

# Caring for our Future:

## East Jefferson County Rural Child Care Partnership

This report presents a journey into the world of local child care accessibility and development.

A grant from the Washington State Department of Commerce allowed child care advocates in the East Jefferson County area to come together with a clear focus on understanding our needs for child care and a path to the meaningful stemming of the need. Here we describe that journey and each important step; steps that may well have taken us very close to the front door of a brand new child care center for the children of Jefferson County.

**June, 2021**



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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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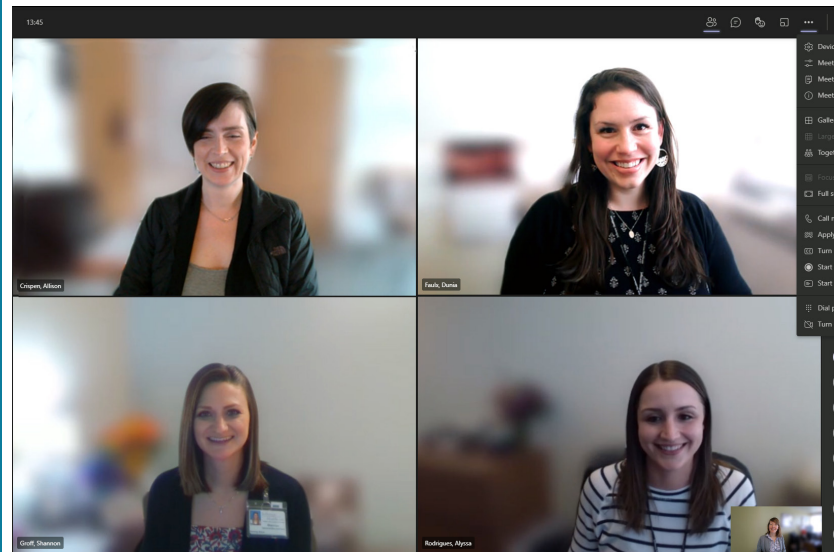


PENINSULA COLLEGE

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# NEEDS ASSESSMENT



## 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 section of the 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, 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.<sup>1</sup> 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.<sup>2</sup>

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.<sup>3</sup> For

every \$1 spent on high quality, early childhood education, models estimate a return on investment that ranges from \$2.49 to \$10.83.<sup>4</sup>

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.<sup>5</sup> 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 12<sup>th</sup> 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.<sup>6</sup>

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.<sup>7</sup>

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,<sup>7</sup> only 44% of children in Jefferson meet the criteria. Readiness drops to 41% for children from low-income homes.<sup>8</sup>

137

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

## 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.<sup>9</sup>

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.<sup>9</sup> Twenty infant child care slots exist in the county, but some of these are used for older children.<sup>10</sup>

The number of infants born to Jefferson County families over the past three years ranged from 166 to 199 annually.<sup>11</sup> 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.<sup>9</sup>

## 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 14<sup>th</sup>, 2021 and February 12<sup>th</sup>, 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.

**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
<b>Total</b>	<b>22</b>	<b>21</b>

The Jefferson County Economic Development Council provided a list of large employers in the county. The JH 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 15<sup>th</sup> and February 8<sup>th</sup>, 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.

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 employee parents 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 Survey<sup>12</sup> and Jefferson Healthcare's 2016 Intergenerational Care Survey.<sup>13</sup> 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 1<sup>st</sup> 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 data collection.

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, addressing concerns regarding survey fatigue. See Addendum E for respondent demographics.

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## 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 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 the

**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.**

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.

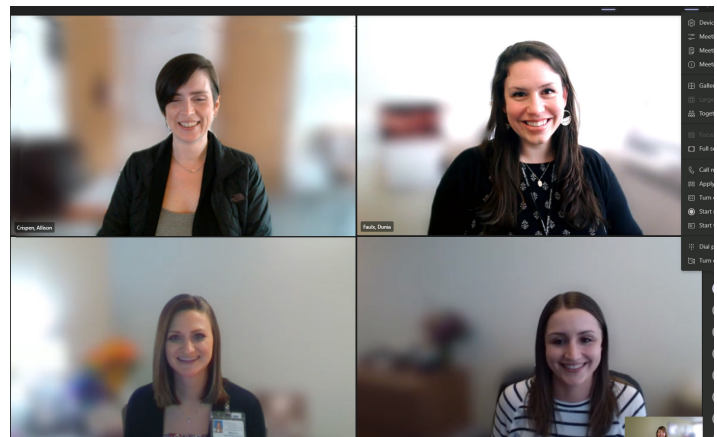
When asked about the most important characteristics of a child care, community leaders prioritized safety. They noted that availability and affordability often superceded families' wishes for a high quality curriculum. The leaders recommended a goal of attaining a high quality program at an affordable price but acknowledged the systemic economic barriers to achieving this goal.

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

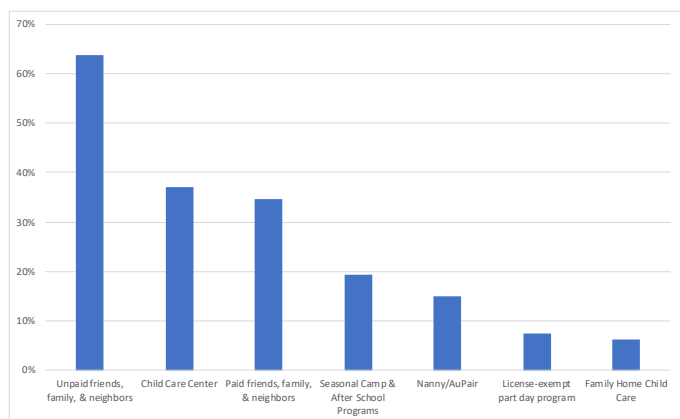
- Securing child care is difficult for most families
- Respondents prefer a variety of child care types including in-home, centers, and family-friend-and neighbor
- Safety, cost, and quality are the top three characteristics for families
- Knowledgeable staff, educational opportunities and physical outdoor 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.

Figure 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.

