
Red Soils Campus On-Site Child Care

A 2016 Clackamas County Leadership Academy Project

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Executive Summary

In 2016, a Clackamas County Leadership Academy project team was asked to evaluate the feasibility of offering on-site child care for County employees.

The project team conducted significant research, including a literature review, interviewing peer institutions which have implemented on-site or near-site child care, and engaging key County leaders in discussions concerning the challenges and potential benefits of offering on-site child care. The project team also developed, distributed, and analyzed a needs assessment survey distributed to all County employees.

Based on this research, the project team developed a detailed set of findings outlining County employee needs and potential methods of meeting those needs. The project team concluded that on-site child care is both desirable and feasible, and provided several recommendations for “next steps,” should the County decide to move forward with developing an on-site child care program.

Background

Difficulties arranging for child care can cause significant challenges in the workplace. Employees experience stress, worry, and distraction, while employers bear increased costs due to absenteeism and lost productivity. Many employers sponsor some form of on-site child care to assist employees with addressing these challenges, to improve productivity, and to bolster the organization’s recruitment and retention efforts.

The idea of offering some sort of on-site child care at Clackamas County is not a new one. In 2009, a County committee was formed to evaluate the possibility of implementing an on-site child care facility. While this group made significant progress, a faltering economy put the project on hold.

As part of the 2016 Clackamas County Leadership Academy, a project team consisting of Jennifer Freeman (Corrections Sergeant, Clackamas County Sheriff’s Office), Tracy Moreland (Community Relations Specialist, Public and Government Affairs), and Greg Williams (Library Network Manager, Business and Community Services) were asked to, once again, evaluate the need for, and feasibility of, implementing an on-site child care program on the Red Soils campus.

Our project team’s goals were to:

- Familiarize ourselves with the requirements and challenges of providing child care service
- Conduct an assessment of County employee child care needs
- Evaluate different service provision models which might meet these needs
- Evaluate the overall feasibility of offering some form of on-site child care
- Provide recommended “next steps” for the County to take

Should the County proceed with implementing an on-site child care program, we hope our team’s efforts will provide useful information and guidance for those charged with moving the project forward.

Research Methods

Method 1: Literature review regarding the benefits of on-site child care

As part of our initial research, we tried to find existing studies, whitepapers, or articles relating to employer-sponsored child care. We wanted not only to familiarize ourselves with current attitudes and trends in this area, but also to validate one of the assumptions inherent in the project description, namely that offering on-site child care “would be a huge benefit in attracting and retaining a quality workforce.”¹

We found several articles and information sources that were helpful; in particular, a whitepaper produced by the State of Oregon Bureau of Labor and Industries (BOLI) proved valuable, especially in the initial phases of our research.

The information collected during this literature review provided background and context for many of our findings, especially [Finding 1](#) and [Finding 2](#).

Method 2: Review of applicable state rules and regulations

Our team researched rules and regulations applicable to child care service providers. We wanted not only to have a basic grasp of the regulatory environment pertaining to the provision of child care service, but to better understand how those rules and regulations might impact the provision of on-site child care at the County.

The primary source of information we consulted was Oregon Administrative Rules (OAR), particularly the sections pertaining to certified child care centers (OAR 414-300-0000 through 414-300-0415). These sections cover many topics, including required ratios of children to teachers, qualifications for child care center staff, and criminal background checks for child care center staff.

The complexity of the regulatory environment surrounding child care centers informed many of our findings, particularly [Finding 5](#) and [Finding 6](#).

Method 3: Review history of previous County on-site child care initiative

In January of 2009, a committee of Clackamas County employees was formed to “evaluate the feasibility of an on-site child care center, research space options, recommend issues for consideration, conduct a needs assessment, plan an RFP for competitive bid to run the center, and communicate to County employees about this project.”² Committee members included representatives from DES, Clackamas County Sheriff’s Office, Parole and Probation, as well as several union representatives. The committee also solicited assistance from “Special Issue Consultants,” including representatives from Finance, Facilities, County Counsel, and Procurement.

This committee made progress on several of its goals. However, the County was facing serious budget limitations, including employee layoffs, due to the economic downturn of 2009. Unfortunately, the on-site child care project was put on hold indefinitely.

¹ “Red Soil Campus On-Site Employee Daycare” project assignment summary (see “Issue” description).

² Clackamas County On-Site Child Day Care Project Committee, “Child Care Center - Message to Non-Reps,” March, 2009

As part of our research, we reviewed the agendas, minutes, and other documentation generated by this committee. We also reviewed plans the committee had developed for creating and distributing an employee needs assessment survey.

Method 4: Market analysis of nearby child care providers

Our team conducted an analysis of local child care providers located near the Red Soils campus. We wanted to find out if existing facilities in the area could feasibly accommodate Clackamas County employees' child care needs and anticipated demand from County employees for child care services.

We contacted these providers and gathered information about their general services, capacities, costs, and current vacancies. Results of this analysis are summarized in [Finding 4](#).

Method 5: Review of needs assessments by other institutions

We sought examples of other organizations which had recently conducted similar employee child care needs assessments. We were interested not only in the survey instruments these institutions developed, but in the data and conclusions the assessments showed. We felt that, while every employer has a unique employee population with distinct needs and desires, reviewing information gathered by other public or quasi-public organizations in the region would provide additional insight and augment our local data collection efforts.

We focused on needs assessments conducted by three local, academic institutions: Oregon State University (OSU), Lewis and Clark College, and Oregon Health and Sciences University (OHSU).

OSU

The OSU study was conducted by the Mills Consulting Group, Inc. in late 2013. The consultant employed similar methods as our team, including an online needs assessment survey (which generated a total of 996 responses), key stakeholder interviews, interviews with peer institutions, local child care market research, and operational model research.

Lewis and Clark

The Lewis and Clark study was conducted by the Margaret Browning Consultancy in late 2013. The consultant's method's included an online needs assessment survey (which generated a total of 810 responses), follow-up interviews, child care industry research, and operational model research.

OHSU

OHSU developed and distributed a needs assessment in early 2009. The survey was distributed online, and generated a total of 1,785 responses.

Method 6: Development of a Clackamas County employee needs assessment

One of the major components of our project was the development, distribution, and analysis of an online survey. We sought to assess support and demand for a potential Clackamas County on-site child care facility,

to collect demographic data, to better understand County employees' current child care arrangements and challenges, and to collect information about what factors might most influence County employees to take advantage of an on-site child care facility.

We utilized surveys from other similar child care assessment projects to inform development of our survey questions. Further refinements to the survey were made after consultation with our project Champion and Clackamas County Public and Government Affairs.

The link to the online survey was distributed to County employees via an all-staff email, and the survey remained open for approximately two weeks. We received a total of 538 responses, representing more than 25 percent of County employees.

Method 7: Analysis of Clackamas County employee demographics

With the assistance of DES, we were able to collect and review aggregated demographic data on Clackamas County employees. This demographic data provided a better idea of the number of employees with dependents, the ages of those dependents, and the primary work location of those employees.

When combined with our survey results, this demographic data can help better predict potential demand for on-site child care.

Method 8: Interviewing local peer institutions which have implemented on-site child care programs

We reached out to several public or quasi-public organizations within the Portland metro area that have implemented on-site child care programs. The goal of these interviews was to gather information about any employee needs analyses these organizations conducted, how they moved forward with implementing on-site child care, and what positive or negative results (both from the employer and employee perspectives) they had experienced.

Our interviews with the Bonneville Power Administration (BPA) and Oregon Health and Sciences University (OHSU) provided valuable information and feedback, and informed many of our conclusions, particularly [Finding 1](#), [Finding 2](#), and [Finding 6](#).

Method 9: Interviewing key Clackamas County subject matter experts

We met with subject matter experts from various departments/divisions within the County to get their perspectives on the potential constraints, concerns, and challenges associated with implementing an on-site child care facility.

We gained significant information and direction from our conversations with:

- Jeff Jorgenson, Facilities Manager, Clackamas County Facilities Management – Jeff provided feedback and insight regarding County facilities, building requirements, and long-term County facility plans. This information helped us evaluate potential locations for an on-site facility.
- Dwayne Kroening, Risk Manager, Clackamas County Risk Management – Dwayne provided feedback and insight regarding risks associated with offering on-site child care, and how those risks might be mitigated.

- Stephen Madkour, County Counsel, Clackamas County Office of County Counsel – Stephen also provided feedback and insight on liability issues. He provided information about other legal aspects and considerations regarding child care and centers in Oregon.
- Evelyn Minor-Lawrence, Director, Clackamas County Department of Employee Services – Evelyn provided feedback and insight on recruitment, retention, and benefits issues.
- Dan Chandler, Assistant County Administrator, Clackamas County Administration – Dan not only provided feedback and insight from the County Administration, but his background as a private child care service provider allowed him to provide significant information about numerous operational aspects of child care service.

The feedback and insight provided by this group informed many of our conclusions, particularly [Finding 5](#) and [Finding 6](#).

Findings

Finding 1: On-site child care provides significant benefits for employers

Our research indicated that employers can realize significant benefits by providing employees with access to on-site child care.

