



East Jefferson County Rural Child Care Partnership CHILD CARE NEEDS ASSESSMENT A Community Approach

Here we present findings from a broad needs assessment of people affected by the level of vitality in our local child care ecosystem. It includes the story of parents of young children, the people who employ and want to employ them, child care providers, and others who work with Jefferson County families. Common and consistent themes emerge from this diversity of informants, across quantitative and qualitative data.

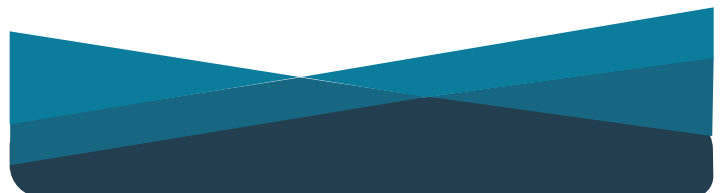
Unfortunately, we found that local parents are feeling the pain related to the lack of fit between need for child care and the current ability of our child care system to meet their needs. Dynamics we hear about across our state and the nation are playing out right here in our own home towns: Jefferson County is in the midst of a child care shortage so significant that even our most earnest providers cannot span the gap between child care need and child care availability.



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We also wish to thank our partners, Peninsula College and Olympic Peninsula YMCA, for their time, feedback, and overall commitment to Jefferson County's child care community. Your contributions to our community continue to provide transformative impact in the lives of the families you serve.

Additionally, a hearty *thank you* to organizations listed below for allowing their representatives to provide insight on child care in East Jefferson County and distribute our child care user survey.

- Jefferson County
- Economic Development Council
- Jefferson Healthcare Foundation
- Jefferson Healthcare
- City of Port Townsend
- Port Townsend Paper Corporation
- Port Townsend School District
- Chimacum School District
- Peninsula College
- Peninsula College-Early Learning Center
- Peninsula College-Playschool Co-op
- YMCA of Olympic Peninsula
- NAVMAG Indian Island
- QFC
- Dove House Advocacy Center
- Jumping Mouse Children Center
- Olympic Community Action Program Head Start
- Salish Coast Elementary
- Cedarbrook Early Learning Center
- Dragonfly Daycare
- Hugging Tree and PT Alliance
- Jefferson County Residents

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Purpose of the Needs Assessment

Jefferson Healthcare (JH), Peninsula College, and the Olympic Peninsula YMCA have partnered to investigate and create solutions to the child care shortage in Jefferson County. This report describes a multi-method community survey, current statistics, and historical data to assess the need for increased child care capacity in the County. The work builds on prior internal JH surveys and assessments, as well as community data available from multiple sources.



Value of High Quality Child Care

Early childhood development and education programs demonstrate the ability to decrease education gaps in higher risk, lower socioeconomic children.¹ Studies demonstrate better educational performance and job attainment for those in a high quality early education program. IQ levels are higher, the earning potential is higher by 1.3-3.5%, and participants have decreased contact with the criminal justice system.²

Health outcomes are also improved for those who participate in high quality child care. At age 21, high quality child care graduates have decreased risk-taking behaviors (binge alcohol intake, smoking, use of drugs), as a group experience fewer premature deaths, and self-report better health. At age 30, they have lower rates of heart disease and fewer risk factors for heart disease including decreased obesity, lower blood pressure, lower blood sugar levels, and lower cholesterol. High quality, early childhood development and education programs can decrease or delay the onset of chronic disease in adulthood as well as reduce risky behaviors that can lead to poor health.³ For every \$1 spent on high quality, early childhood education, models estimate a return on investment that ranges from \$2.49 to \$10.83.⁴

Creating high quality affordable child care options for children of working parents contributes to a community's long term health and economic outcomes. Healthcare providers, local governments, and community organizations each have a vision for, and are natural partners to foster, high quality child care options for their communities' families.

Jefferson County Demographics

Jefferson County is a USDA designated rural county with approximately 30,000 residents, two-thirds of whom live outside of Port Townsend, the County's only incorporated city. Established in 1852, Jefferson County averages only 17 people per square mile and has the oldest population in Washington State, with a median age of almost 58.⁵ Four school districts cover the entirety of East Jefferson County, serving children and families from Port Townsend to Brinnon.

Poverty is prevalent for young families in Jefferson County. Almost half of all children (48% compared to 43% in the state) live under 185% of the federal poverty level and qualify for free or reduced lunch. One in five 8th and 12th graders report missing meals or eating less due to no money. Half (53%) of infants born to families in Jefferson County qualify for WIC, and half of births are to families who qualify for Medicaid, compared to 41% state wide.⁶

The County's racial demographics are more homogenous than Washington's urban areas, with 18% of students in public school being non-white. Only 10% are non-white in private schools.⁷

137

The number of
child care slots
Jefferson County
has lost since
2015

Although Head Start programs and existing child care programs help, kindergarten readiness suffers in Jefferson County. While 51% of children in Washington meet the 6 criteria for kindergarten readiness,⁷ only 44% of children in Jefferson meet the criteria. Readiness drops to 41% for children from low-income homes.⁸

Baseline Child Care Data

For many parents, locating high quality child care requires extraordinary effort. This is especially true in East Jefferson County where child care availability has decreased over the past five years. Child Care Aware of Washington's data showed that between the year 2015 and June 2020, Jefferson County lost five child care programs, decreasing by 137 child care slots.⁹

As of January 2021, Jefferson County has 6 licensed

child care providers: 1 child care center, 1 school-aged program, and 4 in-home child care providers. Two Head Start programs also run part-time schedules which help families with child care. There are approximately 166 slots with 11% for school-aged children only. This leaves 148 child care slots for pre-kindergarten children.⁹ Twenty infant child care slots exist in the county, but some of these are used for older children.¹⁰

The number of infants born to Jefferson County families over the past three years ranged from 166 to 199 annually.¹¹ Based on those numbers, Jefferson County has child care capacity for only 5% of all infants.

