

# STRENGTHENING MONTANA'S WORKFORCE THROUGH CHILD CARE SOLUTIONS

Presentation to the Financial Modernization and Risk Analysis  
(MARA) Legislative Committee

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**Our promise is to stabilize, innovate and build the early childhood system in Montana so families and communities can thrive.**





## LONG-RANGE WORKFORCE STRATEGIES START TODAY



**Stabilize:** Stability in the child care system is foundational to parents, employers and economic prosperity

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**Innovate:** Solutions are in communities, and multiple strategies at the state and local levels are needed to address our workforce challenges

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**Build:** Building to last requires a solid plan and committed partners. It also includes surveying the landscape and making informed decisions.



# ACCESS TO QUALITY CHILD CARE IMPACTS CHILDREN, FAMILIES, AND EMPLOYERS

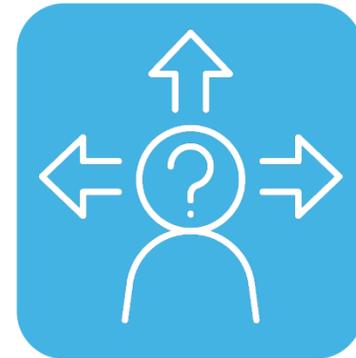


## Child Care Workforce

Current child care wages contribute to turnover and instability in the child care workforce.

Recruiting and retaining a qualified workforce is a barrier for many employers.

One facility or one new child care provider can open the door for many families.



## Options for Parents

When child care is not available, parents make difficult decisions.

Access to quality child care gives families options.

Quality child care ensures children are not only safe, but are supported in school readiness and later success in life.



## Workforce Stability

Inadequate child care contributes to parent participation in the workforce.

Labor force participation can increase if parents who want to work are able to access more affordable child care.



# CURRENT STRATEGIES FOR EMPLOYER AND COMMUNITY-LED SOLUTIONS

**Child Care Solutions for Your Workforce Summit**

**Community/Employer Innovations Pilot**



**Family Forward Montana Initiative**

**ARPA Child Care: Supplemental Funding**



## EMPLOYER AND COMMUNITY WORKFORCE CHALLENGES

“It is a common refrain to hear about local service businesses (restaurants, grocery store, etc.) who can’t stay staffed during peak child care hours, and families moving out of Fallon County because of the lack of child care. The problem has especially hit our local hospital and schools hard, because recruiting qualified teachers or medical personnel becomes an almost insurmountable task when there is no available, affordable child care.”

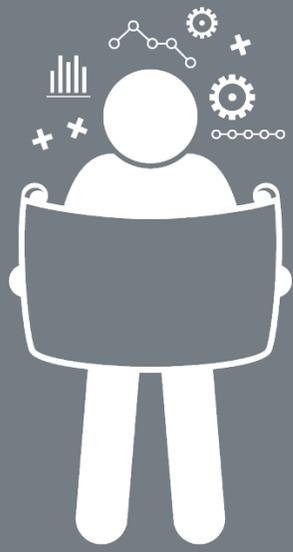
- Vaughn Z., Eastern Montana Economic Development Authority, Fallon County

“In Mineral County, child care is a complex problem to solve. It’s not just that we don’t have enough high-quality care, but also that when we do have new child care facilities open, they often are not able to sustain their business. With many of our families working non-traditional hours and not knowing if a facility will stay open long term, we run into a lot of families not utilizing what we do have. In order to improve the child care system, we first need understand what families really need and identify solutions to improve the current patch-work system we have. We need to build a system that can actually meet the needs of children, families, and our community.” - Jessica S., Mineral County Health Department

- Communities exploring the feasibility of a variety of child care business models, including cooperative child care, employer partnership models to hold slots, on-site child care, co-located child care, HUB models.
- Budgeting tools to help aid in business model and facility types.
- Access to partner organizations and services to support planning, design and implementation.
- Developing case studies and readily available resources.
- Underscore the importance of employer, parent and provider participation in child care expansion planning and identification of revenue or in-kind facility contributions.
- Collective identification of funding needs and strategies to promote business growth locally.

## Community/Employer Innovations Pilot





**Build: Building to last requires a solid plan and committed partners. It also includes surveying the landscape and making informed decisions.**

**1. Fiscal Mapping:** Targeted fiscal analysis of the current investment: How much money, if any, is currently being invested in the child care system?

**2. Cost Modeling and Gaps Analysis:** What's the cost to fill the gap?

**3. Revenue options** research and stakeholder deliberation to identify new innovative strategies to address the gap through state/local funding (i.e. specific fund for child care, like NE, WI, LA).