Recruitment

Studies have shown that on-site child care leads to more successful recruitments for employers. The Oregon Bureau of Labor and Industries (BOLI), for example, cites a Simmons College Graduate School of Management study which found that 93 percent of parents consider on-site child care as an important factor in job change, and that 42 percent of all employees surveyed said that the availability of on-site child care was a significant factor in choosing their current employer.

The Bonneville Power Administration (BPA) specifically cited improved recruitment as one of the benefits of their on-site child care program. BPA is actively engaged in recruiting the “millennial” generation, and they believe that access to on-site child care appeals to younger workers’ desire for greater “work/life balance.” On-site child care can promote this work/life balance by reducing the stress involved in juggling professional and family demands, and providing parents with more frequent opportunities to see or interact with their children during the work day.

Oregon Health and Sciences University (OHSU) echoed the positive impact of on-site child care on work/life balance as a recruiting tool. They specifically identified on-site child care as helping to address the difficulties prospective employees face with the non-standard schedules which are common in academia and medicine.

Retention

Not only can on-site child care help employers attract new employees, it can help employers retain current employees as well. Other businesses that provide on-site child care report increased retention and decreased turnover after introducing on-site child care.

Patagonia, a well-known outdoor clothing company with approximately 2,000 employees, reports that employees who utilize their on-site child care have a turnover rate of 25 percent less than the general employee population³.

BPA also felt that on-site child care improved their ability to retain employees, especially younger, “millennial” workers. BPA’s research and experience suggests that younger workers are more interested in exploring different career opportunities within the same organization (including “lateral” moves between positions with different duties), rather than a more traditional “horizontal” career path which frequently involves changing employers. By providing access to on-site child care, it is much easier for BPA employees to explore different career opportunities within the organization, as they know that these professional changes won’t require a change in child care arrangements.

³ Marcario, Rose. "Patagonia's CEO Explains How To Make On-Site Child Care Pay For Itself." Fast Company. N.p., 2016. Web. 09 Oct. 2016.

Productivity

When working parents experience a breakdown in their child care arrangements, the consequences are often borne by the employer. Employees are unable to make it to work on time, or must leave work early when child care issues arrive. In addition, child care issues can cause employees serious anxiety and stress, reducing their ability to focus and perform while at work.

Numerous studies and employer reports suggest that on-site child care can reduce tardiness and absenteeism from employees, and that employees who utilize on-site child care use significantly fewer sick days⁴.

The Bonneville Power Administration (BPA) echoed these findings. They reported the feedback from employees had been very positive, and that having access to on-site child care was an effective means of reducing distractions employees may face when dealing with child care arrangements.

Finding 2: On-site child care provides significant benefits for employees

The potential benefits of on-site child care are not limited to employers. Employees can experience numerous benefits as well.

Improved work/life balance

On-site child care frequently allows parents to spend more time with their children; children and parents can share more time together during daily commutes, and many on-site programs allow parents to visit with their children on breaks and lunches. BPA specifically cited parents' abilities to watch their kids playing during lunch as a major benefit. In a newspaper profile of Patagonia, one employee shared a similar experience: "I'm not sure I could have come back to work if I didn't have this option available to me," said one, who routinely visits her son on the playground and joins him for a sack lunch⁵.

Convenience

On-site child care can prove much more convenient to employees than off-site child care options. Many parents experience significantly longer commutes when they need to drop children off at an off-site child care provider, then travel to work. This extended commute is then repeated at the end of the work day. Access to on-site child care can significantly reduce travel times (and fuel consumption, as well).

⁴ For example

- Child Action, Inc., "Solutions for Employee Child Care."
[http://www.childaction.org/providers/booklets/docs/Solutions for%20Employee%20Child%20Care.pdf](http://www.childaction.org/providers/booklets/docs/Solutions%20for%20Employee%20Child%20Care.pdf)
- L. Gullekson, N., Griffeth, R., B. Vancouver, J., T. Kovner, C. and Cohen, D. (2014) 'Vouching for childcare assistance with two quasi-experimental studies', *Journal of Managerial Psychology*, 29(8), pp. 994–1008. doi: 10.1108/jmp-06-2012-0182.

⁵ "Patagonia Is a Winner With Moms." <http://articles.latimes.com/2002/sep/30/local/me-patagonia30>

Peace of Mind

Many employees report that access to on-site child care provides improved peace of mind and boosts morale. Employees know that if an issue arises with their child, they can respond quickly.

As an example, Joyful Noise Child Development Centers currently operates four employer on-site child care centers in the Portland Metro Area. A review of one of the Joyful Noise facilities by a City of Portland employee specifically cited the peace of mind that on-site child care provides as a significant benefit; after having a child, the employee considered not returning to work. However, the proximity and quality of her employer's on-site child care provided sufficient peace of mind for her to feel comfortable returning to work.

Finding 3: There are three basic models of on-site or near-site child care provision to consider

In reviewing literature and consulting with experts, we found three primary models the County could adopt to provide on-site or near-site child care.

- The first model is a sponsorship or partnership with an existing child care facility. Under this model, the County would partner with a local child care facility, arrange to reserve spots for County employees' children, and possibly subsidize some of the associated costs. We discuss this option further in [Finding 4](#).
- The second model is for the County to directly operate a child care facility, treating the operation as it would any other department/program. In addition to the usual budgetary and operational considerations, the County would also be responsible for managing certification and licensure requirements, and would assume the liability associated with operating a child care facility. We discuss this option further in [Finding 5](#).
- The third model is contracting with a third party provider to operate a child care facility. The County would provide the on-site facilities, but the third party provider would assume responsibility for all day-to-day operations. County employees would deal directly with the provider for enrollment and tuition, and the provider would be responsible for carrying their own insurance, meeting certification requirements, and handling all personnel issues with center staff. We discuss this option further in [Finding 6](#).

Finding 4: Partnering with existing local providers is not a viable option

In order to investigate the possibility of reserving spaces with one or more local providers, we contacted the larger local child care locations in Oregon City and nearby areas. We asked these providers about their capacity, costs (for both infants and preschool-aged children, based on a five-day per week care schedule), and how many available openings they currently had. Our findings are summarized below.

PROVIDER	MAXIMUM CAPACITY	MONTHLY COST (5 days/week)	CURRENT OPENINGS (AUGUST, 2016)
Oregon City Day School	59	Infant: \$890 Preschool: \$600	3
Kinger Kids Day School	31	Infant: \$705	3

		Preschool: \$600	
YMCA (Clackamas Community College)	119	Average: \$1132	"Some" (summer only)
YMCA (Gladstone)	100	Infant: \$1057 Preschool: \$765	5 (summer only)
KinderCare – West Linn Hidden Springs	100	Infant: \$1476 Preschool: \$1136	1

We compared our findings with similar research conducted by the previous County child care committee back in 2009. At that time there were more openings, however we believe this was directly related to the abnormally difficult economic conditions at the time. Our interviews with local providers indicated that, on a regular basis, they all have waiting lists. In fact, several pointed out that the few openings reported were for the summer only, and that they expected to be full (with waiting lists) in the fall.

When discussing the idea of reserving a set number of spaces for County employees, some local providers indicated this would not be a likely possibility. Staff at both the Gladstone and Clackamas Community College YMCA locations, for example, explained that, as a nonprofit organization, they already reserve spaces for low income families. In addition, the Clackamas Community College YMCA also reserves spaces to accommodate the child care needs of enrolled students. Both organizations indicated they would likely not be able to make additional allocations of reserved spaces for County employees.

For these reasons, we do not believe it is feasible to rely on existing, local child care providers to accommodate the needs and demands of County employees.

Finding 5: There are significant obstacles to in-house provision of child care services

In-house child care, where facility staff members are employees of the sponsoring organization, is not unheard of. Nike, for example, is one example of a successful, in-house, on-site child care program.

In evaluating the possibility of providing in-house child care services at the County, however, our interviews with County subject matter experts revealed several significant concerns and obstacles.

Expertise

Our research showed that the body of rules and regulations surrounding the provision of child care is large, complex, and (like many regulatory frameworks) subject to change and evolution. Both our team, and several of the subject matter experts we consulted, felt that no existing department in the County had sufficient expertise and/or resources in this area to successfully implement or operate an on-site child care program.

Liability

Many of our County subject matter experts identified various areas where the provision of child care services might expose the County to liability claims. Some of those liability concerns (e.g., providing safe facilities, providing safe vehicular access, etc....) would be present by the very nature of having a child care facility located on County property. Our experts, however, felt that the County already

had significant experience, expertise, and policies/procedures with which to mitigate many of these risks (please see [Finding 6](#) for further discussion).

Of far greater concern was the exposure to significant potential liability for injury, harm, or negligence to children while under the care and supervision of County employees in a County-operated child care facility. All of our experts felt the in-house model exposed the County to significant and unnecessary risk.

Cost

There were concerns raised about potential ongoing personnel costs involved in operating a child care center, especially when salary and benefit costs are only expected to rise. Significant questions were raised about the viability of creating new staff positions, finding a sustainable source of ongoing funding, and demonstrating that in-house provision of child care service was the most cost-effective alternative available.

