

THE BEST PLACE FOR WORKING PARENTS®

earlymatters SAN ANTONIO

Child Care Toolkit

Meeting Child Care Needs, Boosting Organizational Success

The Best Place for Working Parents® and Early Matters San Antonio collaborated on this toolkit† to provide tangible options to employers who are eager to support their working parents' child care needs, but unsure of where to begin. This toolkit provides accessible suggestions that meet you where you are today so you can take the next step that best fits your organization.

As detailed in the Best Place for Working Parents® top 10 research-backed family-friendly policies, employers have a powerful role in supporting working families – and doing so not only promotes more loyal, satisfied and productive employees, but a boost to businesses' bottom line, as well.

† This toolkit is not meant to provide tax, legal, or accounting advice. Please consult with your attorney or tax preparer for more information and guidance pertaining to your particular circumstances.

About the Toolkit

Did you know that 83% of women and 81% of men report child care benefits would be an important factor in deciding to stay at their current employer?[1]



As a Best Place for Working Parents® organization, you understand that working parents can face challenges trying to balance work and home – and seeking to excel in both of those spaces. Your company can implement strategies that will help your employees thrive – while in turn, building a stronger, more loyal and productive workforce for your organization today and for the future.

Child care supports have consistently been rated as a top need for working parents, especially in the post-COVID environment. This toolkit outlines key strategies that senior leaders and businesses can use to support their employees' caregiving needs, plus practical tools to aid in implementation of child care-related policies. We've also included testimonials spotlighting companies that are addressing child care needs in ways that are helping to improve their talent attraction, retention, and productivity.

The guide is not meant to be a "one-size-fits-all" approach, but rather an overview of current child care assistance options for employers. While this guide is focused on working parents with young children, many of the recommendations apply to all caregivers. In many cases, organizations can expand the definition of "caregiver" to include caregivers at all stages and in varying situations in life: employees caring for older children with learning disabilities, aging relatives, or relatives with physical or mental health needs.

In Care.com's 2024 survey, 56% of employers said they were prioritizing child care benefits.[2] In its 2026 survey, 39% of employers reported offering child care benefits, while only 22% of employees knew those benefits were available.[3]

1 Marshall Plan for Moms and McKinsey & Company, "The Business Case for Child Care: How Parent-Focused Employee Value Propositions Help Companies Win the War for Talent," May 2022.
2 https://www.care.com/benefits/reports/2024-future-of-benefits-report/, 2024
3 https://www.care.com/benefits/reports/the-2026-future-of-benefits-report/, 2026

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About Best Place for Working Parents®

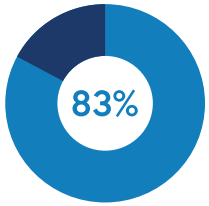


Demonstrating the ROI for Child Care Supports

1. The child care needs of today's workforce directly impact business profitability and retention.



Businesses lose $38B annually in productivity costs due to child care challenges faced by their workforce.

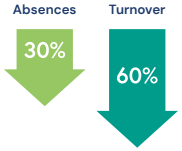


83% of millennials would leave their job for family-friendly benefits[4]

2. Business child care supports have proven ROI to businesses' bottom line.



Employers that offer Dependent Care FSAs **can save up to $382.50 per employee.**

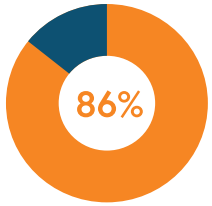


When companies provide on-site child care, **employee absences decrease by 30%** and **job turnover declines by as much as 60%.**

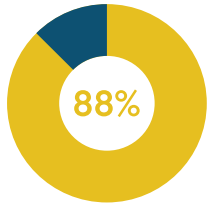


An average business with 250 employees **can save $75,000** per year in lost work time by subsidizing care for **employees' sick children.**

3. Employers experience the benefit of a more productive and loyal workforce.



86% say child care benefits have a positive impact on talent **recruitment and retention.**[5]



88% report child care benefits help **boost productivity.**[5]

4 https://bestplace4workingparents.com/business/
5 https://www.care.com/business/wp-content/uploads/sites/5/2022/05/Care-for-Business_Future-of-Benefits-Report_2022.pdf, 2022

Section 2

Understanding Your Workforce's Child Care Needs

Gaining a deeper understanding of employees' caregiving status and child care requirements can help ensure policies align with the needs of your workforce. We suggest working with a caregiving employee resource group (ERG), hosting a design session, or fielding a survey of parents to help tailor child care benefits based on children's ages, existing child care situations, and current gaps in care.



82% of working parents say the pandemic has made employer provided child care benefits more important to them. Three out of four parents who have reported having some kind of child care benefits said they don't meet their current needs.[6]

Survey your employees

Understand your employees' unique caregiving needs through a confidential survey, and get a visualized data report outlining customized child care recommendations for your business tied to measurable ROI. **Learn more**.

Tools to use

Here are sample survey questions to incorporate into your next cultural survey, which will help reveal insights related to potential child care supports that could benefit your employees and your business.