**Figure 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

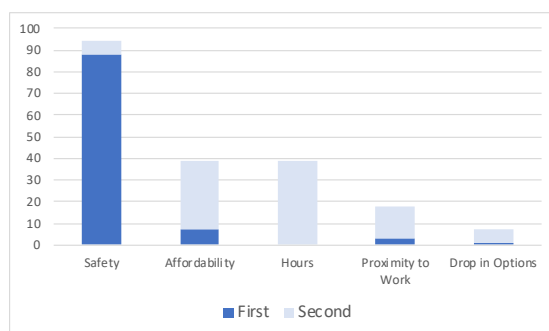
Of the families who paid for child care, monthly expenses ranged from \$15.00 to \$3,000.00 per child. The mean monthly rate was highest for infants at \$1,236.00 and lowest

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. Figure 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.

**Figure 2**  
**Child Care Priorities**

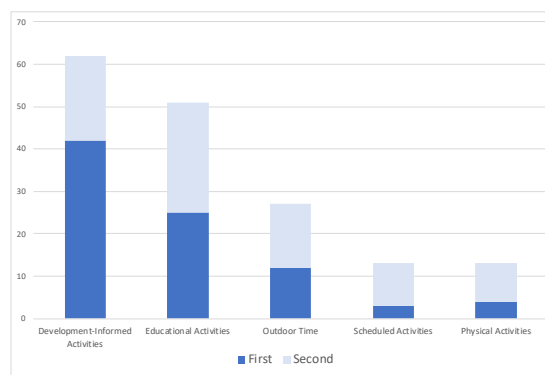


### Child Care Programming Preferences

Respondents were also asked to rank a variety of child care programming features. Figure 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%).

**Figure 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 care 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 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.

## CENTER CONCEPT



## The Early Learning Center Concept

Motivated by compelling data from the needs assessment, the East Jefferson County Rural Child Care Partnership began to explore the development of a licensed child care center for ages 0-5 in the next 12 to 18 months. Based on the priority parents placed on educational activities and teachers' knowledge of early childhood education, a child care provider with early learning expertise became critical as we sought a partner who could bring the project from vision to reality .

A child care center led and operated by a community college early childhood education program would promote the use of an evidence-based curriculum and the high quality care that parents describe as essential. In addition, the center could provide practicum opportunities for the community college early childhood education students seeking certification. This would help increase the much needed skilled child care work force in our county. As an indicator of the quality of the program, we recommend the child care center strive to attain Washington State Early Achiever's Ratings of 4 or higher within the first 5 years.

Parents surveyed also indicated a preference for a curriculum including a nature component, physical activity, and free play for their children. Consistent communication between teachers and parents was also emphasized as essential by focus groups and survey respondents. A program incorporating these features would be attractive to current families.

### Capacity

The initial vision for center capacity is forty children: eight infants, 14 toddlers, and 18 preschoolers. Tables 2 and 3 show a more detailed description of classroom sizes, their age groups, and surveyed parents' preferences.

As conceptualized, this configuration will only partially address current child care need for 0 to 5 year olds. We recommend planning for eventual expansion. A minimum of 2,200 square feet will be needed for classroom space to meet licensing requirements for 40 children. Additional space for storage, restrooms, commercial kitchen, hand-washing and changing stations, offices, and parking will be required as well.

**Table 2**  
**Detail of Early Learning Center Configuration**

	Age range	Class size	Classrooms	# of Children Served at One Time
<b>Infants</b>	8 weeks - 1 year	4	2 (200 sq ft ea)	8
<b>Toddlers</b>	1 to 3 years	7	2 (450 sq ft ea)	14
<b>Preschool</b>	3 to 5 years	9	2 (450 sq ft ea)	18
<b>Totals</b>			<b>6</b> (2200 sqft for classroom space)	<b>40</b>

### Site Location

To expedite opening, we recommend use of an existing building to be rented or leased, then renovated to meet licensing requirements. Site options are being studied for child care feasibility with current grant funding. Site assessments and renovation costs estimates have begun during this grant cycle as well.

Surveyed parents prefer child care close to their place of work. Six of the 10 largest Jefferson County employers are located in the 98368 zip code and represent 1835

employees; this zip code includes Port Townsend, where approximately one third of the county population resides. Three other large employers representing 450 employees are in the Tri-Area region in three separate zip codes.<sup>8</sup> Locating the child care within one of those two regions would provide greatly needed access for families working in Jefferson County.

Once a child care center is thriving in an existing building, we recommend construction of a dedicated building either

as a stand-alone child care center or incorporated into a multi-use recreational center or senior day health center for intergenerational care. Infrastructure funding is anticipated to become available through federal and state sources over the next 1-2 years to facilitate pursuit of the second phase. The East Jefferson County Rural Child Care Partnership anticipates planning for and supporting application for funds with the active child care partner(s).

## Learning Center Schedule

Parent focus group data indicate that weekday hours of operation from 6:45 a.m. to 7:15 p.m. will accommodate most families. Parents indicated a drop-in care option would be ideal but not required. This is an area where our largest employers may play a role: by purchasing child care slots for their staff members who are parents and may need drop-in child care in order to respond to emergent needs at

**Table 3**  
**Parent Input on Key Aspects of the Ideal and Acceptable Early Learning Center**

Attribute	Acceptable	Ideal
High Quality	Licensed	Early Achievers Rating of 4 or higher
Capacity	36	40, with ability to expand + drop-in
Location	In Port Townsend or Tri-Area	In the 98368 zip code, with infant room on site of large employer(s)
Site	Rented space retrofitted to meet licensing code.	Dedicated building with ability to expand. Perhaps to co-locate with a senior day health program for intergenerational component.
Cost	Accepts State Child Care Subsidies	Sliding fee scale for low and middle income families
Schedule	7:00am-6:00pm	6:45am-7:15pm
Curriculum	Daily activities communicated regularly to parents	<ul style="list-style-type: none"> <li>• Age appropriate, evidence based curriculum including nature component.</li> <li>• Preparation for kindergarten.</li> <li>• Partnership with local occupational, physical and speech therapy providers for children with special needs.</li> </ul>
Activity	Access to outdoor play area	<ul style="list-style-type: none"> <li>• Outdoor play area</li> <li>• Natural environment nearby with structured and unstructured outdoor play.</li> </ul>

## Learning Center Income for Services

Based on income data for the county, we anticipate 25-50% of the children at the child care center will meet the current criteria for state subsidies. This percentage will likely increase with recent legislative changes expanding family eligibility and subsidy amounts.