For these reasons (as well as those discussed in [Finding 6](#)), we do not believe in-house provision of on-site child care is a feasible or advisable option.

Finding 6: Contracting for child care services with a third-party is common and can provide significant benefits

Contracting with a third-party to provide on-site child care is common. In the Portland area, for example, BPA, City of Portland, and Metro all contract with Joyful Noise Child Development Centers, Inc., a non-profit operator of employer-sponsored, on-site child care centers. OHSU and Fred Meyer contract with CCLC (Children's Creative Learning Center), a provider of employer-sponsored early childhood education and family care solutions.

In talking with our County experts, and interviewing two peer institutions, we identified numerous potential benefits to contracting with a third-party for child care services.

Administration

By contracting with a third-party, the County's involvement in the provision of service would be minimal. The County would provide basic referral information to employees interested in taking advantage of on-site child care, but the majority of subsequent interactions (including enrollment and tuition payment) would be directly between the employee and the provider. The County would likely conduct some sort of periodic oversight/service review, but in most other areas would take a very "hands-off" approach.

Both BPA and OHSU reported no significant administrative burden on their respective HR/Benefits staff resulting from their third-party on-site child care. HR/Benefits staff at both organizations incorporate information about the child care option in their orientation/onboarding materials, and both indicated they redirect the occasional employee inquiry to the child care provider. More significant involvement or interaction is uncommon.

Expertise

Being solely focused on child care provision, third-party service providers are in a much better position to understand, implement, and adapt to any changes in child care rules and regulations. Subject matter experts from County Counsel and Risk Management indicated that, as part of the contracting process, it would be important to outline requirements for a third-party provider to observe all applicable regulations, to maintain all required licenses and permits, and to employ staff with required training, credentials, experience, and vetting.

Liability

There was unanimous agreement amongst County subject matter experts that contracting with a third-party vendor provided the County with the greatest degree of protection from the most concerning liability issues.

Subject matter experts from County Counsel and Risk Management agreed that a key component of any contract with a third-party vendor would be the assumption of liability for most of the activity occurring as part of a center's operations. As part of any contract, the County would also ensure that a third-party vendor was adequately insured against possible future claims.

County Counsel and Risk Management did identify some areas where the County might still be exposed to premises liability, particularly if parents or children were injured on County property while travelling to and from the child care facility. Both felt, however, that there were effective means of mitigating these risks; proper traffic control, proper upkeep of sidewalks, ensuring adequate lighting (especially in the winter, when it would be significantly darker at the end of many County employees' 10-hour work shift), and others. Both felt that the liability exposure would be similar to that the County currently faces with the on-site Farmer's Market.

Most importantly, both County Counsel and Risk Management felt that the liability exposure under a third-party provision model would be manageable, and the benefits to employees would outweigh the risks.

Both BPA and OHSU also indicated that minimizing liability exposure was a key factor in their decisions to contract with third-party child care service providers.

Cost

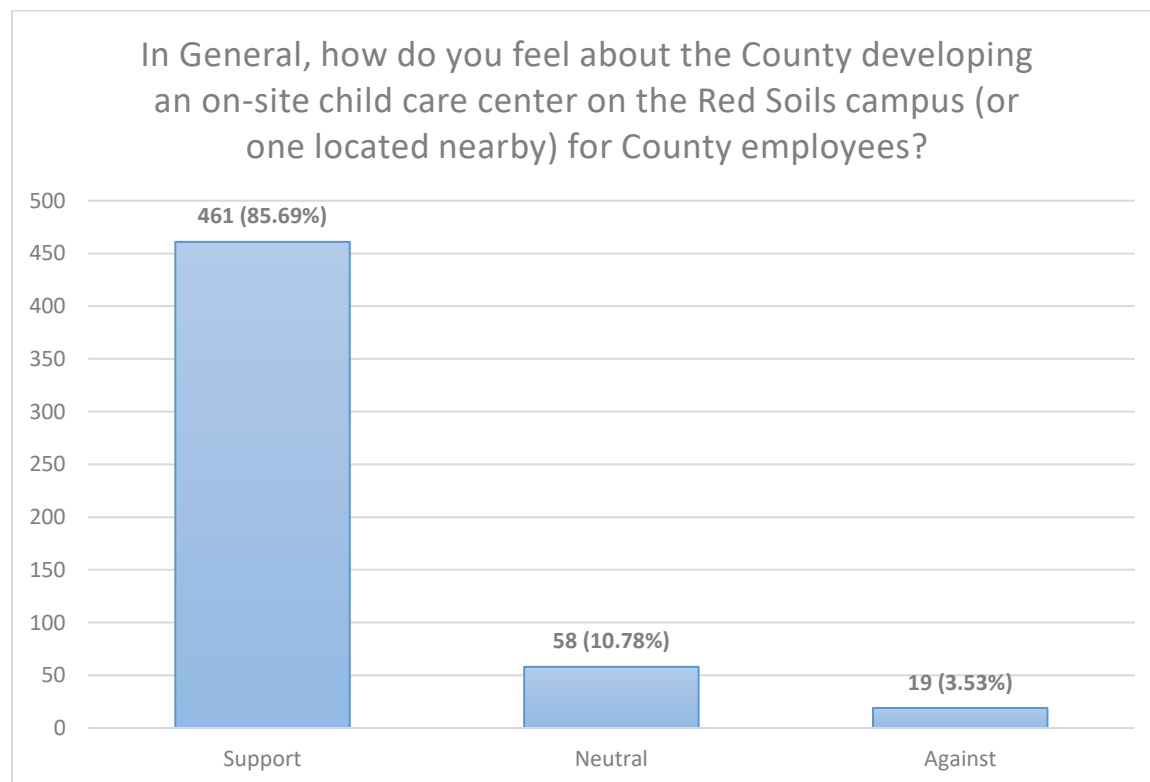
Ongoing operational costs associated with a third-party child care service provider can be minimal. In general, third-party providers operate on-site centers by charging market rates. Providers may guarantee the employees of the sponsoring organization a certain number of spots, and may also offer employees a slight discount, but the provider generally retains the right to market non-reserved or unused spots to non-employees at market rates.

As an example, up to 85 percent of available spots at OHSU's near-site child care center are guaranteed for OHSU employees, while the remaining 15 percent can be filled by children of non-employees. The center offers priority enrollment to OHSU employees, and does offer employees a 10 percent discount on normal, monthly rates. Aside from a previously-negotiated, limited duration incentive (to help offset the provider's initial capital expenses in preparing the center) there are no ongoing operational costs to OHSU.

Finding 7: There is significant support for child care services from County employees

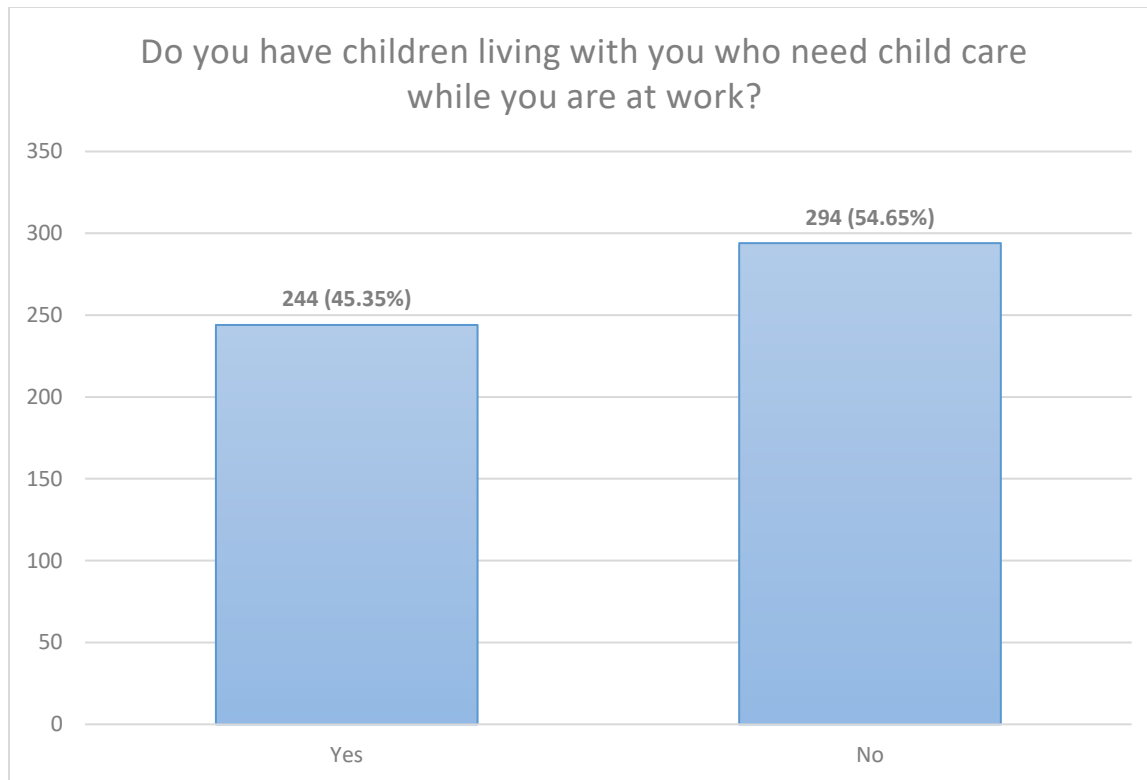
As described in [Method 6](#), an online survey was distributed to County employees to assess potential demand for on-site child care, and to identify specific employee needs.