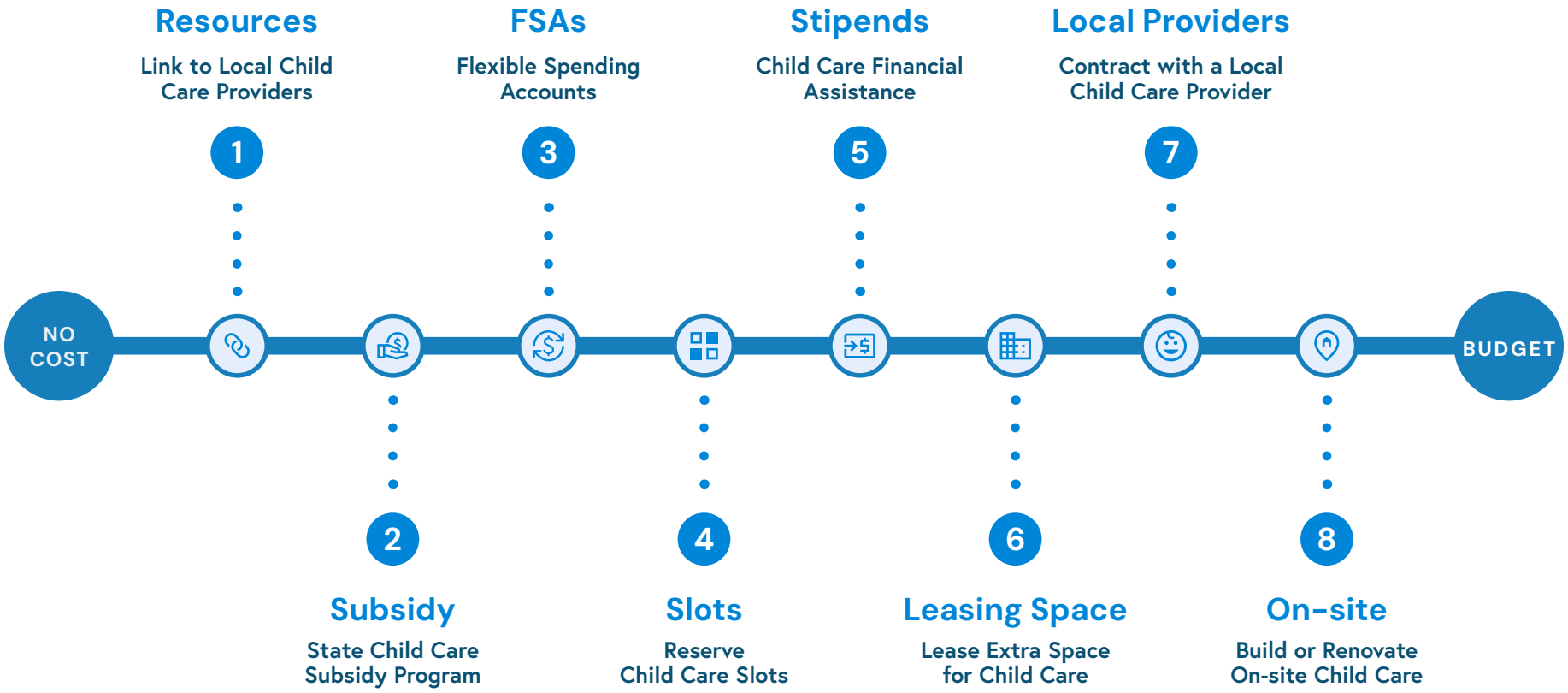
Key topics/questions to address:

- **Cost:** How much are parents at your organization paying for child care?
- **Gaps in coverage:** What are parents' existing child care arrangements, and what are the gaps in their needs?
- **Corporate response:** What happens when child care arrangements fall through? How do managers and leaders respond?
- **Benefit usage:** How are you educating employees on the benefits available to them? Do they understand what they are and how to use them?