The 2020-2021 subsidy daily rate is \$50.36 for infants,

\$44.59 for toddlers, and \$40.18 for pre-schoolers.<sup>9</sup> If higher fees are required for operational sustainability, a sliding scale will be needed to support those who do not qualify for subsidies but who pay an out-sized portion of their income on child care. Additional funding sources will be needed to support ongoing operational costs in this sliding fee scale model.

## SITE SELECTION



The location and development of a site for the licensed child care program as conceptualized has entailed collaboration from multiple partners. Interviews for lease or lease-to-own space have been held with representatives from Jefferson County, the City of Port Townsend, Fort Worden Public Development Authority, Chimacum and Port Townsend School Districts, and commercial and private real estate brokers. Site options were studied for child care feasibility with current grant funding.

These representatives expressed great appreciation for the effort being put towards the childcare capacity issue and recognize the need and challenges it creates within our community. All representatives had site recommendations and were interested in staying informed and supporting the effort, as able. They often expressed a need for more time to develop a long-term site plan for their respective sites in preparation for this collaborative effort.

Site parameters previously identified in the project's consumer needs assessment including

- safety,
- affordability,
- flexible hours to match work schedules,
- close proximity to the workplace, and
- accessibility to nature and outdoor space are well

met by the key sites described here. In addition, to meet licensing requirements, the conceptualized child care center capacity of 40 children will require a minimum of 2,200 square feet for classroom space. Additional space for outdoor access, storage, restrooms, offices, and parking will be required. We expect significant renovations to any site.



As noted in the Concept section, six of our largest employers are located in the 98368-zip code in Port Townsend proper and represent 1,835 employees. Initially limiting the site search to Port Townsend city limits made the most sense for addressing the proximity needs of the greatest number of families.

**After over a dozen site visits and interviews, the three following options initially showed the most promised. The third option has since been eliminated after architectural site review. Two additional options are being considered as potential sites at the time of this writing.**

**The School House Building at Fort Worden:** This site at Fort Worden has sufficient square footage and the proximity to an outdoor, exploratory environment is ideal. A child care center would be an excellent fit with the current mission to provide a place for lifelong learning and an opportunity for people to deepen their connection to the arts, ideas, wellness, nature, community and play.

**280 Quincy Street:** This building, built in 1870 and formerly known as the Historic Good Templar's Hall or Jefferson Community School, has had recent wiring, plumbing, and mechanical updates. It has large classrooms on the first floor and a spacious gathering space on the second. Garden (basement) level has 4 separate spaces: one is currently rented. This could provide a variety of rental or use options for a new investor.

**2828 Sims Way:** Approaching from the west side of town, via W. Sims Way, this property is on the left, shortly after one exits the roundabout. One area of this commercial property can be used for retail or office space and the other has been a large warehouse and offers a blank slate to create a child-centered space. The lot square footage is 17,000 which provides options for creating an outdoor play area and ease of parking while being the closest to Jefferson Healthcare, PT Paper Mill, schools and out-of-town employers.

While three sites stood out as most promising, all of the following sites were explored. Depending on changes that occur as time unfolds through the next phases of the Project nearly any one of them could return to play as key locations to consider. For more detailed contact information for each, refer to the Contact List in Addendum F of this report.

## Site Resource Assessment

### PT Business Park

Contacts: Kate Dean or Simon Little

As this is a PUD site, zoning requires tenant to use space to manufacture a product on site. There is a warehouse owner that may be interested in using one bay for production and renting out the other 3 bays, which would provide adequate square footage and could be built to all required specifications. There are still lots for sale. OlyCAP and the county also own land here and could be brought into conversations in the future.

### Jefferson Parks Recreation & Senior Center

Contacts: Kate Dean, John Mauro or Matt Tyler

The gym needs to be rebuilt. The rest of building has had recent structural upgrades. The Senior Center is contracted through the city and very protective of space, despite reports of often being empty. John Mauro can be contacted about Senior Center site again as he expressed questions about this section of the building. The lower section of the building is county run and one of the only spaces hosting open hours for teens. PT Coop Playschool is the other tenant. At the moment, this location is full.

### Mountain View Complex

Contact: John Mauro

Currently at capacity

### Olympic Peninsula Y (located within Mountain View)

Contact: Wendy Bart

Currently at capacity, open to future partnership opportunities.

### Port of Port Townsend / Point Hudson

Contact: Port Commissioners

The entire area is about to undergo a major renovation with buildings being redesigned and redesignated. If being involved in this planning process is of interest, Port Commissioners would be the first point of contact.

### Port Townsend School District

Contacts: Linda Rosenbury and Lisa Condran

Salish Coast Elementary

Principal Condran, believes she could configure a space within the building and there is also room on the campus to build. However, with current social distancing requirements this could not be considered until the 2022-23 school year. There are several variables, especially around enrollment. If enrollment were to remain low, space could be available sooner. This has potential to be an ideal environment because it would provide consistency as students transition to kindergarten. Additionally, the YMCA is already onsite providing afterschool care. This increases partnership opportunities. OlyCAP runs the onsite Head Start program. If, at some point, they were to move, space would be available. Space is available in the Gael Stuart Building or Blue Heron Middle School. Conversations can continue when the new superintendent is in place.

### Chimacum School District

Contact: Scott Mauk

Chimacum Middle School has significant available space. However, conversation will need to continue when new superintendent is in place.

### Fort Worden Public Development Authority

Contacts: David Timmons, Aislinn Palmer, Natalia Maitland  
School House Building, #298

The Hostel building was also considered. However, the PDA plans to renovate this space for employee housing which will likely make it unable to meet licensing requirements.