General support for an on-site or near-site child care facility was quite strong. More than 85 percent of respondents supported the effort, and 10.78 percent of respondents expressed a neutral opinion. Only 3.53 percent of respondents opposed the idea.



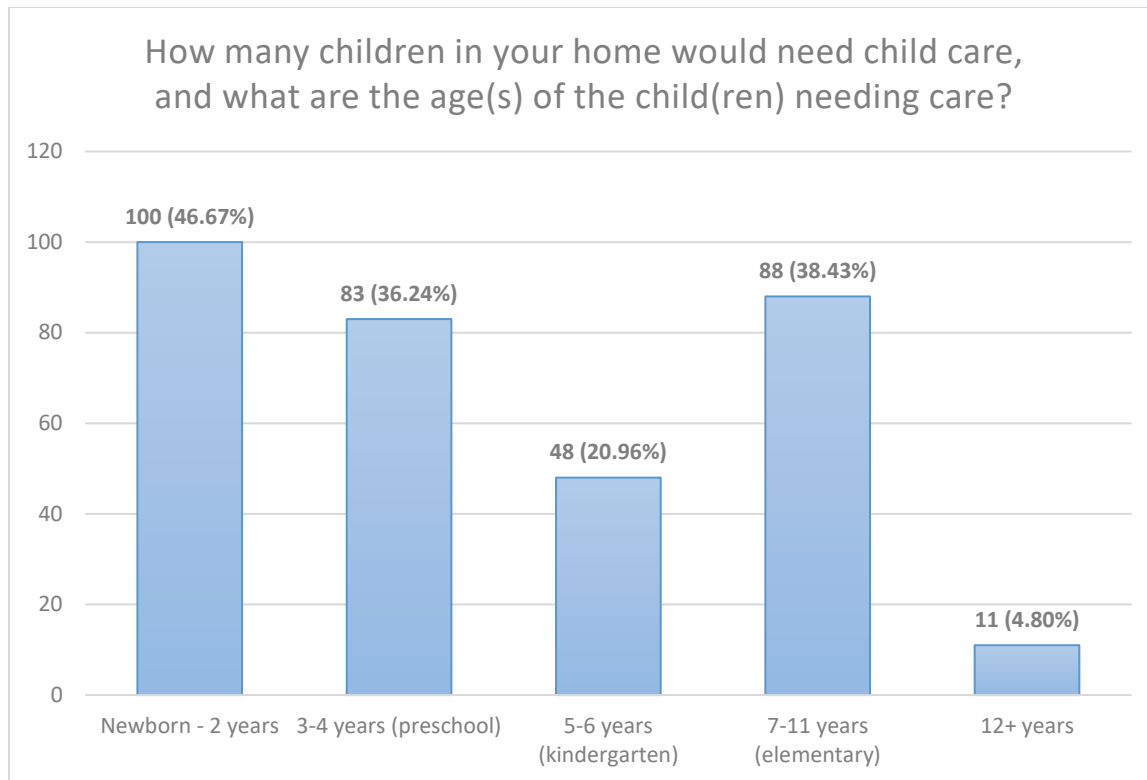
Finding 8: There is significant potential demand for child care services from County employees

About 45 percent of survey respondents indicated they had children who required child care during the respondent's work hours.

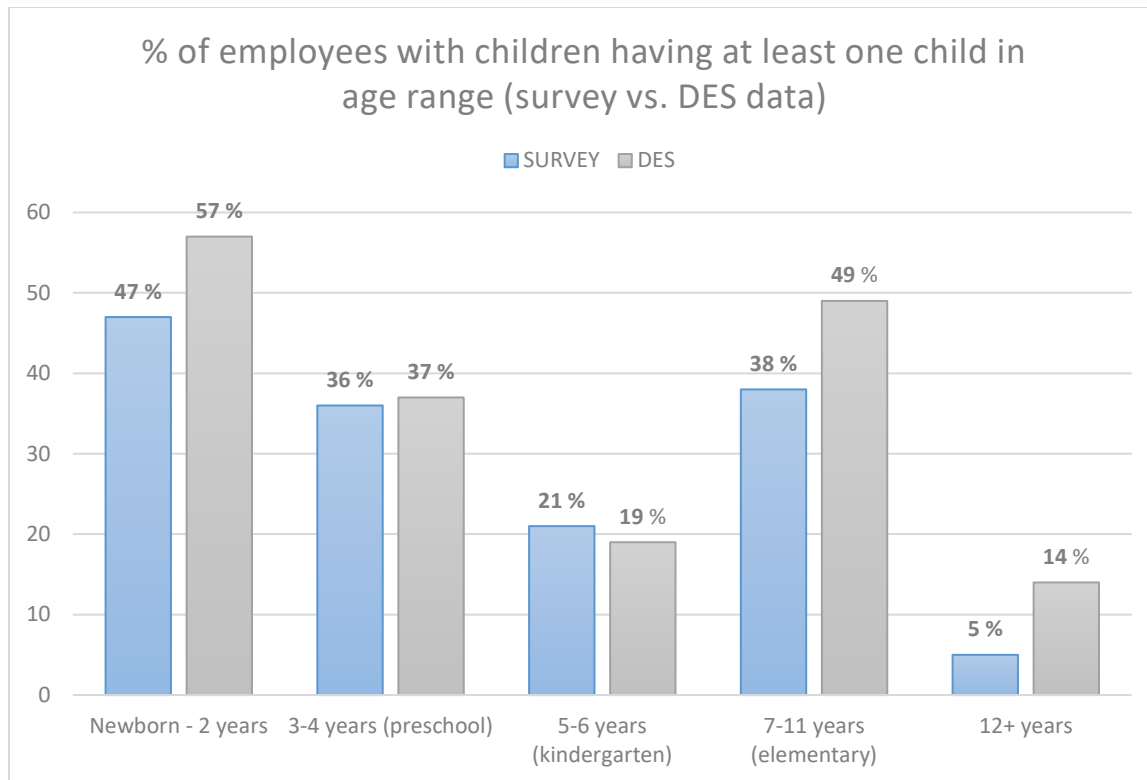


When comparing our survey data with demographic data from DES, the percentage of survey respondents with children needing care (~45%) may be slightly higher than overall percentage of employees with younger dependents (~31%), but either metric seems to indicate significant potential demand.

We also asked respondents to provide information about the ages of the children in their households requiring child care.



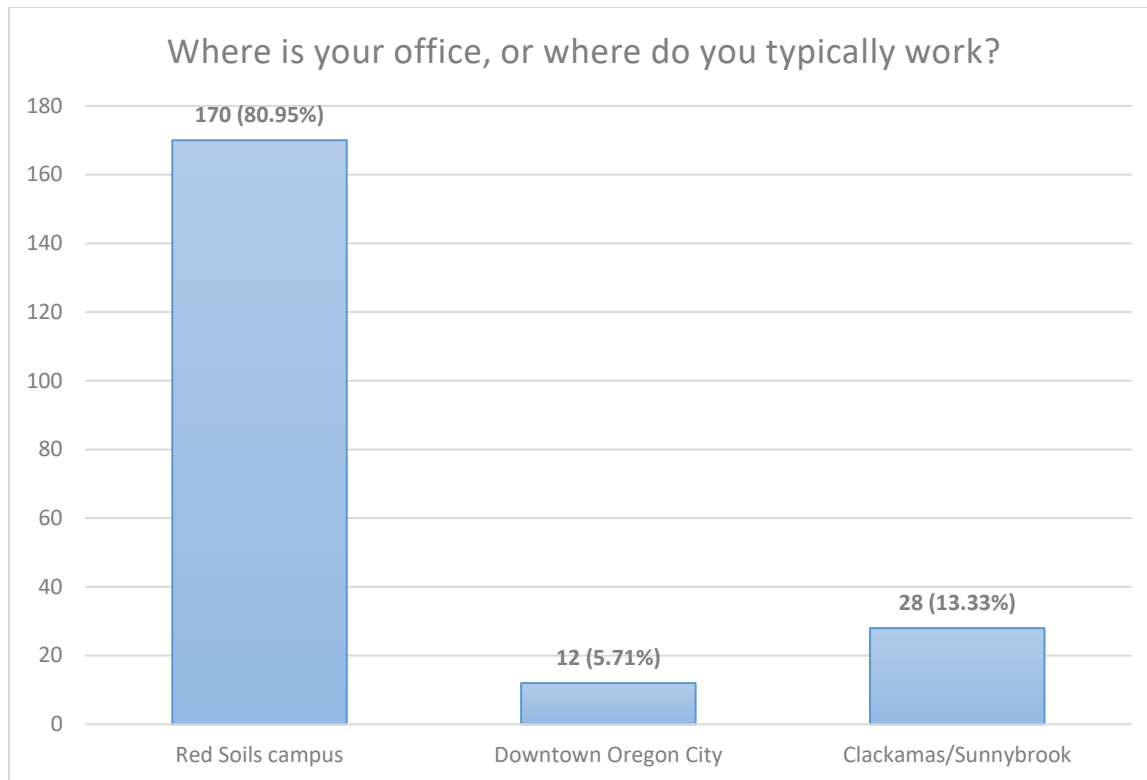
When comparing our survey data with demographic data from DES, the distribution of ages of children within employee households was similar. The DES data showed significantly more employees having children age 12 or older than the survey data, however, the survey data specifically asked respondents to only report children requiring child care. It seems likely that fewer employees were interested in child care for their older children.