6 https://vivvi.com/blog/family/articles/__working_parents_survey, 2022

Determining the Available Resources for Your Workforce

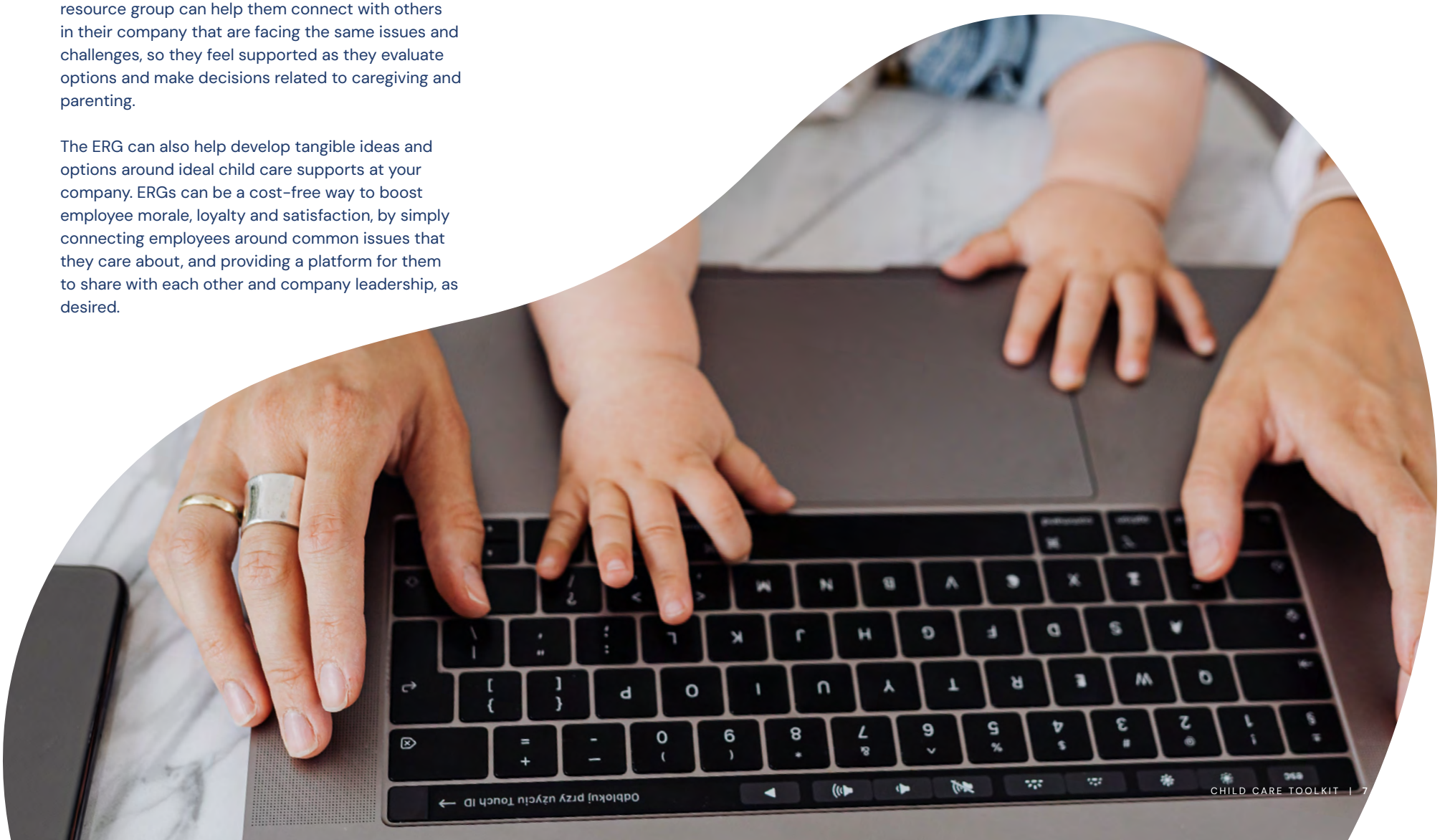
Employers can implement a variety of family-friendly programs no matter their budget size.



Parent & Caregiver Employee Resources Groups (ERGs)

Employee resource groups can be created around almost any topic — caregiving and parenting included! Bringing parents or caregivers together into a resource group can help them connect with others in their company that are facing the same issues and challenges, so they feel supported as they evaluate options and make decisions related to caregiving and parenting.

The ERG can also help develop tangible ideas and options around ideal child care supports at your company. ERGs can be a cost-free way to boost employee morale, loyalty and satisfaction, by simply connecting employees around common issues that they care about, and providing a platform for them to share with each other and company leadership, as desired.



Flexible Employee Schedules



Caregiving responsibilities don't conform to the 9-5 workday, and rigid schedules that tie parents to the office can make juggling those responsibilities harder. Flexible employee schedules are an effective and inexpensive child care benefit, making them a great benefit for smaller companies to consider.

Organizations can test multiple approaches to see what works best for them, including the following:

- "All-hands-on-deck" & "no work and/or email" hours
- Encouraging job-sharing & schedule-swapping
- Experimenting with compressed work weeks of under five days
- Granting time flexibility and space to facilitate shared care arrangements among parents
- Aligning work schedules and meetings with the school day
- Teleworking
- Allowing infants under a certain age at the workplace

Testimonial - Employee Retention

In response to the COVID-19 pandemic in March 2020, Superior shifted its entire workforce to a remote environment and has since implemented enhanced workforce flexibility. Today, more than 95% of employees work remotely full-time or manage a hybrid schedule, splitting their time between the office and at home. This approach provides employees with the support they need to work where and how they work best. All People Leaders are encouraged to work with their teams to allow for workplace flexibility, which may include fully remote work or hybrid work arrangements, early or late start and end times, and shortened work weeks. Employee engagement has directly been impacted by workplace flexibility.

Based on survey feedback in June 2022 from 93% of their employees, Superior earned a 91% engagement index score, a **4-point increase** from the previous survey in 2021. Additionally, **more than 9 in 10 employees said they intend to stay at the company for at least the next 12 months.**

Flexible Child Care Spending Accounts

Flexible Spending Accounts (FSAs) are pre-tax spending accounts established by the employer to help the employee pay for certain medical expenses and dependent-care expenses.

Dependent Care Flexible Spending Accounts (Dependent Care FSAs) or Dependent Care Assistance Plans (DCAPs) can fund the care of children under 13 years old. Parents can withhold money from their paychecks before it is taxed in order to pay for preschools, nannies, and transportation costs. Employers can provide matching funds. This way, businesses can contribute to employees' childcare without dictating how they spend their money.