### Private for Lease

280 Quincy St, formerly Jefferson Community School

Contact: Angela Wilkinson

Excellent option. Six thousand square feet, and could be host to multiple tenants or serve multiple purposes. The City of Port Townsend and OlyCAP have looked at this building, considering purchasing for mixed use purpose. Could look to community-minded investor as well.

### 2828 Sims Way

Studio STL will provide input

Contact: Angela Wilkinson

Building is a total of \$3820 a month to include water and septic. All maintenance to be done by tenant, would need major renovation including insulation.

### McPherson Building

A walk through was completed with site manager. It is right on Sims Way with limited parking and close to busy road.

There is no opportunity for outdoor space. OlyCAP is looking at renting larger section of building for offices.

### Port Townsend Preservation Alliance and Hugging Tree

Contacts: Celine Santiago and Samantha Lorenz

There is an opportunity for partnership to build a multi-generational facility in coming years.

### Subway Building

Contact: Angela Wilkinson

Building space is \$1.00 a SF plus triple net, NNN (taxes, insurance & maintenance).

Unit 102; 2491sf plus NNN. This is close to \$900 a month for NNN. Unit 103; 1344sf plus NNN. This is close to \$480 a month for NNN. This building has parking but there is no opportunity to build an outdoor play area.

**See Addendum F for a full list of contact information for**

**these and other key partners, consultants, and informants.**

Dragonfly and Cedarbrook, both existing pre-schools, do not anticipate the ability to expand at this time.

The Tri-Area Grange and the 2nd floor of former US bank were considered but not viewed at this time. They could be considered if still available when project is ready to move forward. They both pose challenges in terms of outdoor space and shared tenancy.

There are other commercial buildings for sale or lease. As this project moves to next stages, there will be opportunity to evaluate additional properties. A commercial space offers the most flexibility for opening a program in a shorter time frame. However, partnering with a school district or other public authority offers an opportunity to link into resources that may already be on site; i.e., food and custodial services and enrichment opportunities.

As noted, the community is aware of the need and impact that lack of quality childcare has on families and employers. It was encouraging to host interviews and conversations with the many interested and supportive community leaders.

All sites discussed and viewed will require renovations to meet licensing requirements. Once funding is secured, and the lead operator of the program is identified, greater specification on renovation requirements, lease length, ideal opening date, and availability decisions can be finalized.

### Further Site Assessment-Related Resources:

General Licensing info: <https://www.dcyf.wa.gov/services/early-learning-providers/licensed-provider>

Foundational Quality Standards for Early Learning Programs:

<https://app.leg.wa.gov/wac/default.aspx?cite=110-300&full=true>

Childcare & Early Learning Guidebook:

[https://www.dcyf.wa.gov/sites/default/files/pubs/LIC\\_0010.pdf](https://www.dcyf.wa.gov/sites/default/files/pubs/LIC_0010.pdf)

## FEASIBILITY STUDY



The project team engaged an external consultant, proficient in feasibility studies, *Health Facilities Planning & Development*, to support the project by developing and refining scenarios and the underlying assumptions associated with each. The consultants then ran scenarios detailing expected operating performance.

The feasibility study process included:

- Review of the key findings and recommendations of the Partnership's Needs Assessment and the prior work and recommendations of the East Jefferson Rural Child Care Task Force.
- Review and summary of applicable WACs related to staffing, physical plant and operations.
- Interviews with administrators of the Early Childhood Development Center at Peninsula College about staffing models, operating costs, and revenue streams.
- Identification of all licensed child care centers from Port Angeles to Bremerton and Bainbridge, including specific outreach to 11 comparable centers to gain insight into operational and staffing models, hours of operation, subsidies accepted, and services provided.
- Interview with the leadership lead on Seattle Children's Day Care Center which is scheduled to close on June 30, 2021.
- Interviews with other child care administrators who run, or have run, programs in Washington and out of



state of different sizes and models.

- Review of other child care feasibility assessments conducted in and out of Washington State for the purpose of identifying key cost and revenue drivers of models considered and other issues considered.
- Review of child care development modeling documents, child care planning/cost estimating tools, and state and federal assessments.
- Review and quantification of potential state and federal revenue streams, including the proposed new changes to state subsidies through the 2021 Fair Start for Kids Act.
- Development of five scenarios and underlying assumptions related to revenue and operating expenses for each, and
- Draft pro formas associated with each scenario. This included core requirements (meeting WAC requirements) as well as enhancements that enrich child care.
- Working meetings with the team to review and refine scenarios and to provide input regarding underlying revenue and expense assumptions.
- Final meeting to secure consensus on the selected scenario and assumptions.

## Key Assumptions:

Research confirmed that staffing represents typically 80-90% of the expense associated with a child care center.

Drivers of staffing expense include:

- Size of program: # of classrooms, # of children per age group in each classroom
- Ratios and group size: The number of teachers and teaching assistants needed per classroom.
- Staffing model: Part- and full-time staff and extended hours, training, classroom prep, breaks, etc.
- Salaries, wages and benefits.
- Mandatory benefits

Other expense drivers include food, if provided, though we can imagine food provided by Jefferson Healthcare. Other building costs should be considered, as well.

Key sources of revenue include tuition, registration fees and state subsidies. Many programs also rely on grants, private subsidies and fundraising to remain sustainable.