Child Care Aware reports that 65% of families have all parents working outside the home, leaving about 625 of the 962 total children under six years old likely needing child care. Using the calculation of 148 slots for children under six, enough child care spots exist for only 24% of pre-school-aged children.⁹

Survey Methodology

To update prior assessments, the team contracted for a new survey which was conducted in January and February of 2021. A consultant gathered information and community perspectives through key informant interviews, focus groups, and a digital questionnaire. Data collection occurred between January 14th, 2021 and February 12th, 2021. Target populations included families with children under age 13, employers with over 100 employees, child care providers, and community leaders. All respondents were informed that participation was voluntary, and their responses were anonymous.

Key Informant Interviews

Key informants included directors of child care programs, human resource (HR) managers for the largest employers in the county, and community leaders. The JH Population Health (PH) Department identified child care directors via state listings of licensed in-county child care businesses. The Jefferson County Economic Development Council provided a list of large employers in the county. The PH team contacted other leads from the 2019 JH Child Care Task Force. The consultant identified further key informants by asking for recommendations during interviews.

The consultant completed 22 key informant interviews between January 15th and February 8th, 2021. A list of key informant characteristics is found in Table 1 and the key informant survey tools are found in Addendum A.

Child care interviewees included four child care program directors, a teacher, a parent developing a child care

co-op, and a school principal working with Head Start programs. Child care provider interviews focused on their experiences as a provider in the county, expansion options and obstacles.

Table 1
Key Informants Characteristics

Role	Number	Organizations Represented
Child Care Providers	7	6
HR Leaders employing >100 people	7	7 of 9
Community Leaders	8	8
Total	22	21

Human resource directors were invited to participate to provide a business perspective. Seven of the nine East Jefferson County employers with over 100 employees responded and were interviewed. Discussions and written responses focused on the business impact of Jefferson County's child care availability, specifically with respect to recruitment and retention. Included were representatives from Jefferson Healthcare, Jefferson County, QFC, City of Port Townsend and two school districts.

Eight community leaders completed interviews. The key informants' expertise and role directed questioning. A list of key informants can be found in Addendum B.

Focus Groups

Focus groups consisted of JH employees with children who responded to all-staff e-mail invitations. The focus groups included 14 participants who represented 23 children between the ages of six months and 15 years. Six participants were JH administrative staff members, 4 were medical providers, and four were clinical staff members (nurses, social workers, clinical coordinator).

Due to the COVID-19 pandemic, the consultant conducted the focus groups via video-conference. The 45-minute sessions included discussion of experiences locating local child care, the impact of child care on employment and desired components for child care programs. The standard questions are included in Addendum C.

Family Survey

The team created a 61-question on-line survey using SurveyMonkey.[®] To allow for direct comparison, questions were drawn from the Washington State Department of

Commerce's 2020 Employee Child Care Survey¹² and Jefferson Healthcare's 2016 Intergenerational Care Survey.¹³ Questions focused on ability to find child care and the characteristics families desired in care for their children and can be found in Addendum D. The introduction outlined the voluntary and anonymous nature of the survey.

Distribution of the survey link began February 1st and the survey closed February 11, 2021. The consultant e-mailed the survey link to interested large employer HR departments, child care providers, and local leaders. The link was included in internal e-mail blasts and newsletters. Formal and informal distribution of the survey occurred on Facebook and Instagram. An e-mail reminder to distribute the survey link was sent midway through the data collection period.



In total, 310 community members started the survey. Of those, 276 (89%) had children under 13 and were eligible to continue the survey. A total of 197 of those eligible completed the entire survey. We were encouraged by the fact that on average, respondents completed the survey in 7.5 minutes, under any concerns regarding survey fatigue. See Addendum E for respondent demographics.

Survey Results

Key Informant Interviews: *Child Care Providers*

Key Findings

- Child care providers in Jefferson County care deeply about their clients and their work.
- Jefferson County child care capacity is insufficient, especially for infants and toddlers.
- State licensing requirements strain child care program viability.
- Low wages challenge staffing needs.
- Child care cost is prohibitive for many families.
- Families need more flexible operating hours.
- Parents choose child care based on availability rather than preferences.
- The pandemic slowed program expansion plans.

Summary of Child Care Provider Responses

Child care providers agreed that child care options are insufficient in East Jefferson County. Wait lists are 6 to 12 months long and sometimes are closed altogether. Only two centers other than the part-time Early Head Start program accept children under age two. Child care providers described families taking part-time openings in hopes of eventually gaining the full time spot they need. The interviewees noted several in-home family programs recently closed.

Staff turnover negatively impacts child care consistency. Programs struggle to recruit and retain staff due to low pay, burnout, education requirements and now the pandemic. Staff need to travel for early childhood education training which increases the cost of improving quality.

Providers expressed difficulty in balancing the cost of child care for families, while striving to pay a livable wage to their employees. Low reimbursement from state subsidies and increased regulation discouraged some child care providers from accepting families who qualify for state subsidies.

Some described the conundrum of parents wanting to work but being unable to find wages that would cover the cost of child care. Many expressed the need for external funding sources in order to expand or improve the quality of child care programs.

Providers cited licensing requirements as another barrier for small programs to open and remain sustainable. Two respondents remarked on the importance of understanding licensing requirements and having a good relationship with licensing representatives as the representatives provide valuable assistance.

Partnerships with specialists to support children with special needs are appreciated by child care providers when available. They recommended expansion of these partnerships to better serve that population.

Child care providers recognized that limited hours cause challenges for families with longer work days. However, they struggled with financial models and staffing to accommodate longer hours.

The child care providers interviewed recognized that East Jefferson County families have to choose child care based on availability simply due to the lack of options. However, if given more options, providers believed that parents would prioritize safety, affordability, communication with parents, child's happiness, flexible hours, exposure to nature, and the quality of the curriculum. Their perception matched family survey results.