Employees and employers may both contribute to a worker's DCFSA, with combined contributions generally eligible for tax-free treatment up to $7,500 annually ($3,750 if married filing separately), beginning in 2026.

Dependent Care FSAs or DCAPs are tax-deferred funds set aside from an employee's gross salary through payroll deduction. Payroll deduction funds are transferred to the employee's DCAP account to provide reimbursement for qualified child care expenses. After the employee accumulates dependent care expense funds in the account, receipts for child expenses are submitted to the account administrator for reimbursement. The account administrator reimburses the employee for costs up to a maximum of $7,500 per year for household child care expenses. Neither the employer or the employee pays payroll taxes on the amount of salary set aside for child care reimbursement. A DCAP salary-reduction can be offered alone or as part of a flexible benefit program. For more information, see the **IRS website**.

Tools to use

Setting Up an FSA. Click here for 3 easy steps for setting up a FSA.

List of Eligible Expenses. A complete list of eligible expenses can be viewed here.

Eligible Expenses

- Child Care
- Nursery School
- Preschool
- Summer Day Camp
- Before/After School Programs
- Elder Day Care



Backup Child Care Assistance

Backup child care assistance is a highly effective and moderately inexpensive benefit, and entails reimbursing employees for the cost of backup care when a child is sick or a child care center is closed.

Employers can provide or subsidize backup child care as a supplement to existing child care arrangements, allowing caregivers to rely on emergency child-care services when an unexpected gap occurs. Often when child care falls through, it can be cost-prohibitive for working parents to find their own backup child care. Helping to cover the cost of backup care has immediate ROI as it allows employees to continue to work, and employees feel incredibly grateful to have access to this benefit.

An average business with 250 employees can save $75,000 per year in lost work time by subsidizing care for employees' sick children. To make sure their children were taken care of, 67% of parents said they used a sick day, 56% were late to work and 39% took a vacation day.[7]

Tools to use

Find backup care through these organizations:

- Bright Horizons
- Care.com
- Jovie
- Kindercare
- Patch Caregiving
- Tootris
- Upwards
- Wonderschool.com

BANK OF AMERICA

Case Study

Bank of America's back-up care program with Bright Horizons provides each employee family an allowance of up to 40 days for child care (center-based or in-home) and 40 days of adult care (in-home) when their primary caregiver is temporarily unavailable.

7 Patricia S. Reed and Shirley M. Clark, Win-Win Workplace Practices: Improved Organizational Results and Improved Quality of Life (n.p.: September 2004). [A report prepared for the U.S. Department of Labor Women's Bureau.]

Child Care Resource & Referral

Any amount paid by an employer to a contractor to assist employees in locating child care is a reimbursable expense available to businesses under the **Employer-Provided Child Care Credit (45F).**

If the employer seeks to receive a tax credit for assistance in finding child care as an employee benefit, referral services must be open to all employees and cannot favor any group of employees, such as those who are highly compensated.

Tools to use

Businesses such as Care.com, Kindercare.com, BrightHorizons.com, Tootris.com offer a range of employer-driven programs to assist with finding child care. This includes:

1. Child Care Search Assistance. This can be a membership or free service that gives employees the access to search for and vet an appropriate child care or caregiver.

2. Personalized Child Care Assistance. Often referred to as concierge child care assistance, this refers to contracted services that walk an employee through the process from search through enrollment.

The Employer-Provided Child Care Credit can help offset the cost of providing child care resource and referral services to employees. For 2026, qualifying resource and referral expenditures are eligible for a 10% credit. The total annual Section 45F credit may be as much as $500,000, or $600,000 for eligible small businesses.



Stipends to Families for Child Care

Implement direct payments to families to cover the full or partial cost of their child care.

Businesses can ease the financial burden for working parent employees by subsidizing child care costs. Child care subsidies are an effective and moderately inexpensive way to assist working parents and offset the rising costs of child care. Employers can offer childcare subsidies two ways:

1. Direct Payments: Companies provide payments to employees with children, and workers can spend the money however they see fit.

2. Partial Care Center Subsidy: Businesses partially subsidize child care with select care centers or certain child care workers, so that employees and companies share the cost of childcare.

Best Practice Tips

1. To make the most of this benefit, companies can provide options across employees' life stages.

2. Stipends can also be tiered to account for income differences.

80% of employed workers have trouble paying for child care and 78% of unemployed parents need child care to return to work. Supporting employees with child care costs can lower absenteeism by 30%, reduce turnover by 60%, increase recruitment, and boost employee productivity. [8,9]

Tools to use

Vivvi is an organization that works with companies to provide credits that can be applied towards in-home care, after-school tutoring, and in-office care.



8 https://childcarecouncil.com/wp-content/uploads/2014/07/Why-Should-Employers-Care-ECLC.pdf
9 https://bestplace4workingparents.com/wp-content/uploads/2021/06/BP4K_BacktoWorkReport_R5-min.pdf

Paid Family Leave

Offering paid family leave for all caregivers, and encouraging all parents to take full advantage of their leave is one of the most impactful ways to support new parents and engender loyalty with employees during this exciting but often stressful time for families. Being intentional about the language surrounding paid family leave can ensure not just new mothers, but new fathers, parents who adopt or foster, and workers caring for a sick family member or themselves are all included under the policy. While seemingly obvious, paid leave should not include a pay cut, but rather compensate employees fairly even while they are on leave. Research has found that men are only willing to take their full amount of leave if it's compensated at 70%-90% of their previous income, due to financial concerns.