# ESSENTIAL ELEMENTS NECESSARY FOR A STRONG CHILD CARE SYSTEM

This grid identifies the Essential Elements for sustainable child care supply:

- An effective assessment and planning tool (map, analyze, plan, implement, improve)
- Informed by 30 years of work from FCF at all three levels of business, community & systems
- Framework for reform



# MONTANA MAPPING PROCESS

Project Name	Project Number	Project Description	Project Status	Project Phase	Project Location	Project Start Date	Project End Date	Project Manager	Project Contact
Project Group 1	001	Project 1 Description	Completed	Phase 1	Location 1	2023-01-01	2023-03-31	Manager 1	Contact 1
	002	Project 2 Description	In Progress	Phase 2	Location 2	2023-04-01	2023-06-30	Manager 2	Contact 2
	003	Project 3 Description	On Hold	Phase 3	Location 3	2023-07-01	2023-09-30	Manager 3	Contact 3
	004	Project 4 Description	Completed	Phase 4	Location 4	2023-10-01	2023-12-31	Manager 4	Contact 4
	005	Project 5 Description	In Progress	Phase 5	Location 5	2024-01-01	2024-03-31	Manager 5	Contact 5
	006	Project 6 Description	On Hold	Phase 6	Location 6	2024-04-01	2024-06-30	Manager 6	Contact 6
	007	Project 7 Description	Completed	Phase 7	Location 7	2024-07-01	2024-09-30	Manager 7	Contact 7
	008	Project 8 Description	In Progress	Phase 8	Location 8	2024-10-01	2024-12-31	Manager 8	Contact 8
	009	Project 9 Description	On Hold	Phase 9	Location 9	2025-01-01	2025-03-31	Manager 9	Contact 9
	010	Project 10 Description	Completed	Phase 10	Location 10	2025-04-01	2025-06-30	Manager 10	Contact 10
	011	Project 11 Description	In Progress	Phase 11	Location 11	2025-07-01	2025-09-30	Manager 11	Contact 11
	012	Project 12 Description	On Hold	Phase 12	Location 12	2025-10-01	2025-12-31	Manager 12	Contact 12
	013	Project 13 Description	Completed	Phase 13	Location 13	2026-01-01	2026-03-31	Manager 13	Contact 13
	014	Project 14 Description	In Progress	Phase 14	Location 14	2026-04-01	2026-06-30	Manager 14	Contact 14
	Project Group 2	015	Project 15 Description	Completed	Phase 15	Location 15	2026-07-01	2026-09-30	Manager 15
016		Project 16 Description	In Progress	Phase 16	Location 16	2026-10-01	2026-12-31	Manager 16	Contact 16
017		Project 17 Description	On Hold	Phase 17	Location 17	2027-01-01	2027-03-31	Manager 17	Contact 17
018		Project 18 Description	Completed	Phase 18	Location 18	2027-04-01	2027-06-30	Manager 18	Contact 18
019		Project 19 Description	In Progress	Phase 19	Location 19	2027-07-01	2027-09-30	Manager 19	Contact 19
Project Group 3	020	Project 20 Description	Completed	Phase 20	Location 20	2027-10-01	2027-12-31	Manager 20	Contact 20
	021	Project 21 Description	In Progress	Phase 21	Location 21	2028-01-01	2028-03-31	Manager 21	Contact 21
	022	Project 22 Description	On Hold	Phase 22	Location 22	2028-04-01	2028-06-30	Manager 22	Contact 22
	023	Project 23 Description	Completed	Phase 23	Location 23	2028-07-01	2028-09-30	Manager 23	Contact 23
	024	Project 24 Description	In Progress	Phase 24	Location 24	2028-10-01	2028-12-31	Manager 24	Contact 24
	025	Project 25 Description	On Hold	Phase 25	Location 25	2029-01-01	2029-03-31	Manager 25	Contact 25
	026	Project 26 Description	Completed	Phase 26	Location 26	2029-04-01	2029-06-30	Manager 26	Contact 26
	027	Project 27 Description	In Progress	Phase 27	Location 27	2029-07-01	2029-09-30	Manager 27	Contact 27
	028	Project 28 Description	On Hold	Phase 28	Location 28	2029-10-01	2029-12-31	Manager 28	Contact 28
	029	Project 29 Description	Completed	Phase 29	Location 29	2030-01-01	2030-03-31	Manager 29	Contact 29