When asked about the impact of the COVID-19 pandemic on child care businesses, the providers described making significant adjustments, starting in March, 2020. Some programs closed temporarily to adjust to the, “new normal”, while others closed permanently. Operating hours and numbers of children allowed to attend both decreased. Some parents withdrew children due to concerns for exposure risk. Staff members at higher risk for Covid due to age or health issues resigned, making staffing shortages profound. Surprisingly, the public schools’ hybrid learning models increased the need for school-age child care, which helped several programs financially.

Key Informant Interviews: *Large Employer Interviews*

Key Findings

- Limited child care options affected recruitment and retention for some businesses.
- Employees with families benefit from flexibility in work hours.
- Most did not find child care-related tardiness or absenteeism to be significant issues but many recognized the need for more reliable or emergency child care options.
- Regional economic development requires a community response to address child care needs.

Summary of Employer Responses

Human resource directors of the larger employers in Jefferson County discussed the impact of child care availability on their work force. They described employees struggling due to the lack of local child care options. All but one employer experienced difficulty with recruitment and retention secondary to child care. The interviewees noted unexpected absences when child care options fell through. Most agreed that the housing shortage is the primary barrier to recruitment but recognize links between high housing costs and the ability to afford child care. The employers described staff reducing hours or leaving the workforce altogether to care for children, citing both cost and hours of operation as drivers. Some of their employees found child care solutions out of county! Low availability of child care during the COVID-19 pandemic exacerbated challenges for families.

Employers listed expanding the child care market as the primary solution. Other employer recommendations included increasing telework options, family-friendly absentee policies, flexible work hours, and in some cases,

allowing children at work.

Many employers expressed an interest in supporting development of new child care options or expanding existing programs. They described several benefits including more local options for their employees and decreased employee stress. Limitations to establishing partnerships included the inability to provide benefits to only one type of employee and lack of resources for additional management responsibilities. Assets employers could imagine bringing to a partnership included help with simple administration and creating community connections with volunteers and the retirement community. Most did not anticipate being able to help with the start up or daily functioning of a child care business.

Key Informant Interviews: *Community Leaders*

Summary of Community Leader Responses

Community leaders reiterated other interviewees’ perspectives that East Jefferson County child care access is limited and getting worse, especially for infants. They recognized operating hours and cost affect parent ability to access child care that suits their needs. They cited the limited availability of programs accepting state subsidies complicating access for low income and entry level workers. Interviewees described the high cost of housing as an exacerbating financial factor for families. Similar to the child care providers, community leaders expressed concern that state licensing regulations limited expansion and new child care businesses.

Community leaders described similar challenges as those outlined by employers, including loss of workers who left jobs to care for children due to the cost of child care. Many recognized the traditional burden of solving or managing child care issues being placed on women in the work place, with more women than men leaving the work force.

When asked about the most important characteristics of a child care, community leaders prioritized safety. They noted

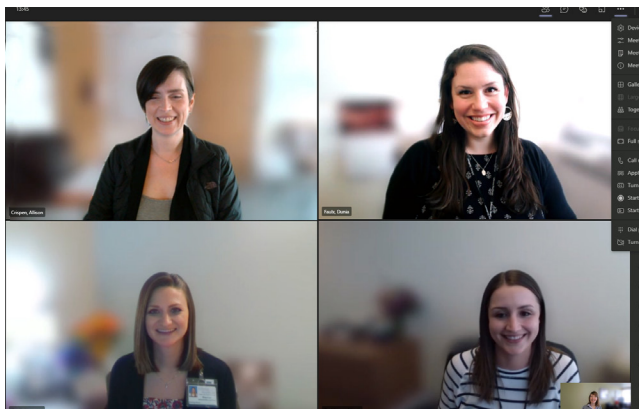
that availability and affordability often superseded families’ wishes for a high quality curriculum. The leaders recommended a goal of attaining a high quality program at an affordable price but acknowledged the systemic economic barriers to achieving this goal.

Employers noted unexpected absences when child care options fell through and described staff reducing hours or leaving the workforce altogether to care for children, citing both cost and hours of operation as drivers.

One leader suggested "...since we are living in a 'child care desert,' East Jefferson County should get creative and research child care models used outside of the United States." A few leaders believed that a cultural shift needed to occur. They suggested taking a "village" mentality and finding multi-generational approaches to child care should also be a viable option.

Leaders called for collaborations between new or existing child care programs and community organizations. They hoped for smoother transitions for children between programs, open communication, mutual trust, and less competition. Leaders anticipated partnerships may optimize resource sharing including working together to help families with the child care cost, writing grants together, seeking out trauma-informed partners, and working toward solutions such as flexible hours for employees and direct billing options through payroll.

Overall local leaders recognized that the pandemic had been disruptive and brought to the forefront the lack of child care in the county. Parents with limited or no local kinship care did not have anywhere to turn once child care programs and schools closed. This was especially difficult for families from low-income backgrounds and essential workers. If parents could not lean on family members or friends, some parents had to quit their jobs to stay home with their child.



Jefferson Healthcare Employee Focus Groups

Key Findings

- To meet family needs, employees often have multiple types of child care arrangements.
- Those who could find child care were appreciative of the care.
- Employees need more options, flexible hours, and decreased cost.
- Work hours have been curtailed by many due to the cost and limited hours.
- Employees prefer a child care program in close proximity to the hospital.
- Families prioritize safety, affordability, an educational component, and strong parent communication.

Summary of Focus Group Responses

Employees expressed gratitude for the child care solutions they have found despite limited options in Jefferson County. They praised their family, friends, nannies, and child care providers for their efforts and care. However, those without family or friends to care for their children lamented the challenges finding child care solutions that fit their families' needs. Many combined multiple types of child care to cover weekly work hours. Solutions included traditional child care programs, the YMCA after school and holiday care, nannies, grandparents, and family friends.