Your company may also consider phasing in return-to-work after parental leave. One example is allowing employees to work 60 percent of their schedule at 100 percent pay for four weeks after returning to work.

Did you know?

Research supports the importance of paid family leave:[10]

- A **13% increase in the likelihood of mothers returning to their prebirth employer** in the year following birth
- Up to an **8 percentage point increase in maternal labor force participation** in the months surrounding birth
- An **increase in time worked by mothers of 7.1 weeks** in the second year of a child's life

Tools to use

Check out the *HR Leader's Checklist for Supporting Parents Returning to the Workforce* for steps employers can take to help caregivers transition back to work post-leave.

Testimonial

O'CONNELL ROBERTSON

As a small company, employee feedback is very important. Based on individual feedback and an employee satisfaction survey, our company recently added a paid parental leave program to its existing benefit plan. The firm now offers three weeks of paid leave for parents at the birth or arrival of a new child, including foster and adoptive parents. In addition to paid parental leave, we allow time off for parent/teacher conferences, school functions, volunteering, and they have hosted an annual family picnic. We also offer summer internships and job shadowing for employees' children.

Staff quote

"Since the paid parental leave benefit was activated, multiple employees have taken advantage of the opportunity for a few more weeks of bonding with their newest family members before returning to work. Parents are an important part of our workforce and we hope this benefit supports our staff during this critical time by helping them plan for a positive return to work."

Amy Jones
O'Connell Robertson, President/CEO

10 https://pn3policy.org/pn-3-state-policy-roadmap-2021/us/paid-family-leave/

Lease Extra Space for Child Care

Rent out extra, unused space at your business to a licensed child provider or someone who has earned the credentials to be licensed.

How it works

- Look for space in an environment that is safe for children – perhaps a seldom-used conference room preferably with easy access to space that can be converted to a playground.
- Contact a child care licensing specialist for an expert opinion on the use of the space for child care.
- Consider implications for the business and draft terms, such as rent and financial responsibility for required renovations. (Many businesses rent space for below market rates and incorporate other terms that are important to them, such as hours of operation or quality standards.)
- Identify an existing licensed child care provider interested in expanding to a second location or identify someone with the credentials to be licensed who is keen to start their own business.
- The child care provider will be responsible for the child care philosophy, furnishings, enrollment, staffing, operations and securing the license. The child care employees will not be your employees. The child care provider will carry appropriate insurance.
- Negotiate the contract.

Tips

- Early in the process, identify who will lease the space and run the child care business. That person will need to develop a business plan, secure the license and possibly source funding for start-up costs.
- Employers that invest in acquiring, constructing, rehabilitating, or expanding a qualified child care facility may be eligible for the federal Employer-Provided Child Care Credit under 45F. Beginning in 2026, the credit equals 40% of qualified child care expenditures, or 50% for eligible small businesses, subject to annual limits. Consult a tax advisor regarding eligibility and qualified expenses.



Re-purposing Unused Company Space

Scenario

- ✔ 60 employees currently with a third earning more than $70,000 a year; planning to add 7 new jobs starting at $25 /hour
- ✔ You have struggled to retain employees and you are concerned about finding workers for your new jobs.
- ✔ You do not know how many employees have children.
  You have an unused room in your building!



Actions you can take

1. Survey your employees to ask about child care needs.
   Contact a child care licensing specialist for an expert opinion on how your unused room could be used for on-site child care.
2. Contact existing licensed child care providers to explore their interest in expanding to a second location. Get the word out that you are looking for someone with the credentials to be licensed who is keen to start their own business and lease space at your location.
3. Consider implications for the business, establish a budget and draft terms for the child care operation, including rent and financial responsibility for required renovations. Costs will vary. (Many businesses rent space for below market rates and incorporate other terms that are important to them, such as hours of operation or quality standards.)
4. Offer Dependent Care FSAs so that parents can withhold pre-tax dollars for child care from their paychecks. (Employees will save an average of 30% and employers will save an average of 7% in taxes.) Have a broker come explain the benefit to your employees and encourage utilization.

On-Site & Contracted Child Care

When sufficiently subsidized and of good quality, on-site company child care tends to have the greatest perceived value to employees and one of the highest returns to the company.

For 20 years, the federal government has offered a tax credit to encourage businesses to offer child care benefits to their employees.

If the employer seeks to receive a tax credit for offering child care as an employee benefit, enrollment in the child care program must be open to all employees and cannot favor any group of employees, such as those who are highly compensated.

Tools to use

On-site child care help. Considering providing on-site child care at your place? Check out Texas Workforce Commission's website to learn where to start.

Tax credit questions. Learn more and see examples on how the tax credit works here.

Qualifying for the Employer-Provided Child Care Facilities and Services tax credit:

1. **Providing On-Site Care for Employees:** Employers that invest in acquiring, constructing, rehabilitating, or expanding a qualified child care facility may be eligible for the federal Employer-Provided Child Care Credit under 45F. Beginning in 2026, the credit equals 40% of qualified child care expenditures, or 50% for eligible small businesses, subject to annual limits. Consult a tax advisor regarding eligibility and qualified expenses.