Based on these findings coupled with the recommendations from the Needs Assessment, the below was assumed in

terms of daily operations. Additional detailed expense and revenue assumptions are included in the attached excel file:

- Hours of operation 11-11.5 hours per day, 250 days per year
  - Implications include increase in staffing/ expenses with no concomitant increase in revenue
- Ages: Infant through preschool
- Capacity 42 (8 infants, 14 toddlers, and 20 pre-schoolers) at 92% occupancy.
- Full or shared part-time options only
- *Working Connections* families welcomed in this Early Achiever Program
- Three tuition rates assumed (Graphic below identifies specific dollar amounts per age group):
  - DCYF base rate (1/3 of enrollees)
  - Private pay (income-based): Average of comparable programs in area (1/3 of enrollees)
  - Full tuition: Higher end of comparable programs (1/3 of enrollees)
- Expense assumptions included:
  - Fixed staffing cost: FT Director for all scenarios at \$63,000 annual salary.
  - Other staffing annual salaries (type and number determined by staffing model in each scenario):
    - Assistant Director (if applicable): Early Childhood Specialist 4, Step 1 at \$46,644
    - Lead Teachers: Early Childhood Specialist 3, Step 1 at \$39,528
    - Floater (if applicable): Early Childhood Specialist 2, Step 1 at \$34,368
    - Assistant Teachers: Early Childhood Specialist 1, Step 1 at \$30,108
  - Benefits at 40% (based on Peninsula College experience)
  - Food prepared and delivered by Jefferson Healthcare (2 meals and 2 snacks per day for toddlers and preschoolers only): \$125,827 annual cost.
  - Building costs of \$4,000/month
  - Additional costs including supplies, training, insurance, equipment, and office expenses.

## Child Care Center Enrollee Composition

### Working Connections: 1/3 of Enrollees

• Infant	\$1,140.00
• Toddler	\$1,020.00
• Preschooler	\$ 940.00

### Income-based Private Pay: 1/3 of Enrollees

• Infant	\$1,400.00
• Toddler	\$1,200.00
• Preschooler	\$ 1,000.00

### Full Tuition Private Pay: 1/3 of Enrollees

• Infant	\$1,600.00
• Toddler	\$1,140.00
• Preschooler	\$1,200.00

## Operating Scenarios:

The five operating scenarios evaluated considered staffing needs to ensure compliance with state required minimum staffing ratios, staffing best practices, and the additional need to cover extended hours and staff lunches, breaks, sick and vacation leave. The specifics of the scenarios are included in the figure below.

Scenario 1A and 1B assumed each age group would be cared for in one room resulting in lower staffing costs due to fewer lead teachers needed. The A and B scenarios had low-end and high-end staffing assumptions, with both including staffing enhancements (Asst Director and Floater) to ensure appropriate ratios and coverage.

Scenarios 2A and 2B were similar to Scenarios 1A and 1B, except each age group was split into two classrooms, requiring higher level staffing (lead teachers in each of the 6 rooms) but allowing for more flexibility and smaller class sizes (best practice).

Scenario 3 was developed after evaluating the other 4 scenarios and allows for the most flexibility. This scenario focuses staffing on age groups rather than number of rooms. It staffs each age group at a level where they are always “over-staffed” to ensure appropriate coverage and staffing consistency for each age group and to allow the ability to flex the number of rooms used per age group dependent upon specific needs and staffing. To cover extended hours, this scenario also assumes combining age groups for the first and last hour of each day using a “family room” model with reduced staffing (as allowed in state licensing requirements). This scenario was selected as the most flexible and appropriate choice for the size of program and model selected (three age groups and extended hours).

Consistent with the findings of interviews with other programs, and as can be identified in the graphic below, all of the scenarios identified operate at a deficit of at least \$151,205.00 annually and require an on-going subsidy to cover operating deficits.

### Operating Scenarios at a Glance

Scenario 1A	Scenario 1B	Scenario 2A	Scenario 2B	Scenario 2A
<ul style="list-style-type: none"><li>• 1 FT Director</li><li>• 1 FT Asst. Director</li><li>• 1 FT Floater</li><li>• 1 Infant Room (8 babies, 0-12 mos)</li><li>• 1 Toddler Room (14 kids, 12-36 mos)</li><li>• 1 Preschool Room (20 kids, 36 mos-6 yo)</li><li>• Assume 1 fte for each required ratio</li></ul> <b>Net Income: (\$151,205.00)</b>	Same as Scenario 1A with expansion of staff time to 1.8 fte to accommodate extended hours of operation.  <b>Net Income: (\$423,943.00)</b>	<ul style="list-style-type: none"><li>• 1 FT Director</li><li>• 1 FT Asst. Director</li><li>• 1 FT Floater</li><li>• 2 Infant Rooms (8 babies, 0-12 mos)</li><li>• 2 Toddler Rooms (14 kids, 12-36 mos)</li><li>• 2 Preschool Rooms (20 kids, 36 mos-6 yo)</li><li>• Assume 1 fte for each required ratio</li></ul> <b>Net Income: (\$190,769.00)</b>	Same as Scenario 2A with expansion of staff time to 1.8 fte to accommodate extended hours of operation.  <b>Net Income: (\$495,158.00)</b>	<ul style="list-style-type: none"><li>• 1 FT Director</li><li>• 2 Infant Rooms 1 Lead &amp; 2 Asst Teachers</li><li>• 2 Toddler Rooms 1 Lead &amp; 2 Asst Teachers</li><li>• 2 Preschool Rooms 1 Lead &amp; 2 Asst Teachers</li><li>• 1 Hour Family (mixed age) Room first and last hour per day</li></ul> <b>Net Income: (\$164,290.00)</b>

Key findings from the feasibility process include the most apparent: confirming what was learned from child care provider interviews, financial viability for these models will require revenues beyond tuition. We also learned that extended hours add expense, with no new revenue enhancement and that there are several options for addressing coverage for extended hours, illness, breaks, etc.

In addition to the scenarios we now have a robust spreadsheet designed by the consultant that will allow us make decisions about the specific scenario our child care partner/leader recommends. The next step will be the development of a business plan including detailed budgets for long term programmatic sustainability as well as capital building/renovating costs (contingent upon site decisions).

## FUNDING OPTIONS



Like all successful business development approaches, the initiation of an early learning center requires careful funding strategies. The best strategies are informed by detailed feasibility study findings in regard to sustainability and require a detailed business plan.

The best funding plans create a viable mix of risk, or debt, one-time grant funding, and participation from a wide range of community partners. This blend, often referred to as “capital stacking”, can also demonstrate broad community support for the project, a real strength, well beyond the message it signals to funders.

Following is a checklist that may move communities closer to the kind of funding blend, or capital stack, that state and

federal funders view as a healthy financial environment in which to lend support. Below the checklist is a Table of Funding Sources that describes many of the checklist items in greater detail.