Even though survey results do not correlate perfectly with employee demographic data, were an on-site child care facility able to meet a sufficient number of the needs identified by respondents (see [Finding 10](#)), available data suggests there is a large potential customer base among County employees for an on-site child care facility, and that the age distribution of children in the broader employee pool is not dissimilar from the distribution amongst survey respondents.

Finding 9: A facility on the Red Soils campus would likely be convenient for many, but not all, County employees

Based on our survey results, a majority of County employees, work at or near the Red Soils Campus.



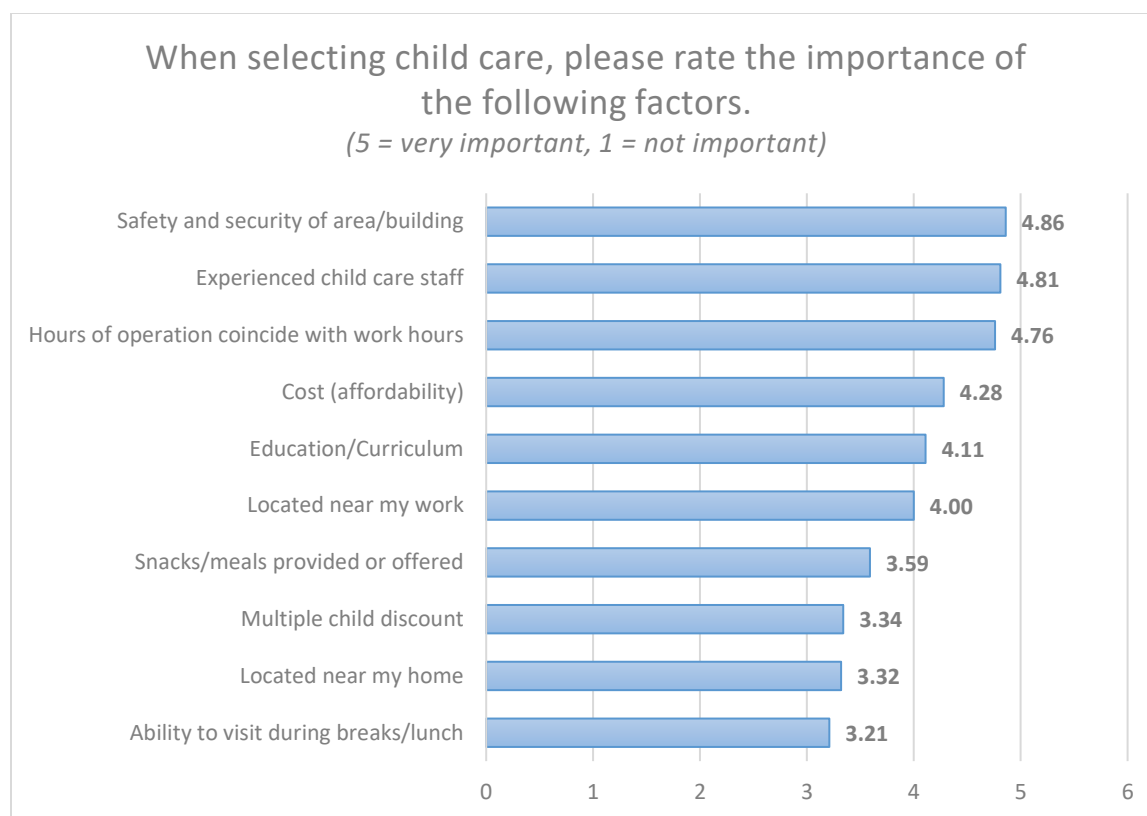
Almost 81 percent of respondents reported that they worked on the campus. This left roughly 19 percent of employees who worked in the downtown Oregon City area or the Clackamas/Sunnybrook area.

DES demographic data suggests a somewhat different distribution. Of employees with young (13 years of age or younger) dependents, approximately 56 percent work primarily on the Red Soils campus, with approximately 29 percent in the Clackamas area, and 15 percent in Oregon City.

While both data sets indicate a majority of employees work on the Red Soils campus, if the County were to utilize a building on or near the Red Soils Campus, it is likely that some portion of employees would not find it convenient. This should be kept in mind going forward; if a facility on the Red Soils campus were offered, it would be advisable to engage in outreach efforts with County employees who do not work on campus, explaining the reasons that a Red Soils location was chosen.

Finding 10: A variety of factors are important to County employees when selecting child care

The survey asked respondents to rate the importance of various factors when selecting child care options. Respondents were asked to rate ten specific factors using a five-point scale (with 1 being “Not Important”, and 5 being “Very Important”). The weighted average scores from 228 respondents are given below.

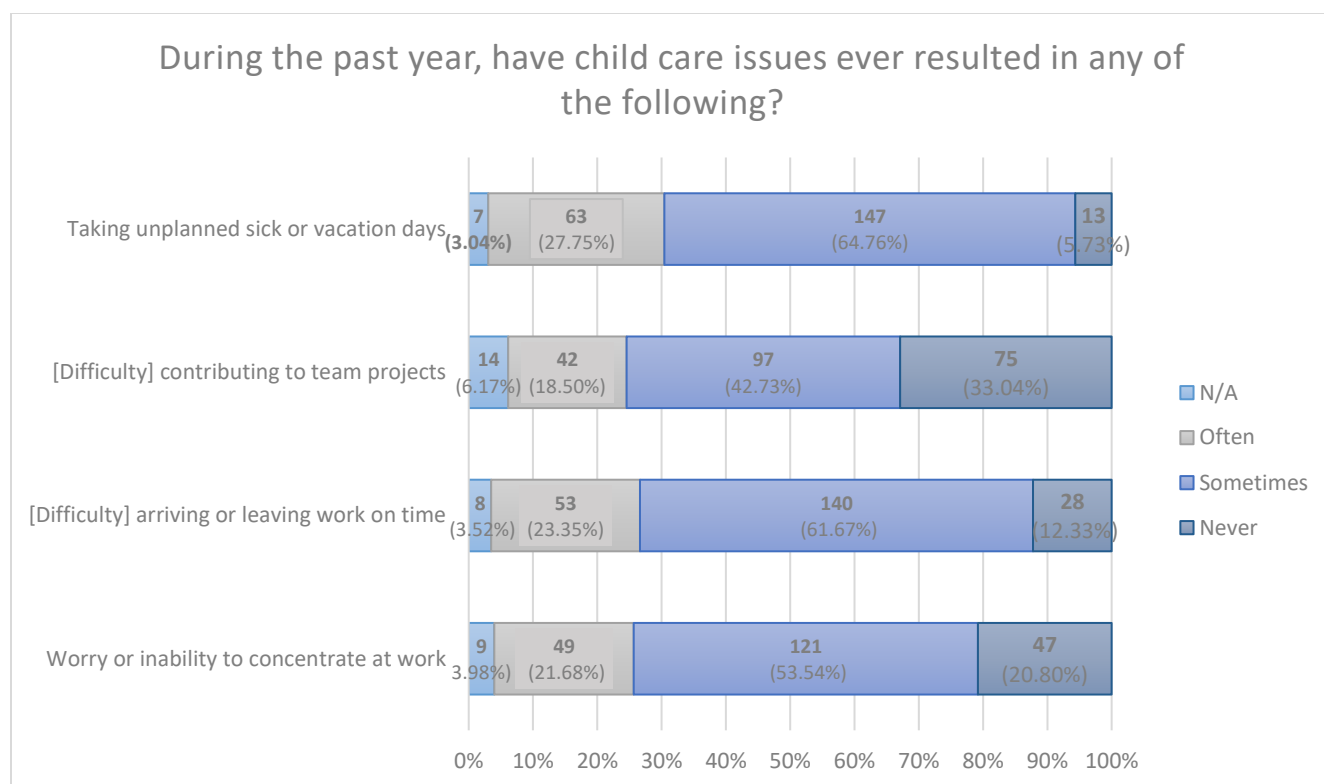


In addition, respondents were asked to identify the three most important factors of the choices given. The percentage of respondents ranking each factor as most important, 2nd most important, or 3rd most important are given below (the top three responses in each category are highlighted).