2. **Contract for Child Care Services:** Employers do not have to operate their own child care facility to take advantage of the Employer-Provided Child Care Credit. Employers may contract directly with a qualified child care facility to provide care for employees, or may contract with an intermediate entity that contracts with one or more qualified child care facilities on the employer's behalf. This option may make it easier for employers to offer child care benefits across multiple providers or locations without developing or operating their own child care program.

3. **Contract to Help Find Child Care (Resource and Referral):** Any amount paid under contract to help employees find child care.

4. **New in 2026, 45-F can be used toward third-party intermediaries** that contract with child care providers, as well as jointly owned and operated facilities.

The Employer-Provided Child Care Credit (Section 45F) allows eligible businesses to claim a federal tax credit equal to 40% of qualified child care expenditures and 10% of qualified child care resource and referral expenditures. Eligible small businesses may claim 50% of qualified child care expenditures. The total annual credit is generally limited to $500,000, or $600,000 for eligible small businesses.

Additional Family Friendly Benefits

Trump Accounts: Supporting Families Long-Term Financial Well-Being

Employers have a range of opportunities to support employees and their families. While many of the strategies in this toolkit help working parents address immediate child care needs, employers may also consider benefits to support families' long-term financial well-being.

Trump Accounts (sometimes described as a baby bond-style savings account program) provide a new way for employers to contribute toward the financial future of employees' children. Employers may contribute up to $2,500 annually to an employee's or dependent's account. Contributions are generally deductible for the employer and excluded from the employee's taxable income, creating an additional family-friendly benefit that can grow alongside a child.[11,12]

Tools to use

Review current IRS guidance and requirements for establishing a Trump Account contribution program.

General information can be found here.

Guidance for Employers can be found here.



11 https://www.irs.gov/newsroom/working-families-tax-cuts

12 https://www.irs.gov/newsroom/treasury-irs-issue-proposed-regulations-on-employer-contributions-to-trump-accounts-under-the-working-families-tax-cuts

Section 4

Resources for Families

Find Child Care

- Use Early Connect SA to explore San Antonio / Bexar County area private child care, public pre-K, Head Start, Early Head Start, military child care, nonprofit programs, and other early learning options in one place. You can search by location, your child's age, hours, program type, quality, cost, financial assistance, and available openings.
- Use Texas Child Care Connection to search for child care in Texas, compare your options, find family resources, and apply for help paying for care.
    - Use the Texas Child Care Availability Portal for child care availability in the state of Texas.
- Use Search Texas Child Care to check a provider's license status, inspection results, compliance history, and other regulatory information.
- Learn what to look for in a quality child care program and how Texas Rising Star ratings can help you compare providers.

Get Help Paying for Child Care

- Workforce Solutions Alamo Child Care Services helps eligible families apply for financial assistance with child care and select a participating provider.
- The City of San Antonio Head Start and Early Head Start programs provide early childhood education and family support services for eligible children from six weeks to 5 years old.
- Pre-K 4 SA provides information about eligibility, tuition assistance, and enrollment options for San Antonio children ages 3 and 4.



Resources for Families (cont.)

Child Development & Family Support

- Visit Early Childhood Texas to find state programs and resources for child care, public pre-K, Head Start, child development, health and nutrition, and early childhood special education.
- Help Me Grow Bexar County is a free support line connecting families with information about pregnancy, parenting, child development, developmental screenings, and local services. Families can call **1-866-GROW210**.
- If your child has a disability or special need, explore Texas Child Care Connection's family resources for information about inclusive care, support, and services.
- KLRN Early Childhood Services offers family learning resources and Lantern (formerly Bright by Text), a free service providing age-specific child development activities, parenting tips, and information about local resources.
- The San Antonio Lactation Support Center provides free breastfeeding education, individual counseling, support groups, and access to lactation professionals for Bexar County families.

Find More Family Resources

- United Way 211 is a free, confidential service available 24/7 to connect families with child care, food, housing, health care, and other community resources.
- Use the San Antonio Community Resource Directory to search for local programs related to parenting, health, food, housing, disability support, mental health, and other family needs.
- **Supporting Your Child's Financial Future:** Families can now open a Trump Account, a new tax-advantaged investment account designed to help build long-term savings for a child. Accounts are available for children under 18 with a valid Social Security number. Authorized contributions from individuals and employers are allowed up to a combined $5,000 per year, and eligible children born from 2025 through 2028 may receive a one-time $1,000 federal contribution. Learn more and open an account through the IRS.



Toyotetsu Texas

Testimonial: Supporting Team Members and Their Families

Toyotetsu Texas (TTTX) is an automotive manufacturing company located on the Toyota Texas campus in San Antonio. Founded in 2004 and part of Toyotetsu's global network headquartered in Japan, TTTX manufactures stamped and welded automotive body components supporting Toyota's San Antonio manufacturing operations.

At the heart of the organization is its Mendomi culture—an approach centered on genuinely caring for and developing people. Toyotetsu recognizes that team members are also parents, spouses, caregivers and members of the community, and strives to create a workplace where employees and their families feel valued and supported.