Some participants decreased work hours to accommodate the need for later drop off or early pick up. Unavailable evening and weekend care as well as closures on holidays also curtailed work options. Some relied on neighbors or families for early morning and after child care hours. One employee reported their child care provider celebrated more holidays than the employee had PTO days per year. Some participants actively contemplated dropping out of the work force until their children were older.

Child care changes during the pandemic were difficult for most employee parents. Some paid to hold slots at closed out-of-county child care centers and hired additional help thereby doubling their cost. Many child care programs decreased hours, exacerbating already existing challenges of meeting weekly work needs. Supporting distance learning was difficult for parents of school-aged children. Worries about infection decreased shared care between families and care by older generations. Many changed schedules or cut back on work hours.

When asked what they looked for in a child care program, the employees listed their "must haves" as safety, cleanliness and strong communication between parents and teachers. Parents appreciated communication about the structure of the child care day, the curriculum, and updates on their child's interactions. Parents desired longer hours that fit work schedules. The employees discussed the social and educational benefits of child care outside the home and described those as characteristics that are "nice to have." Several wished for a secular child care center option.

Most employees preferred a location near the hospital and several stated they would *only* use a nearby option. One employee described the discomfort of her child being in a city out-of-county while she and her husband worked in two other cities. Parents of infants wished for on-site or nearby care especially if breastfeeding. Other

“nice to have” features parents listed include provision of nutritious meals and snacks, knowledge of teacher’s educational background and experience, sharing of activities parents could continue at home with their child.

Parents expressed interest in creative solutions to capacity and cost issues, suggesting use of older volunteers or developing a multi-generational program. They wished for a reliable “babysitting club” for emergency or evening needs. They also wondered about establishing a “nanny share” coordinator. Parents hoped for a community-wide effort, recognizing the issue extends well beyond the needs of hospital employees.

Family On-line Survey Responses

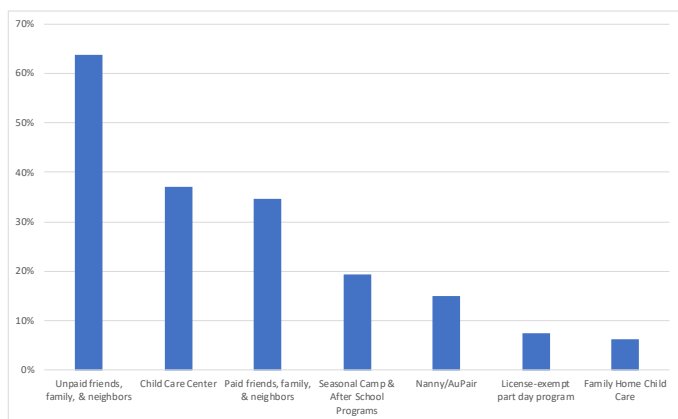
Key Findings

- Securing child care is difficult for most families
- Respondents prefer a variety of child care types including in-home, centers, and family-friend-and neighbor
- Safety, cost, and quality are the top three characteristics for families
- Knowledgeable staff, educational opportunities and physical outdoor play are prized by families
- When child care is secure, employees report more engagement in work responsibilities

Current types of child care used

A quarter of the respondents did not use child care. Graph 1 shows each of the types of child care used by respondents, with many parents using more than one child care arrangement for their children. Nearly two thirds of respondents use unpaid family, friends, and/or neighbors in their mix of child care options--by far the most frequently used form of child care in the County.

Graph 1
Types of Child Care Used by Respondents



Ease versus Difficulty in Finding Child Care

Respondents were asked to report how difficult it is to find adequate child care in Jefferson County using a 5-point Likert scale from *Very Easy* to *Very Hard*. While 8% of

respondents reported they found it *easy* or *very easy* to find child care, fully 73% reported it was *difficult* or *very difficult* to find adequate child care for their children.

Planning to change current child care arrangements

Forty-four percent of respondents (n=95) were considering changing their child care arrangements. These 95 respondents represent 159 children. Not surprisingly, these parents were twice as likely as parents not planning to change arrangements to have reported it to be *very difficult* to find adequate child care, perhaps temporarily settling for whatever is available.

20% were concerned about the quality of care

20% of respondents were concerned about cost

18% needed more flexibility in hours of care

10% said location drove the need to change

Other reasons families cited included reliability (1%), need to work or work more (5%), relieve current burden on family and friends (3%), prepare child for school/socialization (1%), can no longer take infant to work (1%), current care will no longer be available (3%).

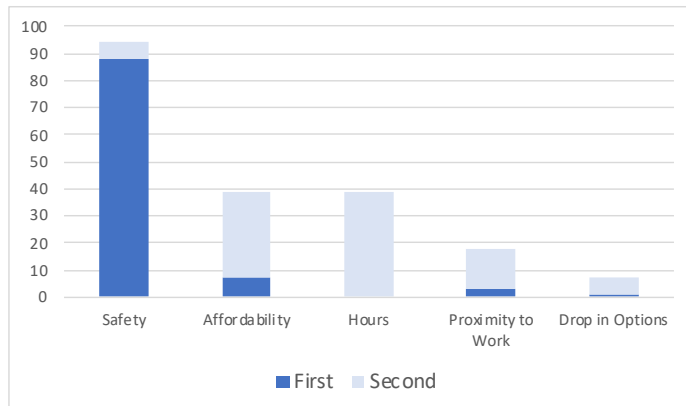
Monthly Child Care Payments Compared to Subsidy Reimbursement Rates

Of the families who paid for child care, monthly expenses ranged from \$15.00 to \$3,000.00 per child. The mean monthly rate was highest for infants at \$1,236.00 and lowest for school age children at \$539.00. Most families paid for child care out of pocket with only 2% of respondent families using subsidies and 3% trading or bartering for care.

Family priorities when choosing child care

Families overwhelmingly listed safety as their top priority when choosing child care. Graph 2 shows that fully 94% of respondents named safety as their first or second priority, with affordability and hours that fit their work schedule as distant though important preferences.