FACTOR	% OF RESPONDENTS RANKING FACTOR AS		
	MOST IMPORTANT	2ND MOST IMPORTANT	3RD MOST IMPORTANT
Safety and security of area/building	19.16%	22.54%	20.85%
Experienced child care staff	15.89%	24.41%	20.38%
Hours of operation coincide with work hours	10.75%	17.37%	13.74%
Cost (affordability)	39.25%	10.80%	13.27%
Education/Curriculum	3.74%	7.98%	7.58%
Located near my work	7.94%	10.33%	14.22%
Snacks/meals provided or offered	0.47%	0.94%	3.32%
Multiple child discount	0.47%	0.94%	2.37%
Located near my home	1.87%	2.35%	1.42%
Ability to visit during breaks/lunch	0.47%	2.35%	2.84%
Top 3 answers in each category highlighted			

Finding 11: Child care issues are a significant challenge for employees

A significant number of survey respondents with children reported experiencing hardships at work due to difficulties providing/arranging for child care.



Even given the facts that 1) these survey responses only include employees who are caring for children, and 2) the survey pool does not include all County employees, the numbers are eye-opening.

- 60 percent of respondents report that child care difficulties reduce their ability to contribute to team projects (with nearly 20 percent reporting this happens often).
- 75 percent of respondents report that child care difficulties impact their ability to perform while at work (with more than 20 percent reporting this happens often).
- Nearly 85 percent of survey respondents report difficulties in work attendance/scheduling (with more than 20 percent reporting this happens often).
- Over 90 percent report the need to take unplanned time off due to child care issues (with nearly 30 percent reporting this happens often).

Based on these survey responses, child care difficulties appear to be a significant source of inefficiency, stress, and lost productivity within the County.

Finding 12: An on-site child care facility will not satisfy 100 percent of needs of 100 percent of employees

Based on survey responses, demographic data, likely available resources, and potential levels of demand, it should be noted that any on-campus child care facility would likely not meet every need of all County employees who would like to utilize an on-site center.

As mentioned in [Finding 9](#), a significant portion of County employees have their primary work location away from the Red Soils campus. Free-text survey results indicate additional wants/needs from some employees

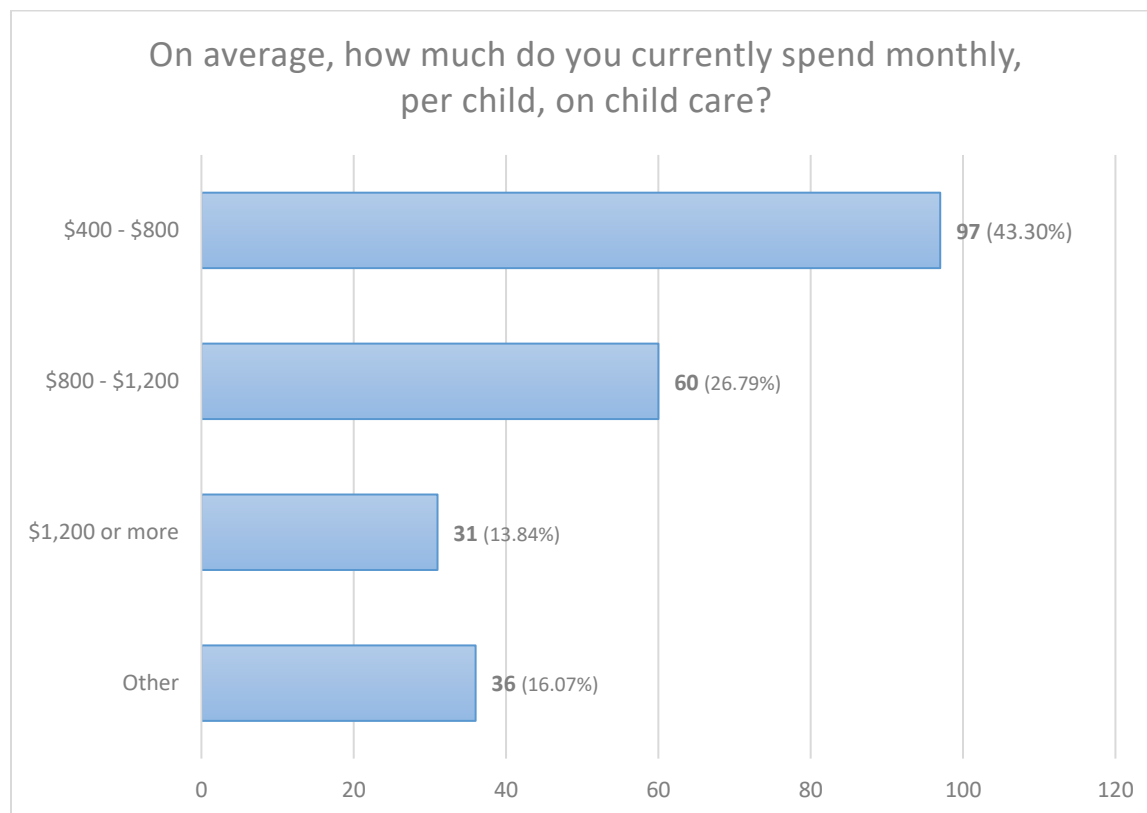
that may not be feasible to address (e.g., Spanish language immersion, care for children with special needs, Montessori-based curriculum, bus transportation from/to schools, etc....), as well as some employees with irregular/overnight work schedules.

However, we do not feel that the inability to provide a solution that meets all needs of every employee should dissuade the County from pursuing on-site child care. A facility that focuses on addressing the top needs of a majority of employees would likely be welcomed and valuable.

Finding 13: Child care is expensive; on-site child care will not change that

It is no secret that child care can be expensive. A 2014 survey by the Oregon Department of Human Services⁶ indicated an average market rate of \$1,200/month for infant child care, and an average market rate of \$800/month for a preschool-aged child.

Our survey results reinforce these average costs.



As mentioned in the 'Cost' section of [Finding 6](#), if the County utilizes a third-party vendor to operate an on-site child care facility, tuition rates would likely be similar to existing market prices.

⁶ "2014 Oregon Child Care Market Price Study" <https://www.oregon.gov/DHS/ASSISTANCE/CHILD-CARE/Documents/2014-Market-Rate-Study.pdf>

Finding 14: Available and adequate space on the Red Soils Campus is limited

One of the biggest hurdles to starting an on-site or near-site child care location is finding an adequately-sized, available space. In 2009, the previous child care committee identified two potential sites on the Red Soils campus for an on-site child care center, the Shaver building and the Oregon State University Extension building. After meeting with County subject matter experts, these two buildings still seem to be the strongest candidates for a possible on-site child care facility.

OSU Extension Building

While it is currently occupied, the OSU Extension building (and associated annex) is scheduled to be vacated by the end of FY17/18. As yet, no definitive plans have been made for the building.

The OSU Extension building has a total of 3,420 square feet. There is also a modular “annex” building that is roughly 1,700 square feet.

The building and annex are in good condition, and have a reasonably “open” interior structure; there are two support walls running the length of the building that could not be removed, however, the other interior walls could be removed without much difficulty. Both the 2009 child care committee and the County’s Facilities Manager believed that the building could be remodeled without excessive cost to meet applicable requirements.

One consideration with the building (and surrounding area) is the size. Oregon Administrative Rules require child care centers have minimum amounts of interior space (excluding heating units, storage areas, teacher’s desks, large permanent equipment, or any space not useable by children). It is possible that the annex building could be used for some of these excluded uses, freeing up more child usable space in the “main” building. There are also exterior space requirements; there are adjoining green spaces around the OSU Extension building that could be reserved for play areas, however the exact amount would be dependent on the number of children served.

One of our County subject matter experts observed that, due to the size of the OSU Extension building, the number of children that could be accommodated may not be as great as other buildings. He also observed that the number of infants who could be accommodated may be limited, due to additional staff and space requirements.

Shaver Building

The Shaver building is currently operating as the Family Justice Center, “A Safe Place.” While the Shaver building is larger than the OSU Extension building, and could (potentially) accommodate more children, it is not anticipated the building would be available for alternative uses in the next five years.

The Shaver building is an older building that has not been renovated in several years. After speaking to Facilities staff, there are also concerns that it may be more difficult and costly to renovate the Shaver building to meet child care licensing standards.

Recommendations

Recommendation 1: Clackamas County should pursue on-site child care

Employee feedback shows that there is strong interest in the County providing some form of on-site child care. Employees face significant child care-related challenges; while an on-site child care facility would not eliminate all of these challenges for all employees, we feel the benefits would be tangible and significant.

Access to on-site child care would also be a useful tool in recruiting new employees, as well as retaining current employees. On-site child care could help mitigate stress some employees experience, and improve the efficiency, productivity, and availability of the County workforce.

We were also struck by the strong levels of support from numerous leaders within the County for moving forward with on-site child care. Each of our subject matter experts recognized the challenges employees face providing child care, felt that the benefits of providing on-site child care potentially outweighed the risks and challenges, and believed that it was feasible and desirable for the County to pursue on-site child care (as recommended below).

Recommendation 2: Contract with a third-party child care provider

Of the three child care provision models considered, contracting with a third-party provider seems to be the only feasible option. As discussed in the “Findings” section above, existing local child care facilities do not have sufficient capacity to reserve spaces for County employees, and there are significant cost and liability issues associated with “in-house” child care.