# ANALYSIS OF THE CHILD CARE ESSENTIAL ELEMENTS

## Business

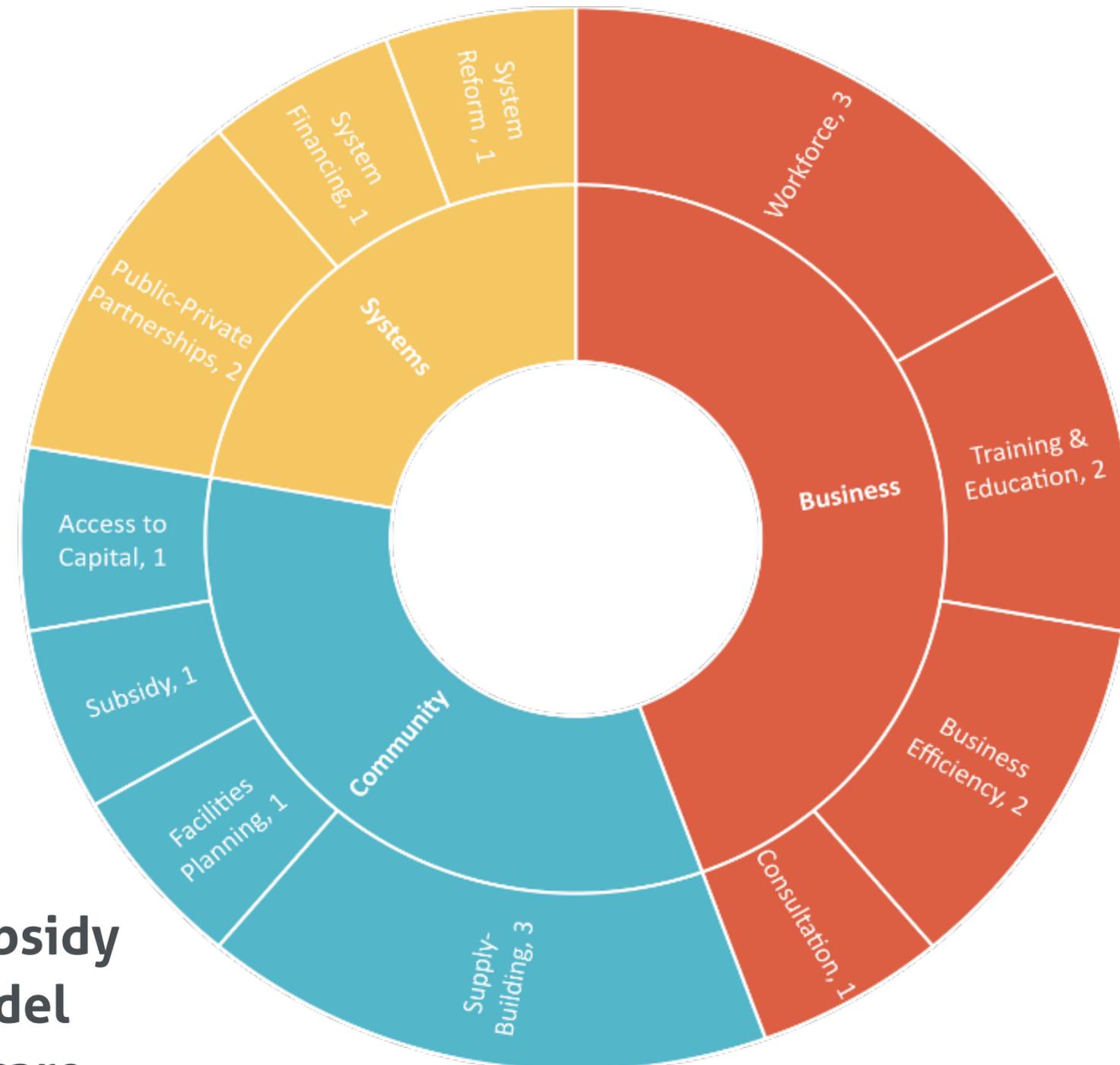
- + : Training, practitioner registry, incentives
- ▲ : Consultation, small business supports and resources, shared services, workforce pathways

## Community

- + : Workforce, higher education
- ▲ : Supply-building through business models (i.e. child care cooperatives, hub models, facilities planning, access to capital, subsidy increases)