Supporting working families: Toyotetsu views strong benefits as more than a safety net; they are an investment in the health, financial well-being and peace of mind of team members and their families. Its family-friendly support includes a Dependent Care Flexible Spending Account for eligible child and dependent-care expenses; an Employee Assistance Program providing confidential counseling and referrals for child care, elder care, financial concerns and legal needs; and telehealth and mental-health resources for team members and covered dependents.

Beyond formal benefits, Toyotetsu looks for meaningful ways to support families during important moments. The company celebrates team members who welcome a new child with customized baby baskets and has established practices to demonstrate care during extended hospitalizations or the loss of an immediate family member.

Putting care into action: One policy that particularly reflects this commitment is the Toyotetsu Team Member Emergency Assistance Fund. Established as a Toyotetsu North America policy in 2023, the fund assists eligible team members experiencing a qualifying event that may cause significant financial hardship. Circumstances may include certain medical expenses, the death of an immediate family member, or damage to a team member's primary residence caused by a fire, flood or natural disaster. Eligible team members may receive up to $2,500 per year in direct financial assistance. The fund is supported in part through voluntary payroll contributions, giving Toyotetsu employees a tangible way to help coworkers during some of life's most difficult moments. More than financial assistance, the program reminds team members that they do not have to face a crisis alone.

Toyotetsu pairs these benefits with ongoing opportunities for employees to share what they need. Since introducing its Team Member Voice Board and implementing additional benefits in response to employee feedback, TTTX has increased employee retention by 14% and maintained the lowest turnover rate on its campus for three consecutive years. While those results cannot be attributed to one program alone, they reflect the value of listening and responding to employees.

Testimonials

"Mendomi culture is the heart of Toyotetsu—it's about treating our team members like family, listening to their needs, and taking action to ensure their happiness and long-term success."

Leslie Cantu
Vice President of Administration, Toyotetsu Texas

"When I started to go to school the company helped me by moving me to departments that allowed me to have more time to focus on school. It feels great to work for a company that truly cares about your needs and concerns."

Don Christian
Toyotetsu Texas

San Antonio Hispanic Chamber of Commerce

Testimonial: Flexibility That Works Both Ways

Founded in 1929, the **San Antonio Hispanic Chamber of Commerce** is the oldest Hispanic chamber of commerce in the country. With more than 800 members, the Chamber advances economic opportunity across the San Antonio region through five key pillars: Small Business, Economic Development, International Trade, Education and Workforce Development, and Leadership.

Supporting working families: Flexibility is one of the Chamber's most valued family-friendly practices. Chamber work does not always fit within traditional business hours; employees regularly balance early-morning meetings, evening events and community commitments. In recognition of those demands, flexibility works both ways. Team members are given the flexibility they need during the workday to manage important family responsibilities while remaining accountable for their professional commitments. This approach allows employees to attend a child's school activity, make a doctor's appointment or respond to another family need without feeling that their professional responsibilities—or important moments with their families—must always come second.

A culture of trust and accountability: The policy's impact extends beyond individual scheduling needs. It creates a workplace culture in which employees are trusted to manage their time, fulfill their responsibilities and deliver high-quality work. By recognizing that family needs do not always fit neatly outside traditional business hours, the Chamber helps employees remain fully engaged in their careers while also being present for their families.



Testimonials

"At the San Antonio Hispanic Chamber of Commerce, we believe supporting working parents and families strengthens both our organization and the broader business community. Family-friendly workplace practices help employers attract and retain talented people, build trust, and create the conditions for employees and businesses to thrive."

Luis A. Rodriguez
President and CEO

"As a working mom of two young children, flexibility is one of the benefits I value most. My role sometimes requires early mornings, evening events, and commitments outside of traditional business hours, so having that flexibility go both ways makes a meaningful difference. Being able to attend a doctor's appointment or an important school activity and still successfully fulfill my professional responsibilities allows me to be present for my family while continuing to grow in a career that is important to me."

Jessica Palacios
Director of Government Affairs

USAA

Testimonial: Supporting Military Spouses Through Life Transitions

Founded in San Antonio in 1922 by 25 soldiers, USAA provides insurance, banking and retirement solutions to more than 14.5 million members of the U.S. military, veterans who have honorably served and their families. USAA employs more than 36,000 people worldwide and supports military families and communities through its services, workplace practices, advocacy and philanthropy.

Supporting military spouses: USAA's Active-Duty Military Spouse Benefit provides dedicated paid time off to eligible employees whose spouse or domestic partner serves in the active-duty military, National Guard or Reserves. Full-time employees may receive up to 80 hours per qualifying event, while part-time employees may receive up to 50 hours.

Employees can use this time to manage responsibilities connected to significant military life events, including relocations, child care arrangements, military-sponsored events and briefings, financial and legal matters, family caregiving, counseling, and reintegration following a deployment.

Built from employee experience: USAA introduced the benefit in 2024 following an enterprise initiative focused on improving the employee experience for active-duty military spouses. Through conversations with military spouses across the organization, leaders gained a deeper understanding of the time, coordination and uncertainty involved in deployments, permanent change of station moves, military retirements and other service-related transitions.