The third-party provider model has been successfully employed by many other institutions. By utilizing a third-party vendor, the County can minimize exposure to significant liability, ensure that facilities are operated according to required standards, avoid long-term operating costs, and minimize administrative overhead.

Recommendation 3: Expect child care to be offered at market or near-market rates

At this stage, we do not recommend that the County directly subsidize the cost of on-site child care for employees. Subsidization would increase County costs, and could cause complications in terms of benefits and compensation.

It should also be noted that, while cost was identified by County employees as an important factor when evaluating child care options, it is by no means the only important factor. Based on survey results, research, and talking to peer institutions, we feel that a safe, well-run, convenient on-site child care facility would be welcomed and utilized by County employees, even if the cost were similar or equivalent to other options.

We do, however, believe that the County should explore other means of reducing costs for County employees other than by direct subsidization, particularly in the capacity as “landlord” for a future third-party provider. The County could allocate funds to assist with the cost of renovating the identified on-campus location in preparation for occupancy by a third-party provider. The County could also consider providing space to an eventual occupant at low cost (simply seeking to recoup maintenance costs), or no cost. By reducing the expenses (initial and ongoing) a third-party provider would normally pay, some of those savings could potentially be passed on in the form of a discount to County employees.

Also, employees' existing access to a Day Care Flexible Spending Account (DCFSA) benefit could also help reduce employees' overall costs. Employees could use pre-tax dollars to pay up to \$5,000 (per household) in qualified child care expenses for eligible children, potentially increasing overall take-home pay.

Recommendation 4: Preliminarily identify the OSU Extension building as the preferred site for an on-site child care facility

As discussed in our "Findings" section above, our team did identify some possible issues with the OSU Extension building, primarily its size. However, given the County's inventory of available space, we feel it is the best option in the immediate term.

Accordingly, we recommend that County Administration officially instruct Facilities Management to reserve the OSU Extension building for possible use as an on-site child care facility after it is vacated in 2018.

Recommendation 5: Prioritize addressing employees' top needs

While our survey results indicated a wide range of needs and desires for an on-site child care facility, certain factors consistently ranked as most important by County employees, specifically:

- Safety
- Experienced staff
- Hours of operation
- Affordability
- Curriculum
- Proximity to work

Survey respondents also consistently mentioned these factors as the primary ones they would consider when deciding whether or not to utilize a County-sponsored, on-site child care facility:

"If it was located near work or home, price was competitive, and it opened early enough to fit my schedule."

"Near my work, at market rates, experienced staff"

"Good care close to my place of work would be so valuable."

"Being close, day time visits and less running around at end of day to pick them up."

"A safe place for children with experienced staff."

"[S]omething nearby, with good hours of operation that coincide with our work hours, run by a reputable established group, good affordable rates"

"Just having the facility located on/near campus, run by qualified staff in a comparable price range would entice me"

"[A]ffordable child care in a well-maintained and safe facility with a strong curriculum."

"Safe and affordable child care on campus."

"[G]ood price, educational benefits, safe, reliable care."

“Affordable, convenient child care with educated care providers.”

“Experienced, well trained, kind/supportive/warm staff! Extended hours around work day. Flexibility with scheduling. Ease of drop off/planning etc.”

“An affordable program that is open during the days/hours I work. A program with good staff that teaches my child.”

“AFFORDABLE IN HOUSE CHILD CARE WOULD REALLY BE ALL THE ENTICEMENT I WOULD NEED.”

These factors were also identified as high priorities in needs assessment surveys conducted by other organizations; this suggests that County employees’ needs are similar to those of parents working in other institutions, and that successfully meeting them is feasible (as evidenced by other institutions’ successful programs).

Should the County decide to pursue on-site child care, we believe these factors should be prioritized in all future discussions, evaluations, and decisions. While an on-site facility will not meet all the needs of all employees, we feel by focusing on addressing these needs, a County child care facility will nevertheless be successful and beneficial.

Recommendation 6: Establish a child care task force to take next steps

While we have laid out our findings and made some initial recommendations, there is more work to be done. Accordingly, we strongly recommend a formal task force be created and charged with continuing efforts to evaluate and implement an on-site child care facility. We have some recommendations for the composition of and potential “next steps” for this task force.

Composition

We recommend that the task force, at the very least, include representatives from each of the departments we consulted (DES, Facilities, Risk Management, County Counsel, County Administration). As part of our discussions, leaders from all these areas indicated they would support and contribute staff resources to such a task force.

There are, of course, other voices that will need to be heard going forward. For example, we anticipate Clackamas County Procurement will need to become involved to help develop and issue an eventual RFP. The task force should feel free to augment the group’s composition, or consult with various subject matter experts, as appropriate.

Of course, every member of our project team would be willing to participate in this task force as well!

Next Steps

While the task force will likely identify additional tasks, we recommend the group should endeavor to do the following.

- Conduct a detailed analysis of the suitability of the OSU Extension building for use as a child care facility. While we believe the building will be suitable for use as a child care facility, these conclusions must be validated.
- Perform additional demographic data analysis, to better predict potential demand levels.
- Determine level of financial support that is feasible for the County to provide, with a focus on funds for facility renovation, and leasing space at below-market rates.
- Determine a communication plan for County employees, particularly focusing on outreach and engagement with employees for whom a Red Soils location might not be convenient or accessible.
- Evaluate any potential benefits - or compensation-related issues.
- Begin crafting an RFP, focusing on attracting vendors who can best meet the needs prioritized by County employees (see [Recommendation 5](#)).

This list is not meant to be comprehensive; the task force will identify other tasks and needed work, and should be encouraged (and given sufficient latitude and resources) to engage in those activities.

Recommendation 7: Allocate funds for OSU Extension building evaluation

As mentioned above, one of the first steps we recommend be taken by a child care task force is to conduct a full analysis of the suitability of the OSU Extension building for use as an on-site child care center. This analysis should include an evaluation of anticipated renovation costs that might be incurred in preparing it for occupancy by a child care provider.

Accordingly, we recommend that funds be budgeted in FY 17/18 to engage a consultant to assist with this evaluation.

Future Considerations

After the County on-site child care center has opened, we anticipate demand could quickly exceed capacity (especially if the OSU Extension building is used). We strongly recommend that future child care needs are incorporated into the County's Facilities Master Plan. We understand there are plans to construct a new jail and courthouse, as well as retail and office space as part of the County's long-range plans for Red Soils. We hope that provisions to reserve some of this space for on-site child care will be incorporated into this long-range planning.

Also, it has been mentioned in other areas of the report, but we feel it bears repeating. A child care facility on Red Soils may not meet the needs of employees who work off-campus. There are also employees with schedules that differ from the more usual 4/10 or 5/8. We hope that in the future, additional options for serving the child care needs of these employees will be explored.

Conclusion

Based on our research and findings, we believe it is feasible and desirable for the County to move forward with offering on-site child care operated by a third-party provider. An on-site child care facility would

contribute to the well-being of employees and their families, would support County recruitment and retention efforts, and would help alleviate negative impacts on productivity and efficiency due to child care challenges faced by employees.

While we don't believe any child care program will be able to meet every need of all employees, we believe the County can provide a safe, well-run facility that meets the most important needs of the majority of employees, while minimizing ongoing costs and exposure to liability.

Acknowledgments

Our project team would like to thank the following people for their insight, feedback, support, and assistance!

- Dan Chandler, Assistant County Administrator and Project Champion
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- Stephen Madkour, County Counsel, Clackamas County Office of County Counsel
- Evelyn Minor-Lawrence Director, Clackamas County Department of Employee Services
- Dwayne Kroening, Risk Manager, Clackamas County Department of Employee Services
- Erin Knapp, Human Resources Program Supervisor, Clackamas County Department of Employee Services
- Jeri Oswalt, Learning and Development Manager, Clackamas County Department of Employee Services
- Kristi Durham, Senior Human Resources Manager, Clackamas County Department of Employee Services
- Jennifer Joslin-Brown, Human Resources Analyst, Department of Employee Services
- Dylan Blaylock, Community Relations Specialist, Clackamas County Public and Government Affairs
- Ritch Marvin, Video Network System Specialist, Clackamas County Public and Government Affairs
- Sarah Krum, Accountant, Clackamas County Business and Community Services
- Mike Morasko, Accountant, Clackamas County Finance Department
- Lisa Carter, Human Resources, Oregon Health and Sciences University
- Sharon Hale-Mockley, Human Resources, Bonneville Power Administration
- Sara Jasmin, Juvenile Counselor, Clackamas County Juvenile Department
- Eben Polk, Sustainability Supervisor, Resource Conservation and Solid Waste

Appendix A – Selected Bibliography

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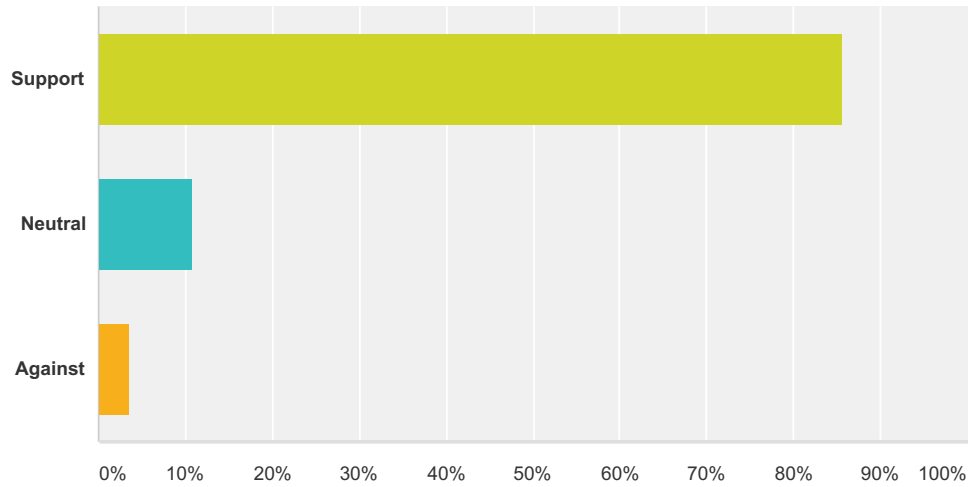
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Clackamas County Child Care Committee, *Agendas and Minutes (1/15/09 – 10/20/09)*

Appendix B – Employee Survey Results

Q1 In general, how do you feel about the county developing anon-site child care center on the Red Soils campus or one located nearby for county employees?