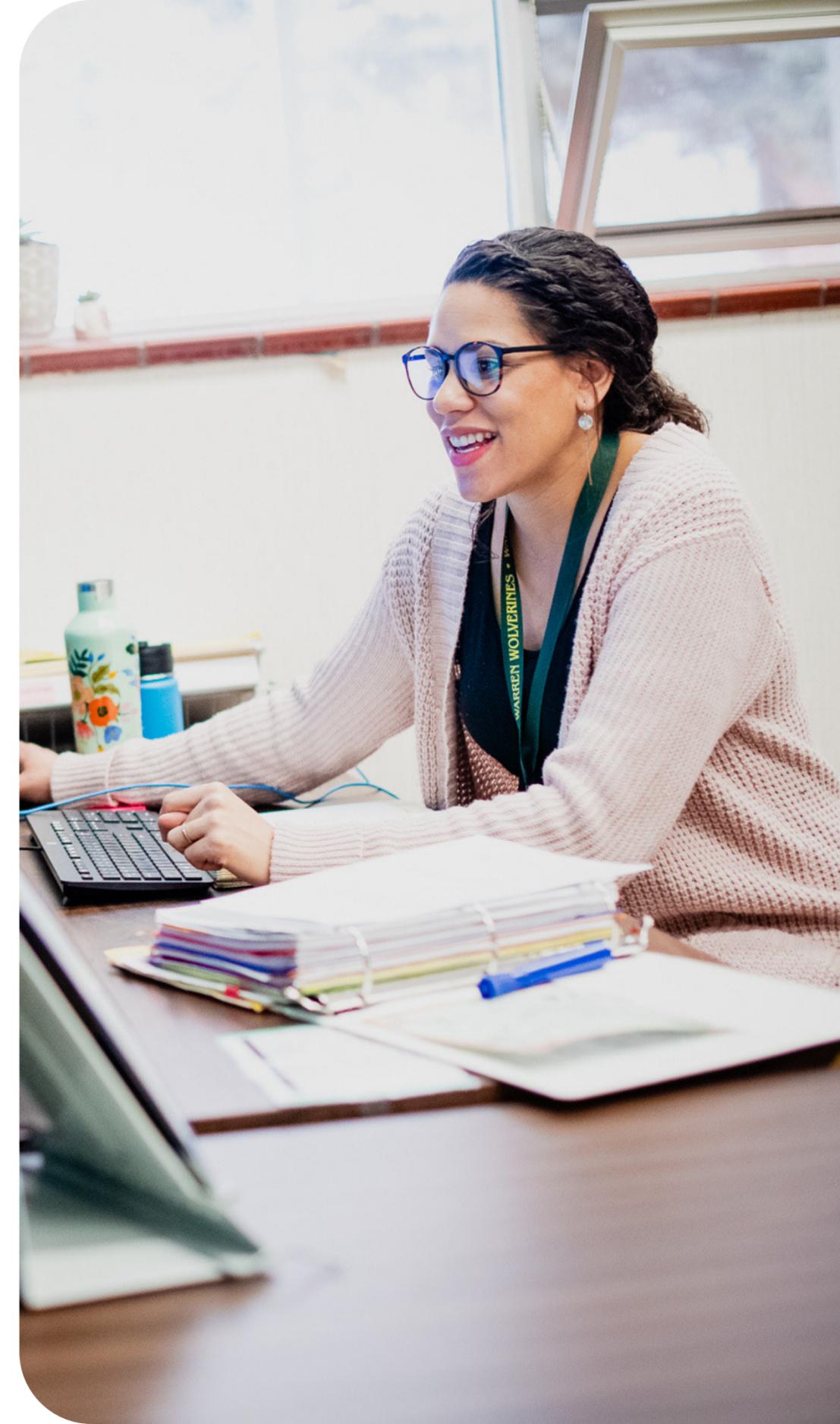
## Systems

- + : Private-public partnerships and data collection
- ▲ : Licensing system review, quality expansion, subsidy expansion, centralized hub for resources and model expertise (agency/organization), cost of quality care and financial modeling



# STRATEGIES TO CONSIDER FOR LONG-RANGE CHILD CARE PLANNING

- **Identifying the funding gap through a Cost of Quality Child Care Analysis**
- **Conduct a Fiscal Mapping study**
- **Identify a variety of revenue options at the local and state level**
- **Create mechanisms to spur local and statewide innovations (i.e. funding match, tax credits, etc.)**
- **Expand supply through workforce incentives to eliminate child care deserts**
- **Increase eligibility for child care subsidy so more families can access care**





**Good for Montana's economic growth**



**Supports businesses and families to stay and invest in Montana, remain competitive**



**Quality child care helps support children today in being the leaders and innovators of tomorrow**

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