Agenda

Routine Business

• Approval of Minutes from June 13, 2023 Meeting – VOTE
• Approval of Minutes from August 21, 2023 Strategic Board Retreat – VOTE

Items for Discussion and Action

• Board Retreat – Summary, Reflections, and Takeaways
• Child Care Financial Assistance Reform: Regulation and Policy Timeline Update
• Commonwealth Cares for Children (C3) Spring Survey Findings
• The Economics of Child Care – Rappaport Institute of Greater Boston Research Initiative
  • Jeffrey Liebman Director of the Taubman Center for State and Local Government & Robert W. Scrivner Professor of Social Policy, Harvard Kennedy School of Government
Board Retreat – Summary, Reflections, and Takeaways
FY23 Accomplishments and FY24 Priority Initiatives

The Board, and the agency, have made significant progress over the past year across each strategic pillar, stabilizing the early education and care field and positioning the agency and the field for further transformation.

This year has focused on:

Reforming Child Care Financial Assistance
Improve access, create a more family-centered, dignified experience and reduce administrative burdens for families, providers, and EEC

Rate Increases and Cost-Informed Rate Reforms
Historic increase to Child Care Financial Assistance payment rate and expand on the Market Rate Study by looking at the cost of care to better inform the agency around the cost drivers and where we can better support programs across the Commonwealth

Stabilizing and Supporting Program Operations (C3)
Maintain capacity, support increased compensation and benefits, mitigate tuition/fee increases and direct investment into programs serving low-income families

Building Career Pathways & New Pipelines
Robust professional opportunities and career pathways to help professionalize the field while developing immediate strategies to increase recruitment and retention of skilled educators

Updating and Modernizing Agency Operations
Create a human/user-centered agency and business processes to modernize and improve the staff and user experience
FY23 Accomplishments and Priority Initiatives

Reforming Child Care Financial Assistance (link)

Stabilizing and Supporting Program Operations (C3) (link)

Building Career Pathways & New Pipelines (link)

$80 Million Child Care Financial Assistance Rate Increase (link)

Understanding the True Cost of Care (link)

Updating and Modernizing Agency Operations (link)

While maintaining momentum and progress in each of these areas, the agency is also developing a program quality theory of action to focus on what’s happening in the classroom.
FY24 EEC Strategic Objectives

In partnership with families, educators, programs and other stakeholders, EEC will use data driven decision-making to inform work around the following objectives:

**FAMILY ACCESS**
Families have equitable access to quality and affordable early education and care in the communities in which they live, learn, and work.

**PROGRAM QUALITY**
Programs licensed or funded by EEC support children’s health and safety and provide high quality environments that are culturally responsive, inclusive, and support children’s learning and development in partnership with families.

**PROGRAM STABILITY**
Programs licensed or funded by EEC are operationally stable and financially sustainable.

**WORKFORCE SUPPORTS**
A diverse field of educators, leaders, and program staff is competitively compensated and supported by clear professional pathways that promote quality, retention, and advancement.

**AGENCY INFRASTRUCTURE**
EEC has sufficient internal capacity, organizational structures, and diverse perspectives and expertise to carry out its mission and strategic objectives.
FY24 Budget Highlights

- $778 million towards **Child Care Financial Assistance** to support access to care for families with no or low income, who are receiving services from DCF or DTA, and who are experiencing homelessness. This reflect an increase of $25 million over last year.
- $475 million fully supporting the continuation of **Commonwealth Cares for Children (C3)** stabilization grants to child care providers
- $45 million to increase **subsidy reimbursement rates** for providers who accept state financial assistance, in addition to the annualization of $80 million of rate increases that were implemented last year
- $5 million for **mental health consultation** services for early education programs, an increase of $1.5 million over FY23 funding

Preschool Development Grant Updates: $12 M every year over 3 years
- EEC been awarded a three-year, $36 million federal grant (currently in year 1)
- This new federal funding will support and accelerate EEC work across all strategic objectives
Major Topics for Board Input and Action in FY24

- Commonwealth Cares for Children (C3)
- Child Care Financial Assistance (CCFA) Policy Reforms
- Child Care Licensing Regulation Revision Launch
- Educator Credentialing & Certification
- Child Care Financial Assistance (CCFA) Rates
- Residential Licensing Regulation Revisions
- Promoting High Quality Early Education and Care: Moving from Theory to Action
Child Care Financial Assistance Reform: Regulation and Policy Timeline Update
Child Care Financial Assistance Caseload:
Total