Graph 2
Child Care Priorities

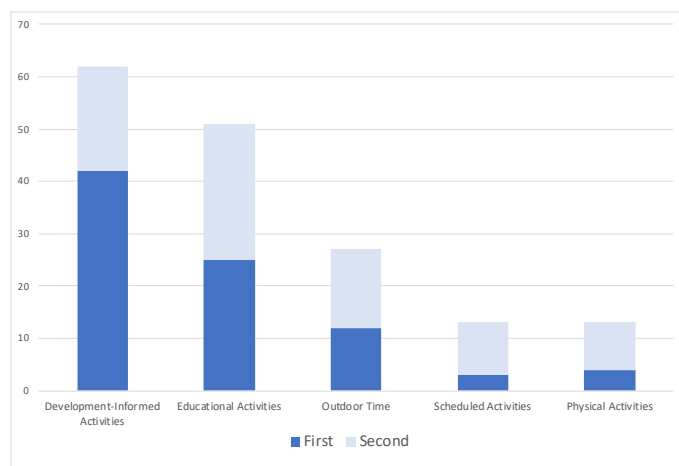


Child Care Programming Preferences

Respondents were also asked to rank a variety of child care programming features. Graph 3 shows the five most preferred activities and indicates that respondents prioritize child development-informed activities for their children, as well as educational activities. They value active, structured outdoor time as well.

Not shown in the graph are *free play* (ranked first or second by 11%), *staff and child diversity* (ranked first or second by 8%), *homework help* (ranked first or second by 7%), and *arts & crafts* (ranked first or second by 4%).

Graph 3
Programming Aspect Preferred by Respondents



Seasonal Child Care Needs

The majority of respondents, 60%, require care year round. But approximately 18% reported using child care unpredictably or only during school holidays and summer.

Days and Hours Needed for Child Care

The majority of child care is needed during weekdays but about 10% of respondents need weekend care. Nearly half of families (46%) need morning drop off at 7:00am or earlier while 79% of families anticipated picking their children up at 5:00 or 6:00 pm.

Employment Challenges and Impact Related to Child Care

Participants were asked the impact child care problems may have had on their work days or other employment-related issues. Mirroring the concerns of Human Resource professionals from local employers, nearly two thirds of respondents (63%) noted arriving late or leaving early from work due to child care in the past six months.

Fifty-eight percent missed at least one day of work in the prior six months due to child care issues as well.

Persistent child care issues may have a long term impact on professional trajectories suggested by the following.

Changes Made at Work Due to Child Care Issues

Many respondents reported making changes to their work to accommodate child care, or to alleviate child care issues:

- 41%** took advantage of flexible work hours,
- 33%** worked from home
- 32%** reduced their hours
- 26%** turned down a job or promotion
- 17%** left a job
- 26%** reported other issues...

Those who listed other work/child care issues described being at risk for termination due to missed work, the inability to pick up extra shifts, not being able to get to their own doctor appointments, needing all vacation time to cover child care holidays, and disruptions to their team and patient flow. Two reported that their partners had lost jobs due to child care.

Changes in child care since the COVID-19 pandemic started

The pandemic changed 68% of respondents' child care situations. Twenty-eight percent knew of employer based financial child care assistance offered due to the pandemic.

Discussion

This needs assessment was designed to explore East Jefferson County's child care capacity for families with young children. Common themes appeared between groups of participants and between different measuring tools. Qualitative data matched quantitative data throughout.

The need for significantly more child care is clear, especially for children under age three. Families hope for more variety in available child care options, lower cost, longer hours, and more high quality care. They are varied in the type of child care they desire with preferences ranging from family care to child care centers. **The field remains open for multiple and creative solutions!**

Child care providers struggle with licensing requirements and balancing payroll expense with their own income, especially in regard to state subsidies. Maintaining highly qualified staff is a challenge, exacerbated by the travel needed for early childhood education training.

Employers recognize child care challenges and report trying to support their workers but agree that expanded options and hours would support their own economic development.

Some challenges can only be solved by policy changes at the state level. However, increasing child care capacity in the county would benefit all.

Limitations

Although this needs assessment team worked to reach a variety of community members through multiple methods, limitations in this assessment remain. Comparing the child care user demographic data and the U.S. Census (2019) population data from Jefferson County shows low-income respondents are underrepresented. On-line surveys distributed primarily through work-places inherently missed unemployed and those who do not have access to the internet. Some employers opted not to share the survey with their employees, citing excessive e-mail traffic and competing time constraints.

Jefferson County's population is predominantly white and the survey responses reflected the county's lack of diversity with few BIPOC responses. Suggestions to improve similar assessments in the future include the following.

- Partner with agencies and organizations that employ, support and provide services and programs to low-income families and specific ethnic and racial groups
- Intentionally engage with key informants from low income and specific ethnic and racial community to assist
- Diversify survey distribution and data collection methods

Recommendations

Programs to increase child care capacity in Jefferson County are essential to support the population of young families in the community. Economic development that relies on a consistent work force also requires improvements in child care availability. Recommendations include:

- Create one or two new high quality child care centers with extended hours, near large employers.
- To promote the health and economy of Jefferson County, encourage local governments, economic development teams, businesses, and community organizations to actively create strategies to support growth and sustainability of existing child care providers.
- Develop partnerships with the local community college early childhood education program to expand the skilled workforce and improve child care quality.
- Advocate for state and federal policies to improve child care subsidy rates for child care providers and expand eligibility for low and middle income families.
- Develop or support existing mechanisms for child care groups, schools, and community organizations serving children to collaborate with information and resources.

Conclusion

The needs assessment respondents overwhelmingly agreed that there is a vast shortage of child care in East Jefferson County. While many noted that parents would prioritize safety and cost of child as important child care needs, the reality is most parents would take the first available slot due to the limited supply.

Child care programs struggle to remain viable in the setting of low reimbursement, high operational costs, difficulty recruiting employees, and challenging licensing requirements. Employers are affected by work force availability, limited by the lack of child care.

