Cost Modeling

Church-based Program “PLUS” Model

116 children total
24 IT
32 2 yr's
60 Preschool

*\$6000 health, 3 weeks PTO,
\$1000/teacher PD

*Assumes 85% enrollment efficiency &
2% uncollected revenue

*Assumes no children are utilizing subsidy

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support from church

Net Revenue

Net Revenue	-\$605,382
Net Revenue as a Percent of Total	-60%

Cost Per Child

Cost Per Child 0-2 yrs	\$20,539
Cost Per Child 3-5 yrs	\$11,990
Cost Per Child 2 yrs	\$13,415
Staffed Capacity	112
TOTAL TEACHING STAFF	19.2

Cost Modeling

Home-based Program Baseline Model

10 children total

4 IT

6 Preschool

*Does 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 85% enrollment efficiency & 2% uncollected revenue

*Assumes 13% of children receive child care subsidy

Net Revenue

Net Revenue	\$17,616
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Net Revenue as a Percent of Total	22%
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Cost Per Child

Cost per child average	\$6,160
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Cost Modeling

Home-based Program Baseline “PLUS” Model

10 children total
4 IT
6 Preschool

*\$55,000 salary for director/owner

*\$15/hr plus \$6000 health for assistant,
\$1000/teacher PD

*Assumes 1500 sq ft home (80% space used
for care)

*Assumes 85% enrollment efficiency &
2% uncollected revenue

*Assumes 13% of children receive child care
subsidy

Net Revenue

Net Revenue	-\$4,787
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Net Revenue as a Percent of Total	-7%
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Cost Per Child

Cost per child average	\$7,647
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Meeting #3

Strategy Work Session

October 8, 2024

Agenda

- Lunch/Introductions
- Data & Priorities Recap
- Root Causes
- Strategy Work Session
 - Small Group Brainstorming
 - Review of outside strategies/opportunities
- Ranking Exercise
- Closing/Next Steps

Key Findings

- Phelps County needs more than 1,000 additional slots, with slightly more need for Infant/Toddler slots than Preschool slots.
- There are no accredited providers, and no Early Head Start slots.
- More than 100 additional Head Start slots are needed.
- While Pre-K slots are plentiful, summer care for Pre-K kids is lacking.
- Only 5% of the children who are eligible for the state subsidy program are successfully accessing it.
- From 2017 to 2022, the number of kids ages 0-5 has decreased by 10%.
However, the number of kids in households with all parents working is up 2%.
- Over the same time period, the county population as a whole is holding steady but there has been a 26% increase in the number of people who identify as a race or ethnicity other than “White, Not Hispanic”.

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Pre-K (4-5 years) slots and kids are a subset of Preschool (3-5 years) slots and kids

Priorities

- **Increase access to high-quality, affordable, and accessible infant-toddler care.**
- **Support, strengthen, and build the child care workforce.**
- **Engage business, civic, and philanthropic communities to achieve all current and future priorities.**

Root Causes

Infant-Toddler Care:

THEME: Accessibility: Finding high-quality, affordable infant/toddler care throughout Phelps County is limited, with some communities lacking access entirely. It was reported that, in Rolla, fewer providers are offering infant/toddler care, and if it is available the cost may be of great concern to families.

THEME: Operations: The cost of operating a private infant/toddler center is high due to staffing requirements, unit/facility requirements (i.e., bathrooms, changing stations, equipment), staffing costs, and limited resources to purchase and provide the items needed. Operating infant/toddler programs can be quite costly; and that cost is often passed on by increasing tuition.

Root Causes

ECE Workforce Challenges:

THEME: Undercompensation: A low thriving wage, with limited to no benefits has made it difficult to recruit potential educators and can make it difficult for staff to stay long-term in early childhood education.

THEME: Undervalued and under-supported: Staff and educators are not always given the esteem that other educators or professions receive despite certification and/or education requirements.

The work is physically and mentally draining. Centers are short staffed or can lack consistent staff which has an impact on the team and children. Professional development is costly and not all providers are able to provide for their workers. Also reported increases in challenging behaviors in the classroom and a lack of training and support to accommodate these needs.

Root Causes

Business & Philanthropic Engagement:

THEME:Potential: It was reported that the business, philanthropic, and provider community can come to the table together more often to build and strengthen relationships.

Child care can impact a business's bottom line however managers may not yet currently view it as a significant issue. There is potential for employers to subsidize employee costs, support child care centers, and/or provide more community and early childhood investment. In addition, funding opportunities could be generated for providers to cover costs related to brick and mortar projects and/or operations, as well as professional development opportunities for staff and teachers.

Strategy Brainstorming

What do you think could be done to move the needle?

New ideas? Things have worked in the past?
Things you are curious about?

What's being tried in other parts of the state and country?

Thank
You!