Caseload Total - July 2018 to June 2023

- Child Care Closure (March 2020)
- Parent required to confirm enrollment for continued payment (August 2020)
- Child Care reopens with revised CCFA policies (July 2020)
- Parents resumes paying fees (February 2022)
- Opened unlimited IE Contract Flex slots (January 2021)
- Staff Pilot (January 2023)
Child Care Financial Assistance Caseload:
By Program/Population

**Caseload by Funding Stream - January 2020 to June 2023**

- Parent required to confirm enrollment to continue payment (August 2020)
- Parents resumed paying fees (February 2022)
- Opened unlimited IE Contract Flex slots (January 2021)
ECE Pilot: Enrollment Data as of 8/28/23

2,552 children reached with the ECE priority so far!

1,253 children enrolled in care

503 children are on the waitlist or in the eligibility determination process

Enrollment by Age Group

- Center Based Infant: 22%
- Center Based Toddler: 17%
- Center Based Preschool: 17%
- Center Based School Age: 21%
- Family Child Care >2: 15%
- Family Child Care <2: 8%
# Child Care Financial Assistance Reform

## Why are we changing?

- **Increased labor market participation** and **economic mobility** for families
- Greater **equity in access to high quality early education** and **extended learning opportunities** to support children’s school and life success

## What is changing?

- CCFA regulations, policies, and procedures
- **Contract structure** for CCR&Rs and providers
- Modernization of the **digital experience**
- **Improving and expanding ways** families can interact with EEC

## How are we going to achieve this?

- Engaging internal and external stakeholders throughout the change process
- Increased **flexibility, dignity and stability** for children and families
- **Reduced complexity** and **administrative burden** for providers serving or interested in serving families with child care financial assistance

## When will this change be happening?

- **End-to-end review** of the child care financial assistance system launched in April of 2022 to identify opportunities to update, improve and modernize
- New regulations, contracts, various reform initiatives, and their associated rollout efforts are going into effect on an ongoing basis for the next 6-12 months.
- This is a **long-term mindset, process, and culture shift** - it will take time to fully implement the changes
Current Initiatives

**CCR&R/Contracted Re-procurement**
Releasing new Request for Response (RFR) for Child Care Resource and Referral organizations (CCR&R’s), effective Summer 2023

**Contracted Provider Re-procurement**
Releasing new Request for Response (RFR) for contracted providers, effective July 2024

**Policy / Procedural Changes**
Updating Financial Assistance policies & procedures to modernize system and re-orient around the family experience, effective October 2023

**Regulatory Changes**
Updating Financial Assistance regulations to modernize system and re-orient around the family experience, approved March 2023 and effective October 2023

**Family Engagement**
EEC/ETSS engaging families through user research to learn about the experiences of families who use CCFA and find opportunities to improve the digital service experience.

**Waitlist Cleanup Project**
Updating and remediating the Financial Assistance Waitlist so that it accurately captures active families who are seeking care

**Early Childhood Educators’ Pilot**
Supporting access to affordable child care Early Childhood Educators

**Digital Application & Case Tracking (FACTs)**
Modernizing the intake and application process using digital tools and IT improvements; in partnership with CCR&R’s and Mass211.

**SMS Texting Pilot**
Modernizing communications to families through touchpoints throughout the journey via SMS text message; Exploring Waitlist use case currently as a pilot
Child Care Financial Assistance Reform

Timeline

- Draft regulations shared with the EEC Board and posted: December 13, 2022
- Public Forum: December 14, 2022
- EEC Board reviews comments & vote: February 16, 2023
- Public Comment Period Begins: February 17, 2023
- Public Comment Period Ends: March 21, 2023
- Policy Working Group Start: April 13, 2023
- Policies finalized: August 24, 2023
- Procedure Working Group Start: September 7, 2023
- New regulations and policies: October 1, 2023

Participants

- Public Forum: 215 Participants, 40+ Comments
- Policy Working Group: 13 Organizations, 6 Working Sessions
Priorities & Approach: Aligning Policy to Regulatory Reforms

1. Prioritize family needs and experience
   - Proactive communication and new supports for families to alleviate barriers
   - Extend timelines to ensure stability of care
   - Reduce rigidity and increase flexibility

2. Increase Overall System Efficiency
   - Streamline and clarify roles and responsibilities
   - Reduce documentation burdens
   - Use more inclusive and accessible language

3. Modernize and update system
   - Improve options to include online applications, email and text notifications and remote appointments
   - Facilitate access for priority populations (Families experiencing homelessness, families with disabilities, families involved with DTA & DCF, and families facing domestic violence)
   - Evaluate and retain or modify COVID flexibilities

September 13, 2023
Changes in Policies/Procedures

The new policies, organized by key program/population, will guide the development of detailed procedures and technical changes to align with the new regulations and focus on the family journey.