The onset of the pandemic brought the issue to the forefront. With school closures and hybrid learning models, parents of early elementary children had to scramble for limited child care. Families that could not locate child care had to decide if a parent would stay home or ask employers for flexible work options.

Addressing the child care shortage in East Jefferson County will take a collective effort. This effort will need parents, providers, employers, state licensing boards, and community leaders to be resourceful, creative and passionate about the children and families being served in Jefferson County.

ADDENDUM A: Key Informant Questions

Child Care Provider Interview Questions

1. What has been your experience being a licensed child care program in Jefferson County?
2. Why do you think that Jefferson County is such a licensed child care desert?
3. What has been your experience with recruiting and retaining quality child care workers and administrators?
4. What has been your experience with locating quality training for your child care workers, administrators and yourself?
5. If you've thought about increasing your child care program enrollment capacity, what were some of the positive aspects and barriers that came to mind?
6. What would be the positive and negative consequences of partnering with larger employer in Jefferson County to expand your child care facility enrollment?
7. If you were able to partner with a Jefferson County large employer can you expand your child care facility enrollment capacity what do you think that partnership would look like?
8. What would you need from a large employer to even consider a partnership with them?
9. Discuss your child care program's experiences since the pandemic began in March 2020
10. Any additional information or insight you'd like to provide?

Human Resource Interview Questions

1. In the last year, how has COVID impacted your employee's child care arrangements?
2. How would you describe employee tardiness and/or absenteeism due to child care?
3. How do you think additional child care in JC would impact your ability to recruit employees of childbearing age?
4. How do you think additional child care in JC would impact your ability to retain employees of childbearing age?
5. How do you think a potential partnership with a new or expanding child care program would impact your ability to recruit and retain employees of childbearing age?
6. What would be a positive and negative consequence of your business partnering with a new or expanding child care program to support your employees with young children?
7. If you could partner with a new or expanding child care program to support your employees with children, what would that look like?
8. What would be the positive if JC were to increase child care options.
9. What child friendly policies does your business have that would support employees with children that have child care arrangement emergencies?
10. Have any policies been created in the last year to assist employees with young children dealing with child care program closures or emergencies?
11. Any additional information or insight you'd like to provide?

ADDENDUM B: Key Informant Representatives

Community Leader Representatives	
Jefferson County	Commissioner
YMCA of Olympic Peninsula	CEO
Economic Development Council	Executive Director
Jefferson Healthcare Foundation	Executive Director
Dove House Advocacy Center	Executive Director
Jumping Mouse Children Center	Executive Director
Peninsula College-Early Learning Center	Director
Salish Coast Elementary	School Counselor
HR/Large Employer Representatives	
Jefferson Healthcare	CHRO
City of Port Townsend	HR Manager
Jefferson County	HR Manager
Port Townsend School District	HR Director
Chimacum School District	HR Representative
QFC	HR Manager
NAVMAG Indian Island	Region Child and Youth Program Manager Navy Region NW
Child Care Provider Representatives	
Olympic Community Action Programs Head Start	Director of ECS Programs
Salish Coast Elementary	Principal
Cedarbrook Early Learning Center	Director
Dragonfly Daycare	Director
Hugging Tree and PT Alliance	Parent Representative
Peninsula College	Program Coordinator/Faculty
Peninsula College-Playschool Co-op	Teacher

ADDENDUM C: Focus Group Questions

1. Please tell me your name, how many children you have, their ages, current child care arrangement, what county you live in and how long you have been employed for Jefferson Healthcare (JHC)
2. The following questions relate to your children who are currently birth to five or within that age range when you were looking for child care during your pre-employment and/or employment at JHC. Tell me if you:
 - a. Live in Jefferson County (JC), do you use outside of the home child care located in JC or another county?
 - b. Live in another county, do you use outside of the home child care located in JC or in another county?
3. If you have searched for child care in JC, talk about your experience? What was your biggest takeaway?
4. What qualities in a child care program did you prioritize when looking for child care in JC?
5. If there had been a child care program that didn't fit your standards, but it was located in JC and could enroll your child(ren) would you have taken the spot(s)?
6. Has JC's child care options impacted your employment at JC? If so, how has it been impactful?
7. Could JC's child care options impact your long-term employment at JHC? If so, how would it impact your employment?
8. Although you may be satisfied with your current child care arrangements, if a new or expanded JC child care program had spots available right now would you transfer enrollment? Why or why not?
9. Under what circumstance would you enroll your child(ren) in a less than quality child care program in JC?
10. Discuss your child care arrangement and experiences since the pandemic began in March 2020.
11. With some child care programs closing or limiting attendance due COVID-19, how has pandemic impacted your work schedule, tardiness, or absence from work?
12. Any additional information or insight you would like to provide?

ADDENDUM D: On-line Survey Questions

Childcare Users (Parents) Survey Questions:

1. Do you plan to have a baby, adopt, or foster a child in the next 2 years?
 - a. Yes
 - b. No
2. Do you have dependent children age 12 or younger?
 - a. Yes
 - b. No
3. How many children 12 and under currently live in your household? _____
4. Of your children 12 and younger, how old is the oldest.
 - a. Under 1 year
 - b. 1 year to 17 months
 - c. 18 - 29 months
 - d. 30 months-5 years, not attending kindergarten or school
 - e. 5-12 years, attending kindergarten or school.
5. What are your child care arrangements for child #1? Check all that apply.
 - a. Licensed child care center
 - b. Licensed family home care
 - c. Paid family, friend, or neighbor - licensed
 - d. Paid family, friend or neighbor - unlicensed
 - e. Unpaid family, friend or neighbor
 - f. ECEAP or Head Start
 - g. Religious organization - unlicensed
 - h. Entities providing only before or after school child care
 - i. License-exempt provider (4 hours or less per day)
 - j. Nanny or au pair
 - k. Infant brought to work
 - l. Summer camps
 - m. None, I do not use child care
6. How much do you pay per month for child care for child #1? Type number only _____
7. How do you pay for child care for child # 1? Check all that apply
 - a. 100% out of pocket (private pay)
 - b. State subsidy (Working Connections Child care, Seasonal Child care, etc.)
 - c. Other subsidy or scholarship
 - d. Financial assistance from friends and family
 - e. Financial assistance from employer
 - f. Other (please specify) _____
8. When does this child need child care?
 - a. Year round
 - b. Summer only
 - c. School year only
 - d. Off and on, not predictable I do not use child care
 - e. Other (please specify) _____
9. Do you have another child 12 or under?
 - a. Yes
 - b. No