- ☐ Federal Grants
- ☐ Funds from Community Development Financial Institutions (CDFI) like the WELL Fund
- ☐ Local Government Funds
- ☐ Local Bank Loans
- ☐ Donations or Community Fund Raising
- ☐ Non-Profit Organizational Partnerships and Contributions
- ☐ Faith-Based Partner Contributions
- ☐ Organizational Resources (Savings)

**Table 4**  
**Funding Sources for Child Care Development in East Jefferson County**

NAME	FOCUS	DESCRIPTION	CONTACT	NOTES
<b>Jefferson County American Rescue Plan Act Funds</b>	Child care recovery and stabilization	Through pandemic-related funding of the American Rescue Plan Act, specifically the Child Care Stabilization Fund and the Coronavirus Stabilization Fund, American cities, states, and counties received, and will receive millions of dollars, some of which are earmarked for child care. These funds are distributed through municipalities via locally determined processes. Washington State funds are largely distributed (for child care) through the WA Dept of Children, Youth, and Families, as well as the WA Dept of Commerce. Jefferson County has funds that may be critically-timed in response to the findings from the East Jefferson County Child Care Project.	Kate Dean, Jefferson County Commissioner  KDean@co.jefferson.wa.us 360/385-9100	The City of Port Townsend may also have funds that it must use to target child care recovery and stability. John Mauro, PT City Manager  jmauro@cityofpt.us 360/379-5043
<b>WA Department of Commerce Early Learning Facilities Program (ELF)</b>	Capital Funding	ELF funding is open to nonprofits, public entities, tribes and for-profit businesses registered in Washington State. Applicants must meet all applicable licensing and certification requirements under specific RCWs and WACs pertaining to the early learning and childcare services proposed in the facilities to which the funding will be applied.	See timelines at commerce.wa.gov/building-infrastructure/capital-facilities/early-learning-program/	Grants awarded on a biennium basis; funding timeline for upcoming biennium yet to be announced, Announcement for new round of funding will likely be late summer, 2021.
<b>WA Department of Commerce Building Community Funds (BCF)</b>	Capital Funding for Non-profits and Tribes	BCF funding can be used for acquisition, renovation, construction. Matches up to just 25% of costs, for capital only.	capprograms@commerce.wa.gov Phone: 360-725-3075  mike.kendall@commerce.wa.gov	The 2021-2023 Building Communities Fund grant application is now closed, it will reopen Summer, 2022

**Table 4, continued**  
**Funding Sources for Child Care Development in East Jefferson County**

NAME	FOCUS	DESCRIPTION	CONTACT	NOTES
<b>Department of Children, Youth, and Families Technical Assistance Program</b>	Licensing and Early Learning Technical Assistance	DCYF Licensing dept is developing an in-person outreach program for child care development technical assistance. A TA program website will be available on DCYF site, too. TA services will be available to communities in extreme need of child care, for assistance throughout the facility development process including the following: <ul style="list-style-type: none"> <li>• Business of CC</li> <li>• Licensing</li> <li>• Design</li> <li>• Financing/funding</li> <li>• Community partners</li> <li>• Licensing pre-approval</li> </ul>	Lisa Hall, DCYF Lisa.Hall@dcyf.wa.gov  Office: 509-789-3829 Cell: 509-342-5007	
<b>USDA Rural Development Grants: Community Facilities Program</b>	Long-term, fixed-rate financing for public service projects, including child care capital projects.	USDA grants promote rural prosperity by partnering with local governments to build and improve infrastructure and improve the quality of life in rural communities. Grants available in communities under 20,000 people (city of facility location), typically made available to existing organizations. Funds only for tangibles (buildings, supplies, equipment), NOT training, technical assistance, or the like.	Brian Buch, Acting Director 1835 Blacklake Blvd SW, Suite B Olympia, WA 98512-5715 (360) 704-7740 Fx:(360) 704-7742 www.rd.usda.gov/wa	
<b>WELL Fund Washington Early Learning Loan Fund</b>	Long-term, below market financing for new or existing early learning endeavors.	With funding from the Washington State, the Ballmer Group, the Seattle Foundation, and other private sources, the fund prioritizes: Centers that add working connections childcare and/or ECEAP slots to serve low-income families, centers in low-income neighborhoods and areas of unmet need, and mixed-use (ex., housing + child care) developments. These are low cost, long term loans that can be used for capital costs. They also offer some technical assistance recoverable grants or subordinate loans for facility pre-development stage.	Juanita Salinas-Aguila 206-300-7561 jsalinasaguila@enterprisecommunitypartners.org  Locally: Craft3 Erika Lindholm 888-231-2170, ext. 302 elindholm@craft3.org	Craft3 and Enterprise Community Partners are collaborators on the WELL Fund
<b>Local Banks!</b>	Traditional capital loans for local projects	Child care has fallen off the “do not finance” list of many traditional funders. The USDA and other governmental funders will not compete with local funders. As a result those governmental funders may ask to see loan offers from local banks before committing to funding. Some traditional local funding signals broad support. So, it benefits child care developers to secure offers from local banks	See lending offices of local banks.	
<b>Jefferson Community Foundation</b>	Grants for variety of needs in Jefferson Co.	Vigorously funds a variety of Jefferson County social needs and arts endeavors. Their mission is compelling and seems in tandem with the power of early learning activities: to connect diverse people, ideas and resources <u>to build a future of opportunity for all</u> in Jefferson County.	Siobhan Canty siobhan@jrcgives.org Nicole O’Hara nichole@jrcgives.org Info@jrcgives.org 360.385.1729	