<table>
<thead>
<tr>
<th>Current Policies (135 pages)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Waitlist Policies</td>
</tr>
<tr>
<td>2) General Requirements for Child Care Subsidies</td>
</tr>
<tr>
<td>3) Income eligible Program Requirements</td>
</tr>
<tr>
<td>4) Reauthorization</td>
</tr>
<tr>
<td>5) DTA-Related Child Care Program Requirements</td>
</tr>
<tr>
<td>6) DCF-Related Child Care Program Requirements</td>
</tr>
<tr>
<td>7) Young Parent Child Care Services Program Requirements</td>
</tr>
<tr>
<td>8) Child Care for Homeless Families</td>
</tr>
<tr>
<td>9) Attendance and Approved Break in Care</td>
</tr>
<tr>
<td>10) Parent Fees</td>
</tr>
<tr>
<td>11) Eligible Child Care Subsidy Providers</td>
</tr>
<tr>
<td>12) Denials and Terminations</td>
</tr>
<tr>
<td>13) EEC Financial Assistance Complaint, Appeal and Investigation Process</td>
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<tr>
<td>14) Sanctions</td>
</tr>
<tr>
<td>15) Improper Payments and Recoupments</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Upcoming Policies (33 pages)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Income Eligible</td>
</tr>
<tr>
<td>2) DTA-Related Child Care</td>
</tr>
<tr>
<td>3) DCF-Related Child Care</td>
</tr>
</tbody>
</table>
Commonwealth Cares for Children (C3) Survey Findings
Spring 2023 C3 Survey Overview

In March, EEC launched the fourth in a series of surveys to gather additional information about programs’ use of C3 grant funds, ongoing financial needs, and issues facing the workforce and families.

The spring survey launched on March 31, 2023 and providers were required to complete the survey when they applied for their next monthly C3 grant.

This analysis includes responses from 6,806 providers (87%) that completed the survey prior to July 31, 2023. Respondents include:

- 2,577 center-based care programs (88% of all CBC providers statewide)
- 4,229 family child care programs (86% of all FCC statewide)
- 4,414 programs (96% response rate) that serve children receiving EEC Child Care Financial Assistance*

Response rates by region range from 85% in the Southeast and Cape to 89% in Western MA.

*Note: For purposes of this analysis, “serve children receiving EEC child care financial assistance” is defined as a program that served a child with child care financial assistance in Feb 2020, May 2021, Nov 2021, March 2022, June 2022, Sept 2022, Dec 2022, and/or March 2023, as these are the points used in the C3 formula.
Licensed capacity continues to rebound.

License Capacity Over Time

- **Center-Based Care**
- **Family Child Care**
- **Statewide Total**

Licensed Capacity as of 8/25/23
Program enrollment is continuing to stabilize.

Percentage of License Capacity Enrolled

- Family Child Care: 84%, 83%, 84%, 82%, 83%
- Center Based, <40 Seats: 88%, 92%, 95%, 96%, 96%
- Center Based, 40-79 Seats: 81%, 89%, 88%, 92%, 93%
- Center Based, 80-120 Seats: 76%, 83%, 82%, 86%, 88%
- Center Based, >120 Seats: 67%, 76%, 76%, 81%, 83%

Data through FY23 C3 Application Data

September 13, 2023 | 21
Programs continue to spend the majority of C3 funding on existing operational expenses.

Operational Costs
To date, programs have spent 58% of grant funds on operational expenses over time (compared to 65% at the same time last year).

New Investments
Programs report spending 25% of total grant funds on new investments (compared to 20% at the same time last year).
Over 50% of C3 funds to date have been spent on workforce compensation and supports.