{Questions for child#1, above, repeat for each child # 1-5}

10. Overall, how has it been to find and keep child care?
 - a. Very easy
 - b. Easy
 - c. Neither easy nor difficult
 - d. Difficult
 - e. Very difficult
11. Are you considering changing your current child care arrangements?
 - a. Yes
 - b. No
12. If you are considering changing your child care arrangement(s), why? Check all that apply
 - a. I am not considering changing my current child care arrangements Hours of care is available
 - b. Cost of care
 - c. Location of care
 - d. Quality of care
 - e. Other reason or comments:

13. In general, what type of child care do you prefer? Drag to arrange.
 - a. Family, friend, or neighbor
 - b. In home child care
 - c. Child care center
 - d. Nanny or au pair
14. When you look for child care, which of these are most important? Drag to arrange.
 - a. Close to work
 - b. Safe place for my child
 - c. Hours
 - d. Cost
 - e. Drop-in option
15. What characteristics are important to you in a child care? Drag to arrange.
 - a. Educational activities
 - b. Knowledge of child development
 - c. Scheduled activities to keep them busy
 - d. Physical activities
 - e. Outdoor time
 - f. Arts and crafts
 - g. Homework help
 - h. Diverse staff and children
 - i. Other
16. What days of the week do you usually need or want child care for your child(ren)? Check all that apply
 - a. Monday
 - b. Tuesday
 - c. Wednesday
 - d. Thursday
 - e. Friday
 - f. Saturday
 - g. Sunday
17. On a typical day, what is the earliest you need child care to start?
 - a. 6:00 am
 - b. 7:00 am
 - c. 8:00 am
 - d. 9:00 am
 - e. Other (please specify)
18. On a typical day, what is the latest you would pick up your child(ren)?
 - a. 5:00 pm
 - b. 6:00 pm
 - c. 7:00 pm
 - d. 8:00 pm
19. Do you have any additional comments on accessing or paying for child care? _____
20. Over the past six months, how many days of work have you missed due to issues concerning child care?
 - a. 0
 - b. 1-2
 - c. 3-5
 - d. 6+
21. Over the past six months, how many days of work have you arrived late or left early due to issues concerning child care?
 - a. 0
 - b. 1-2
 - c. 3-5
 - d. 6+
22. Have any of these happened to you due to issues with child care? Check all that apply.
 - a. Left a job
 - b. Reduced from full-time to part-time
 - c. Turned down a job or a promotion
 - d. Teleworked
 - e. Used flexible work schedule (compressed work week into nonstandard hours, etc.)
 - f. Other (please specify) _____
23. If you had access to more child care you liked and could afford, would you (check all that apply)
 - a. Work different hours or a different shift
 - b. Seek a promotion
 - c. Be better able to focus when you are at work
 - d. Take more hours or responsibility at work
 - e. I have childcare that I like and can afford

24. Have your child care arrangements changed since the pandemic started last year
- Yes
 - No
25. How has the pandemic affected your work and/or child care? _____
26. Since the pandemic started last year, have any policies been created by your employer to assist employees with young children?
- Yes
 - No
27. Any additional information or insight you'd like to provide? _____
28. Check the appropriate box regarding your employer. Check all that apply
- Jefferson Healthcare
 - Port Townsend School District Chimacum School District
 - A different school district
 - QFC
 - Port Townsend Paper Corporation Jefferson County
 - City of Port Townsend Fort Worden PDA
 - NAVMAG Indian Island Another business
 - Self-Employed
 - Not Employed
 - Other, please specify _____
29. What is your employment status?
- Full-Time (35 or more hours/week)
 - Part-Time (less than 35 hours/week)
 - Not employed, but looking
 - Not employed, not looking
30. What is your annual household income from all sources?
- Under \$30,000
 - Between \$30,000 and \$39,999
 - Between \$40,000 and \$49,999
 - Between \$50,000 and \$59,999
 - Between \$60,000 and \$69,999
 - Between \$70,000 and \$79,999
 - Between \$80,000 and \$89,999
 - Between \$90,000 and \$99,999
 - Between \$100,000 and \$149,999
 - Over \$150,000
31. What best describes your household
- Single parent
 - Two parent
 - Other (please specify) _____
32. What is your household size? Include partners, co-parents, children under the age of 18 at home and other adults in the home. _____
33. What is your home zip code? _____
34. What is your race or ethnicity?
- American Indian or Alaska Native
 - Asian or Pacific Islander
 - Black or African American
 - Hispanic or Latino/a/x
 - White
 - Two or more races
 - Decline to answer
35. What is your gender?
- Female
 - Male
 - Non-Binary/X
 - Prefer not to say
 - Other (please specify) _____

ADDENDUM E: Demographics of On-line Survey Respondents

Respondents' Gender and Ethnic Identities

Of the 197 who completed the survey, 85% were female compared with 51% of the county population.

Eighty-seven percent of respondents described themselves as white, similar to 88% of the 2019 census population estimates for Jefferson County. The majority of respondents spoke English as the primary language in the home. Table A1 presents respondents gender and ethnic identities in greater detail.