**Table 4, continued**  
**Funding Sources for Child Care Development in East Jefferson County**

NAME	FOCUS	DESCRIPTION	CONTACT	NOTES
<b>First Federal Community Foundation Capital Fund</b>	Funding areas: •Economic Dev •Community Dev •Affordable housing •Community Support	Comitted to making broad community impact in the communities it serves (inc. Olympic Pen), First Fed Foundation grants money to non-profits, tribes, and government organizations. Depending on the project funded, awards can be from 5k to 100k. Spring and Fall funding cycle. Apply through their website	Jan Simon Jan.Simon@FirstFedCF.org 360/417-3112 <a href="https://www.firstfedcf.org">https://www.firstfedcf.org</a>	
<b>Jefferson Healthcare Foundation</b>	Funds the projects and programs of Jefferson Healthcare	Foundation may be key in the funding of the child care center. Grants awarded on a rolling timeframe basis,	Kris Becker kbecker@jeffersonhealthcare.org 360.385.2200, ext. 2345	
<b>Peninsula College Foundation</b>	Funds educational needs for PC students and faculty.	Provides support for Peninsula College students and programs through endowed scholarships and donor-designated giving, and delivers additional program and student support through fundraising efforts. Funding for programs include educational equipment, research, professional development.	Getta Rogers Workman is the exiting director at the time of this writing. (360) 417-6400 Foundation@pencol.edu	
<b>Local Investment Opportunities Network (LION)</b>	A network of local citizens who privately invest their money locally (E. Jefferson County) toward the goal of building a prosperous and resilient community.	To loan money, an entity must be licensed and regulated as such. This, of course, is not the case for individuals. We can loan money to (or, invest in) whomever we choose, creating mutually agreeable terms and conditions related to the loan. LION is something of a match-maker, bringing together, in this case, individual citizen investors with a mission to support local businesses and organizations with local entities that seek funding for growth or sustainability. Once an introduction is made, the investor and the fund-seeking organization work together to craft an investment situation that is agreeable to both. In Jefferson County, the “matchmaker” or intermediary, is the local Economic Development Council	The East Jefferson Child Care Project may wish to be considered as a recipient of loan funding initiated through LION. To begin the process, an application can be submitted on line at: <a href="https://l2020.org/economic-localization/lion/">https://l2020.org/economic-localization/lion/</a>	No funding cycles or other time-related constraints.

## REFLECTIONS



We expected our East Jefferson County Child Care Needs Assessment to provide concrete answers to our families' needs but we were gratefully surprised that the process of conducting the assessment also stimulated a community discussion on child care. Conversations occurred during focus groups, key informant interviews, and on-line that expanded the perspective of not just our partners but also our business leaders, governmental officials, child care leaders and families as we heard about each others' assets and struggles. Comments in the on-line survey were heartfelt. Interesting dynamics appeared within businesses as HR managers decided whether or not child care was an important enough issue to survey their employees. Government officials came together to discuss not just child care but the future of our aging community and how to maintain or re-create a vibrant, affordable community if families can not afford to stay. The assessment lead to further meetings with county and city government officials to explore collaborative funding options and solutions. This document reports many of the lessons learned. Importantly, the process of conducting the needs assessment and other interactive aspects of the inquiry over the year was as informative and productive as the outcomes and lessons learned.

The work this year confirmed the increased need for diverse types of child care across the county. Cost and availability were the primary barriers to accessing care. The COVID-19 pandemic decreased available child care but also pulled parents out of the work force to homeschool children, leaving new openings at some of the child cares. Staffing of the child care businesses suffered due to COVID as staff stayed home to quarantine or care for their own families. Increased space constraints limited the number of children allowed at the child cares. Together, the net result was further limited child care availability in the community.

The Washington State Child Care Partnership Commerce grant funding went further to help us successfully explore and consider community child care site options and begin estimates for leasing or acquiring a potential building. Estimates for renovations are underway for two of the three site options, the third having been ruled out after initial reviews by the architect.

By delving deeply into need and then feasibility, we had hoped to solidify a child care partner ready to expand or open a new child care center. We ended the year with interested partners who are processing the feasibility results and internally reviewing their capacity to provide more child care but who remain uncertain they can carry the financial risk. The East Jefferson County Child Care Partnership team continues to do as much preparation work as possible to allow a child care partner to step in to an expansion with as much knowledge and as little risk as possible. This report provides many of the key aspects of this groundwork.

To that end, partnership and funding opportunities continue to be explored. Potential funding options through local government may solidify in the next months. County and city leaders are engaged in exploring solutions. In the past year we have developed a solid set of presentation slides to assist in efforts to share the needs in our community, communication tools such as press releases, data reports, and feasibility/sustainability models, a respectable contact list with history of communication notes, questionnaires should surveying in subsets of our community be helpful, and many, many relationships with like-minded child care advocates who have access to resources for change and development of all kinds.

We end the 2020-2021 Child Care Partnership grant cycle with a strong understanding of child care needs in our community, clarity around the financial challenges of increasing child care capacity, and a start at building resources to support increased child care growth including site preparation, funding development, and partners exploring their ability to open a new child care center. East Jefferson County Child Care Partnership is poised to move from planning to developing a new child care center.



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ADDENDA



## 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 child-bearing age?
4. How do you think additional child care in JC would impact your ability to retain employees of child-bearing 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

<b>Community Leader Representatives</b>	
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
<b>HR/Large Employer Representatives</b>	
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
<b>Child Care Provider Representatives</b>	
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 Race 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 race identities in greater detail.

**Table A1**  
**Respondents' Gender & Race Identities**

	Count	Percent of Respondents	2019 Census Community Percentages
<b>Gender</b>			
Female	167	85%	51%
Male	20	10%	49%
NonBinary	1	1%	
Preferred not to say	9	5%	
<b>Race</b>			
White	172	87%	88%
BIPOC	14	7%	12%
Unknown	11	6%	
<b>Employment</b>			
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 Port Townsend
- 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**

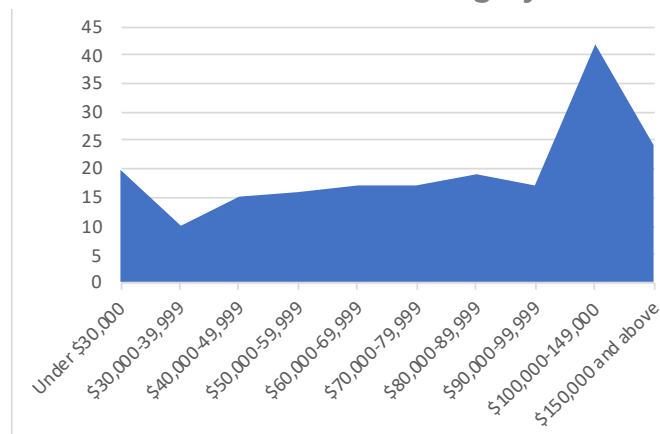


Table A2 shows that when broken into larger categories of \$50,000.00 the largest proportion, 44%, reported a family income between \$50,000 and \$99,000 while 23% had incomes under \$50,000 and 33% had incomes over \$100,000.