<table>
<thead>
<tr>
<th>Workforce Spending</th>
<th>% of Total C3 Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing payroll and/or benefits</td>
<td>37%</td>
</tr>
<tr>
<td>Increased compensation for educators through salary increases</td>
<td>9%</td>
</tr>
<tr>
<td>Increased compensation for existing educators through one-time payments</td>
<td>8%</td>
</tr>
<tr>
<td>Incentives to attract or hire new staff</td>
<td>1%</td>
</tr>
<tr>
<td>Access to additional training and mental health supports for staff</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Spending</strong></td>
<td><strong>55%</strong></td>
</tr>
</tbody>
</table>

Data from Spring 2023 C3 Survey
Over time, programs are spending a smaller proportion of funds on ongoing operational costs and a higher proportion on investments.

C3 Broad Spending Categories: Changes Over Time
The flexibility of C3 funding allows different program types to spend funds based on their needs.
C3 funds have supported providers in raising salaries, making investments (including avoiding debt), and avoiding significant tuition increases.

**Changes Programs Report if C3 Ends, by Provider Type**

- **Center-Based Care (n = 2,577)**
  - Defer planned salary scale increases or benefits improvements: 24%
  - Increase tuition rates: 53%
  - Reduce discretionary program expenses: 52%
  - Reduce educator compensation: 52%
  - Defer facility maintenance/improvements: 39%
  - Reduce staffing level: 24%
  - Reduce support for educators: 25%
  - Incur or increase debt: 19%
  - Incur or increase debt: 36%
  - Close program: 9%
  - Close program: 18%
  - Other: 1%
  - Other: 2%
  - None of the above: 0%

- **Family Child Care (n = 4,229)**
  - Defer planned salary scale increases or benefits improvements: 53%
  - Increase tuition rates: 68%
  - Reduce discretionary program expenses: 59%
  - Reduce educator compensation: 59%
  - Defer facility maintenance/improvements: 49%
  - Reduce staffing level: 37%
  - Reduce support for educators: 30%
  - Incur or increase debt: 36%
  - Close program: 9%
  - Close program: 18%
  - Other: 2%
  - None of the above: 0%
The changes programs would make if C3 were no longer available vary by the proportion of children that receive child care financial assistance.

Changes Programs Report if C3 Not Available, by Proportion of Children Receiving CCFA

- Increase tuition rates: 43% (Serves less than 33% CCFA, n=3,451) vs 55% (Serves more than 33% CCFA, n=3,355)
- Reduce discretionary program expenses: 55% vs 38%
- Reduce educator compensation: 51% vs 61%
- Defer planned salary scale increases or benefits improvements: 36% vs 48%
- Defer Facility Maintenance: 46% vs 45%
- Incur or increase debt: 30% vs 29%
- Reduce staffing level: 31% vs 27%
- Reduce support for educators: 28% vs 27%
- Close: 13% vs 16%
- Other: 2% vs 2%
- None of the Above: 0% vs 0%
Programs increasingly report needing to close if C3 funds were no longer available.

982 programs report they would Close if C3 Funds No Longer Available

18% of family child care report they would close up from 14% in Fall 22
8% of center-based programs report they would close up from 9% in Fall 22

~6,500 Child Care Financial Assistance Seats would be lost if these programs closed

18,000 Licensed Seats would be lost if these programs closed

Data from Spring 2023 C3 Survey
If C3 became a permanent funding source, programs would prioritize increasing salaries and benefits, hiring additional staff, and investing in professional learning and additional supports for children.

Activities programs would prioritize if grant funding permanent

- Increase salaries: 79%
- Increase benefits: 46%
- Hire additional staff to serve current license capacity: 43%
- Invest in more professional learning opportunities: 41%
- Invest in additional mental health or behavioral supports for children and/or staff: 23%
- Expand license capacity by hiring staff: 27%
- Reduce planned increases to tuition costs: 19%
- Expand license capacity by making capital/facilities improvements: 23%
- Reduce tuition costs: 10%
- Expand hours of operation: 12%
- Other: 5%

Note: Programs were allowed to choose up to three activities

Center-Based Care (n = 2,577)
Family Child Care (n = 4,229)
Overall, about 1/3 of center-based providers report being unable to serve their full license capacity.

The most commonly reported reasons that programs are unable to serve their full license capacity include:

- Unfilled staff openings: 27%
- Lack of enrollment/turnover: 8%
- Space constraints: 2%
- Transportation limitations: 2%
- Health and safety concerns: 1%
- Other: 2%
- Prefer to Not: 0%
Almost 1/5 of center-based programs statewide report at least one closed classroom.