Table A1
Respondents' Gender & Ethnic Identities

	Count	Percent of Respondents	2019 Census Community Percentages
Gender			
Female	167	85%	51%
Male	20	10%	49%
NonBinary	1	1%	
Preferred not to say	9	5%	
Race/ Ethnicity			
White	172	87%	88%
BIPOC	14	7%	12%
Unknown	11	6%	
Employment			
Full-time	118	60%	
Part-time	59	30%	
Unemployed, looking	9	5%	
Unemployed, not looking	11	6%	

Employment Data from Respondents

Table A1 also shows that ninety percent of respondents were employed. Sixty percent of respondents work full-time.

Jefferson County's largest employers were represented by 63% of the respondents. Thirty-nine percent of respondents work at Jefferson Healthcare, the largest employer in the county. The second largest group of respondents work in the Jefferson County government (12%).

Slightly over a quarter (28%) work for a variety of employers. Thirteen percent of the respondents were

self-employed and 8% were unemployed.

The following list shows the local businesses, each with more than 100 employees, that were represented by respondents.

- Jefferson Healthcare
- Jefferson County
- Port Townsend School District
- Chimacum School Districts
- City of Seattle
- Fort Worden PDA
- Port Townsend Paper Corporation

Family Income

Respondents were provided with several income ranges and asked which best described their household income. Graph A1 shows the count of respondents in each income range.

Graph A1
Count of Respondents Per Household Income Category

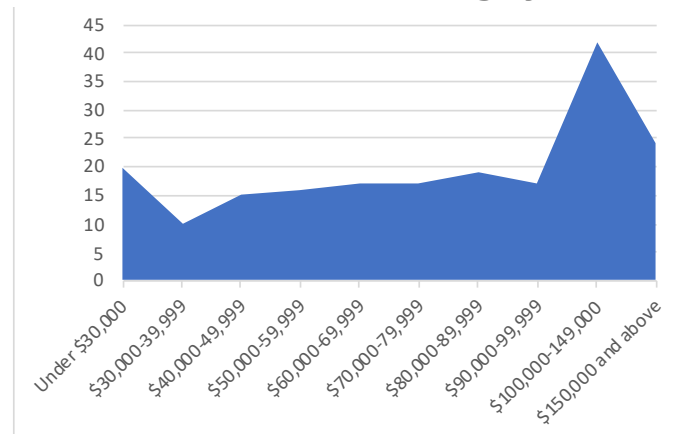


Table A2 shows that when broken into larger categories of \$50,000.00 the largest proportion, 44%, reported a family income between \$50,000 and \$99,000 while 23% had incomes under \$50,000 and 33% had incomes over \$100,000.

Table A2
Respondents' Household Income

Household Income	Count	Percent of Respondents
Under \$50,000.00	45	23%
\$50,000.00-\$99,000.00	86	44%
\$100,000.00-\$150,000.00	42	21%
More than \$150,000.00	24	12%

Respondents' Household Size

One third of respondents had 3 people in their household and another third had 4. The final third of respondents had between 5 and 8 people in the household.

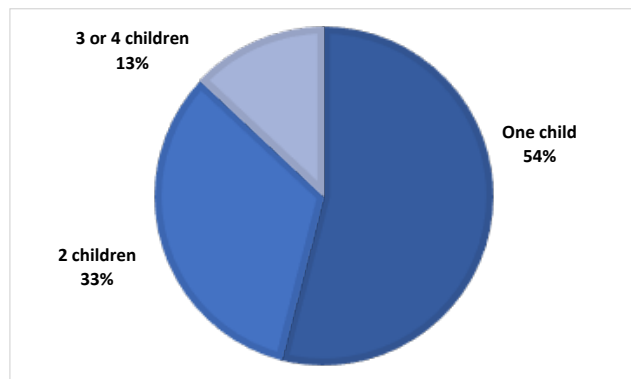
Single parents made up 14% of the respondents.

Number of Children in Respondents' Household

Graph A2 shows that the majority of respondents (54%) had a single child in their household. One-third had two children and only 12% had 3 or 4 children. No families reported 5 or more children.

Graph A2

Number of Children in Respondents' Homes

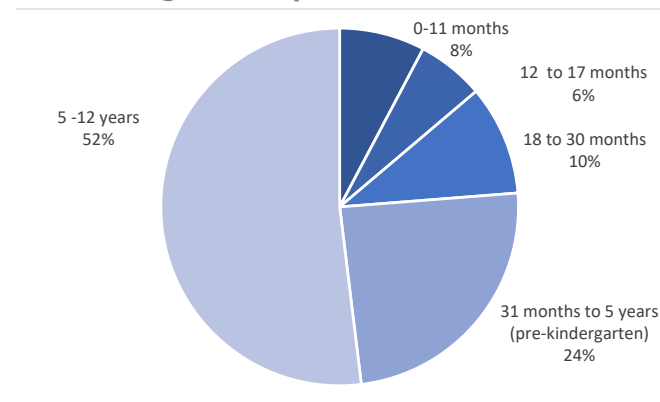


Respondents' children by age

Graph A3 shows that of the 362 children represented by survey respondents, less than 10% were infants under a year old. Sixteen percent were between 12 and 29 months, and 24% were 30 months to 5 years. Over half (52%) were school aged children between 5 and 12 years old.

Graph A3

Ages of Respondents' Children



Residence Zip Code

Table A3 shows that representation of Port Townsend residents in the respondent pool was higher than the general population, while Brinnon, Port Ludlow and Quilcene were under-represented. Port Hadlock, Chimacum, and Marrowstone had equal representation in the survey compared to their percent of total county inhabitants.

Table A3

City of Respondents' Residence

	Count	Percent of Respondents	2019 Census Community Percentages
Pt Townsend	111	59%	49%
Pt Hadlock	24	13%	10%
Pt Ludlow	16	9%	16%
Chimicum	11	6%	5%
Sequim	10	5%	Not in County
Quilcene	6	3%	6%
Marrowstone Is	5	3%	3%
Other	4	2%	

ADDENDUM F: References

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