**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.

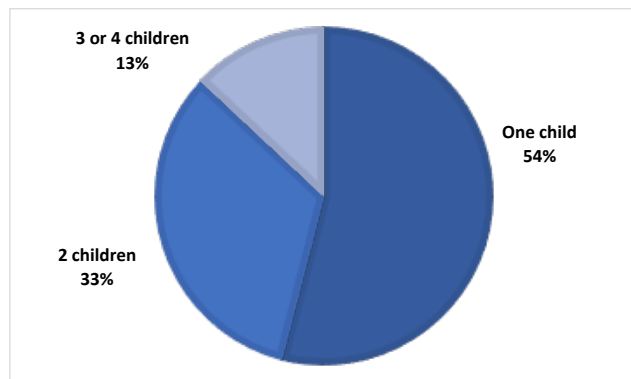
Single parents made up 14% of the respondents.

## 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

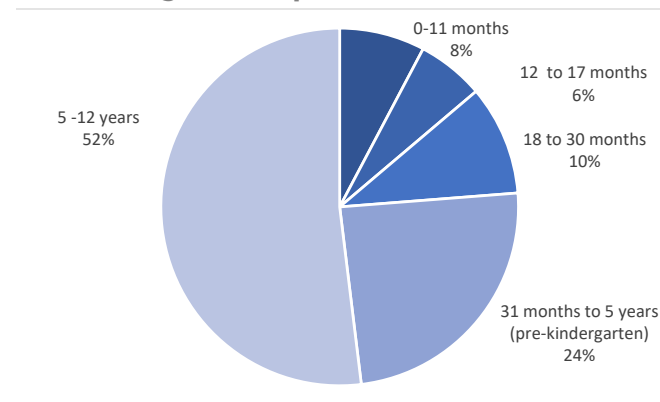


## Respondents' children by age

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: Contact List for Site Exploration

### Site Resource Contacts:

#### **Child Care Aware:**

Ann Chihan; [ann@childcareawarewa.org](mailto:ann@childcareawarewa.org)

#### **Childcare Action Council and Early Achievers:**

Heidi Scott, [heidi.scott@ccacwa.org](mailto:heidi.scott@ccacwa.org)

#### **Chimacum School District:**

Scott Mauk, Superintendent; [Scott\\_Mauk@csd49.org](mailto:Scott_Mauk@csd49.org)

Jason Lynch, Elementary Principal; [jason\\_lynch@csd49.org](mailto:jason_lynch@csd49.org)

David Engle, Interim Superintendent;  
[david\\_engle@csd49.org](mailto:david_engle@csd49.org)

#### **City of Port Townsend:**

John Mauro, City Manager; [JMauro@cityofpt.us](mailto:JMauro@cityofpt.us)

#### **Commercial Real Estate Agent:**

Angela Wilkinson, ReMax; [awilkinson98368@gmail.com](mailto:awilkinson98368@gmail.com)

#### **DYCF Child Care Licensor:**

Denise Huff; [denise.huff@dcyf.wa.gov](mailto:denise.huff@dcyf.wa.gov)

#### **Fort Worden Public Development Authority:**

David Timmons, Executive Director;  
[dtimmons@fortworden.org](mailto:dtimmons@fortworden.org)

Aislinn Palmer Diamanti, Interim Director of Operations;  
[apalmer@fortworden.org](mailto:apalmer@fortworden.org)

Natalie Maitland, Sr. Sales & Marketing Manager;  
[nmaitland@fortworden.org](mailto:nmaitland@fortworden.org)

#### **Jefferson County Commissioner:**

Kate Dean; [KDean@co.jefferson.wa.us](mailto:KDean@co.jefferson.wa.us)

#### **Jefferson County Parks and Recreation:**

Matt Tyler, Manager; [mt Tyler@co.jefferson.wa.us](mailto:mt Tyler@co.jefferson.wa.us)

Chris Macklin, Programs; [cmacklin@co.jefferson.wa.us](mailto:cmacklin@co.jefferson.wa.us)

#### **Olympic Peninsula Community Action Programs (OlyCAP):**

Cherish Cronmiller; Executive Director;  
[ccronmiller@olycap.org](mailto:ccronmiller@olycap.org)

Tammy Lidster; Director of Child Care Programs;  
[TLidster@olycap.org](mailto:TLidster@olycap.org)

#### **Olympic Peninsula YMCA:**

Wendy Bart, CEO; [wendy@olympicpeninsulaymca.org](mailto:wendy@olympicpeninsulaymca.org)

#### **Port Townsend Preservation Alliance:**

Celine Santiago, Program Manager; [celine@ptpalliance.org](mailto:celine@ptpalliance.org)

#### **Port Townsend School District:**

Linda Rosenbury; Superintendent [lrosenbury@ptschools.org](mailto:lrosenbury@ptschools.org)

Lisa Condran, Salish Coast Elementary Principal;  
[lcondran@ptschools.org](mailto:lcondran@ptschools.org)

#### **Studio STL:**

Simon & Shelly Little, Owners;  
Studio STL will provide cost and design estimate and comparison for project;  
[simon@studio-stl.com](mailto:simon@studio-stl.com) or [shelly@studio-stl.com](mailto:shelly@studio-stl.com)

**Terra Soma:** Samantha Lorenz, Project Lead;  
[samantha@terrasoma.com](mailto:samantha@terrasoma.com)

### Additional Architecture and Construction Contacts:

Malcolm Dorn, Wallyworks

G. Little Construction

Nordland Construction

## ADDENDUM G: References

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