Percentage of programs with closed classrooms

<table>
<thead>
<tr>
<th>Licensing Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Center-Based Care</td>
<td>18%</td>
</tr>
<tr>
<td>Central (n=93)</td>
<td>20%</td>
</tr>
<tr>
<td>Southeast and Cape (n=101)</td>
<td>19%</td>
</tr>
<tr>
<td>Northeast (n=109)</td>
<td>18%</td>
</tr>
<tr>
<td>Metro Boston (n=105)</td>
<td>17%</td>
</tr>
<tr>
<td>Western (n=53)</td>
<td>15%</td>
</tr>
<tr>
<td>More than 66% (n=79)</td>
<td>20%</td>
</tr>
<tr>
<td>33% - 66% (n=101)</td>
<td>26%</td>
</tr>
<tr>
<td>1% - 33% (n=167)</td>
<td>20%</td>
</tr>
<tr>
<td>Does not Serve Children With CCFA (n=114)</td>
<td>12%</td>
</tr>
</tbody>
</table>

Does not Serve Children With CCFA (n=114)
Infant and toddler classrooms are the most affected by classroom closures.

Percentage of Closed Classrooms by Age Group

- Statewide: 8%
- Toddler: 11%
- Infants: 10%
- Preschool: 7%
- School Age: 5%
About 11% of all educator positions statewide are open.

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of Open Positions Statewide</th>
<th>Percent of All Open Positions Statewide</th>
<th>Number of Positions Statewide</th>
<th>Percent of All Positions that are Currently Open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teacher</td>
<td>2,045</td>
<td>50%</td>
<td>19,389</td>
<td>11%</td>
</tr>
<tr>
<td>Assistant Teacher</td>
<td>1,249</td>
<td>31%</td>
<td>8,684</td>
<td>14%</td>
</tr>
<tr>
<td>Group Leader</td>
<td>406</td>
<td>10%</td>
<td>3,436</td>
<td>12%</td>
</tr>
<tr>
<td>Assistant Leader</td>
<td>213</td>
<td>5%</td>
<td>1,696</td>
<td>13%</td>
</tr>
<tr>
<td>Site Coordinator</td>
<td>60</td>
<td>1%</td>
<td>1,008</td>
<td>6%</td>
</tr>
<tr>
<td>Center Director</td>
<td>53</td>
<td>1%</td>
<td>2,294</td>
<td>2%</td>
</tr>
<tr>
<td>Program Administrator</td>
<td>46</td>
<td>1%</td>
<td>1,301</td>
<td>4%</td>
</tr>
<tr>
<td><strong>All positions</strong></td>
<td><strong>4,072</strong></td>
<td><strong>100%</strong></td>
<td><strong>37,808</strong></td>
<td><strong>11%</strong></td>
</tr>
</tbody>
</table>

Programs report 2,045 open teacher positions, which make up 50% of all open positions and about 11% of all teacher positions statewide.

46% of all center-based programs report an open position, averaging 3.4 open positions per programs.
The educator turnover rate is decreasing, although it is still high.

Educator turnover: The % of educators (all educator roles) employed 12 months ago who are no longer employed by the program.
Turnover rates vary based on the proportion of children receiving child care financial assistance that a program serves.

**Turnover Rates By Proportion of Children Receiving CCFA**

- **All Center-Based Care (n=2,322)**: 27%
- **> 66% CCFA (n = 354)**: 28%
- **33-66% CCFA (n=332)**: 40%
- **1-33% CCFA (n=735)**: 31%
- **Does not serve CCFA (n =901)**: 19%

**Educator turnover:** The % of educators (all educator roles) employed 12 months ago who are no longer employed by the program.
Staffing challenges prevent programs from serving their full license capacity.

Of all group and school age programs:
- 1/3 Cannot serve their full license capacity
- 79% of those GSA programs cite unfilled staff openings as a cause

10,000-16,000 additional children could be served if these positions were filled

Data from Spring 2023 C3 Survey
Overall, 44% of center-based programs reported having at least one educator turn down a role in their program in the last 6 months.