Employees' insights and recommendations were presented to senior leadership and helped shape the new benefit. The result was targeted support designed around the experiences military spouses identified as most challenging.

Supporting families and career continuity: Dedicated paid time off gives military-connected employees greater flexibility to support their families without relying entirely on vacation time or stepping away from their careers. The benefit can reduce stress during major transitions, support work-life balance, and help employees remain engaged professionally while managing the responsibilities that accompany military service.

It also addresses a persistent challenge for military spouses: maintaining career continuity through frequent relocations. By allowing employees to continue working as they move with their families, USAA helps military spouses build long-term careers rather than starting over after each transfer.

USAA also offers additional backup-care support to military families who may be navigating moves or deployments without an established local support network. Together, these benefits help ease the logistical and emotional pressures of military life while supporting the well-being of the entire family.

Testimonials

"Military life means constant change — new cities, new schools, starting over. When we relocated across the country, the Active-Duty Military Spouse Benefit gave me the time and flexibility to handle the move without burning through vacation or falling behind at work. Too many military spouses have to start their careers over with every move, but at USAA I didn't have to. I could keep growing in my role, no matter where we were stationed. That kind of support doesn't just help military families — it keeps talented, dedicated employees engaged and committed to the work."

Corinne Farmer
USAA employee



Section 6

Additional Resources



1. A Better Future for Working Parents: A playbook for leaders and organizations
   https://www.charterworks.com/Charter-Vivvi-A_Better_Future_for_Working_Parents.pdf

2. Employee Assistance Program
   https://familyforwardnc.com/family-forward-policies/employee-assistance-program/

3. Marshall Plan for Moms
   https://marshallplanformoms.com/

4. "The workforce of tomorrow requires a child care system fit for the future," Forbes, Aug. 2, 2022.
   https://www.forbes.com/sites/isabellehau-1/2022/08/02/the-workforce-of-tomorrow-requires-a-child-care-system-fit-for-the-future/?r=3wn5y&sh=1ee9737c50cd&utm_source=substack&utm_medium=email

5. The Future of Benefits: An HR guide to what's next for employee benefits in 2022. "For all groups, care benefits are among those that most actively support key employer objectives: recruiting and retaining top talent; increasing employee productivity; and providing equitable benefit options to a diverse workforce." Published by Care.com.
   https://www.care.com/business/wp-content/uploads/sites/5/2022/05/Care-for-Business_Future-of-Benefits-Report_2022.pdf

6. Flier from the Early Childhood Learning Council: Why Should Employers Care? Relationship Between Productivity and Working Parents
   https://childcarecouncil.com/wp-content/uploads/2014/07/Why-Should-Employers-Care-ECLC.pdf

7. Maven's "HR Leader's Checklist for Supporting Parents Returning to the Workplace,"
   Maven offers comprehensive, whole-person care for working parents throughout their parenting journey.
   https://info.mavenclinic.com/pdf/hr-leaders-checklist?submissionGuid=0e77df93-8748-4880-b750-43f02ce58ecd

8. "Understanding America's Labor Shortage: Why One Million Women Are Missing from the Workforce," U.S. Chamber of Commerce
   https://www.uschamber.com/workforce/understanding-americas-labor-shortage-why-one-million-women-are-missing-from-the-workforce

9. "Employer Guide to Childcare Assistance and Tax Credits," U.S. Chamber of Commerce
   https://www.uschamber.com/workforce/employer-guide-to-childcare-assistance-and-tax-credits

10. Family Friendly IS Business Friendly: The Top 10 Family-Friendly Policies that Benefit Working Parents and Businesses' Bottom Line
    https://bestplace4workingparents.com/top10policies/

11. "Employer Guide to Childcare Assistance and Tax Credits," U.S. Chamber of Commerce
    https://bestplace4workingparents.com/getting-back-to-work-report/

12. Employer-Provided Child Care Credit (45F) Overview:
    https://www.ffyf.org/2025/10/29/employer-provided-child-care-credit-45f-overview/



Section 7

About Best Place for Working Parents®

The Best Place for Working Parents® is a growing network of business leaders proving that family-friendly is business-friendly. Through a first-of-its-kind 3-minute online business self-assessment, organizations across the country are gaining this competitive designation that recognizes innovation across the top 10 research-backed family friendly policies proven to benefit working parents AND employers' bottom line.

Our online self-assessment and designation was developed together with 100 business leaders who recognized family-friendly practices as a critical lever for catalyzing and empowering a changing workforce, and as a keen business strategy for attracting and retaining today's top talent.

The Best Place for Working Parents® top 10 research backed family-friendly policies are relevant to businesses of every size and industry, and include low- or no-cost options that are proven to boost employee attraction, retention, loyalty, productivity, and engagement. The Best Place for Working Parents® is supported by national research that demonstrates the power of these practices in impacting working parents and their families, and for the businesses that implement them.

The 3-minute online self-assessment instantaneously allows business leaders to see if their organization earned a Best Place for Working Parents® designation, along with a dashboard of their company's results as compared to other businesses of like size and industry. The self- assessment results dashboard is dynamic and updated each time a new business takes the assessment.

To learn more, visit BestPlace4WorkingParents.com.
Learn more about San Antonio's BP4WP initative at EarlyMattersSA.org.



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