The most frequently reported reasons include:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educator turned down a position in the last six months</td>
<td>44%</td>
</tr>
<tr>
<td>Salary is too low</td>
<td>27%</td>
</tr>
<tr>
<td>Taking a job in another industry</td>
<td>16%</td>
</tr>
<tr>
<td>Taking a job at a public school</td>
<td>14%</td>
</tr>
<tr>
<td>Taking a job at another early education or out of school time program</td>
<td>14%</td>
</tr>
<tr>
<td>Work schedule is not a good fit</td>
<td>10%</td>
</tr>
<tr>
<td>Unknown/candidate did not share</td>
<td>9%</td>
</tr>
<tr>
<td>Taking a job as a nanny/babysitter</td>
<td>8%</td>
</tr>
<tr>
<td>Deciding not to work</td>
<td>7%</td>
</tr>
<tr>
<td>Benefits are not sufficient</td>
<td>6%</td>
</tr>
<tr>
<td>Unable to provide a spot for their own child at our center</td>
<td>5%</td>
</tr>
<tr>
<td>Location is not convenient</td>
<td>3%</td>
</tr>
<tr>
<td>Looking for more professional support or growth opportunities than available at your...</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: Providers were able to select more than one option
Wages have increased since the beginning of C3 but remain low.

Average Educator Highest and Lowest Hourly Pay By Role Over Time

- **Average Highest Wage**
- **Average Lowest Wage**
- **Mid-Point**

Data through FY23

Sept. 13, 2023
Educator hourly pay varies by region.

Teacher's Average Highest and Lowest Hourly Salary By Region Over Time

- Average Highest Wage
- Average Lowest Wage
- Midpoint

<table>
<thead>
<tr>
<th>Region</th>
<th>Jul-21</th>
<th>Jun-23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western</td>
<td>$19.02</td>
<td>$21.48</td>
</tr>
<tr>
<td>Southeast and Cape</td>
<td>$17.22</td>
<td>$19.35</td>
</tr>
<tr>
<td>Central</td>
<td>$19.96</td>
<td>$22.92</td>
</tr>
<tr>
<td>Northeast</td>
<td>$17.77</td>
<td>$21.38</td>
</tr>
<tr>
<td>Metro Boston</td>
<td>$18.06</td>
<td>$24.85</td>
</tr>
</tbody>
</table>

Average Highest Wage:
- Western: $21.48
- Southeast and Cape: $19.35
- Central: $22.92
- Northeast: $21.38
- Metro Boston: $24.85

Average Lowest Wage:
- Western: $17.22
- Southeast and Cape: $17.22
- Central: $19.96
- Northeast: $17.77
- Metro Boston: $18.06

Midpoint:
- Western: $20.49
- Southeast and Cape: $19.66
- Central: $21.38
- Northeast: $18.00
- Metro Boston: $23.78
Educator hourly pay also varies by the proportion of children that receive child care financial assistance.
C3 Spring 2023 Survey Findings: Family Access and Enrollment
Nearly half of programs have their own waitlist for enrollment.

**By Program Type**

- Family Child Care (n = 4,229): 43%
- Center-Based Care (n = 2,577): 60%

**By CCFA Served**

- > 66% CCFA (n = 2,514): 35%
- 33-66% CCFA (n = 838): 53%
- 1-33% CCFA (n = 1,062): 62%
- No CCFA Served (n = 2,392): 57%

**By Region**

- All Providers (n = 6,806): 49%
- Central (n = 1,343): 51%
- Metro (n = 1,543): 45%
- Northeast (n = 1,640): 42%
- Southeast (n = 1,242): 58%
- Western (n = 1,038): 55%
Almost ¾ of programs report that C3 has positively impacted affordability for families.

- C3 grants positively impacted program affordability: 74%
- Delayed tuition increases: 47%
- Reduced or eliminated other parent fees (e.g., activity or supplies): 33%
- Reduced fees: 21%
- Provided additional private scholarships for families: 12%
- Provided additional private scholarships for staff: 7%
- Other: 6%
Planning for FY24 & FY25
Levers for C3 Program Adjustments

- Grant Formula
- Data Collection
- Fund Use Requirements
- Eligibility Requirements
Considerations for C3 Program Planning

**FY24**
- Improve and refine data collection efforts on staffing, workforce compensation, program characteristics, and demographics of families served

**FY25**
- Data-driven program enhancements/adjustments

**Discussion Questions**
- What are your takeaways after seeing the data?
- What are key considerations for EEC as we think through the transition of the C3 program from emergency stabilization to ongoing operational support?
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