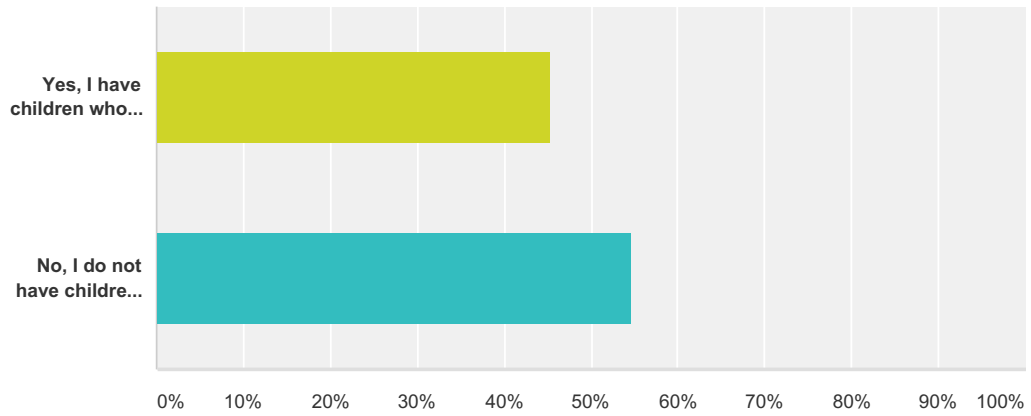
Answered: 538 Skipped: 0



Answer Choices	Responses	
Support	85.69%	461
Neutral	10.78%	58
Against	3.53%	19
Total		538

Q2 Do you have children living with you who need child care while you are at work?

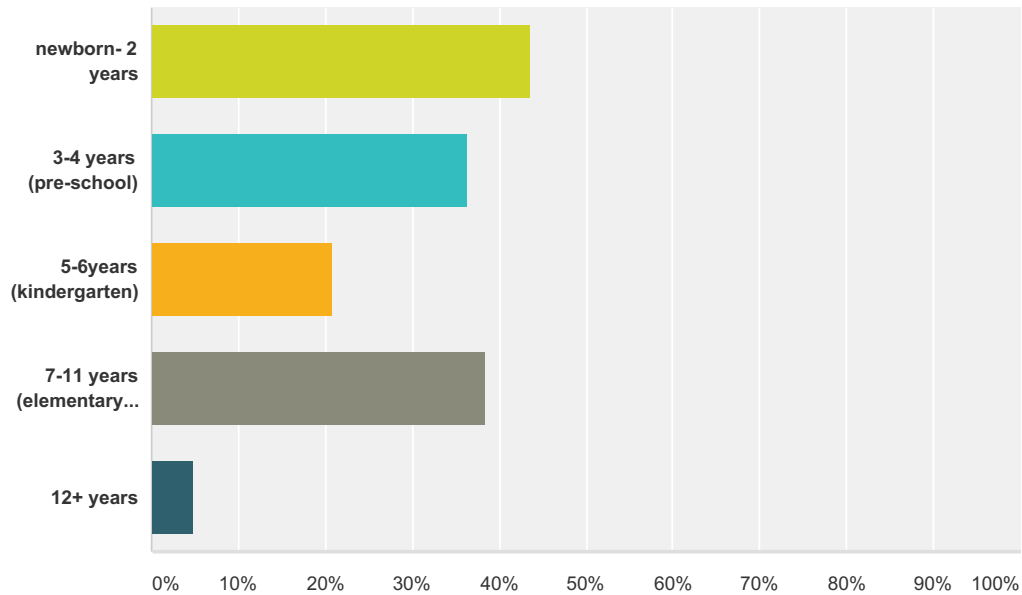
Answered: 538 Skipped: 0



Answer Choices	Responses	
Yes, I have children who need child care	45.35%	244
No, I do not have children who need child care	54.65%	294
Total		538

Q3 How many children in your home would need child care, and what are the ages of the child(ren) who need child care?

Answered: 229 Skipped: 309



Answer Choices	Responses
newborn- 2 years	43.67% 100
3-4 years (pre-school)	36.24% 83
5-6 years (kindergarten)	20.96% 48
7-11 years (elementary school)	38.43% 88
12+ years	4.80% 11
Total Respondents: 229	

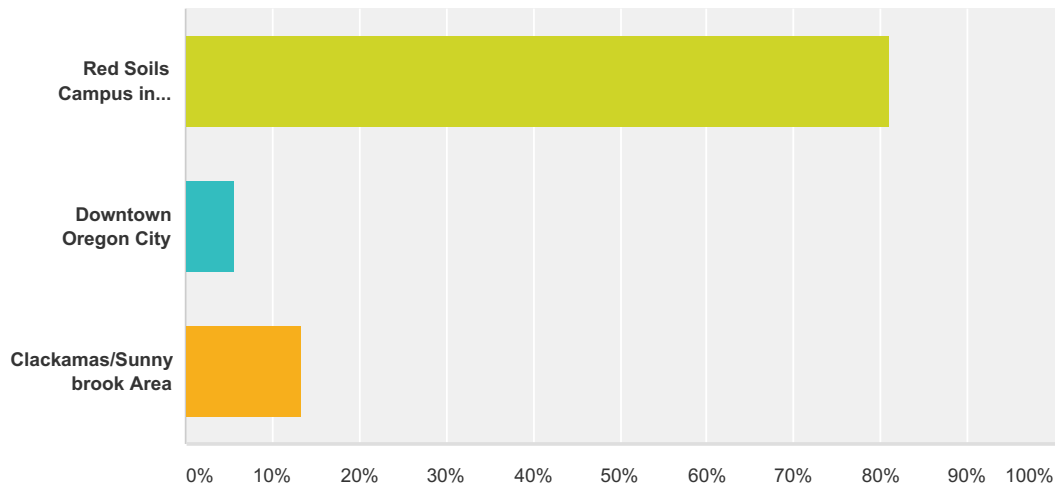
#	IF MORE THAN ONE IN EACH AGE GROUP, HOW MANY CHILDREN TOTAL?	Date
1	3	8/23/2016 8:06 AM
2	2	8/22/2016 7:30 AM
3	3	8/20/2016 1:12 PM
4	2	8/19/2016 7:38 AM
5	2 total with one on the way.	8/19/2016 6:09 AM
6	3	8/17/2016 5:16 PM
7	4	8/17/2016 11:33 AM
8	2	8/17/2016 9:58 AM
9	2	8/17/2016 7:33 AM
10	2	8/16/2016 8:38 PM
11	2	8/16/2016 1:44 PM

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12	2	8/16/2016 11:12 AM
13	2	8/16/2016 9:28 AM
14	2	8/15/2016 11:28 AM
15	2	8/15/2016 11:10 AM
16	2 total	8/15/2016 10:14 AM
17	2	8/15/2016 8:03 AM
18	2	8/15/2016 7:58 AM
19	2	8/15/2016 7:54 AM
20	1	8/15/2016 7:49 AM
21	4	8/15/2016 7:46 AM
22	2	8/15/2016 7:40 AM
23	2	8/15/2016 7:36 AM
24	2	8/15/2016 7:11 AM
25	0	8/15/2016 7:10 AM
26	2	8/15/2016 6:54 AM
27	1	8/15/2016 6:43 AM
28	2	8/15/2016 6:11 AM
29	2	8/14/2016 5:04 PM
30	2	8/12/2016 8:29 AM
31	2	8/12/2016 8:05 AM
32	2	8/12/2016 8:01 AM
33	2	8/12/2016 8:00 AM
34	2	8/12/2016 8:00 AM
35	2	8/12/2016 7:23 AM
36	2	8/12/2016 7:06 AM
37	3	8/11/2016 6:12 PM
38	2	8/11/2016 5:59 PM
39	2	8/11/2016 5:52 PM
40	2	8/11/2016 5:51 PM
41	3	8/11/2016 5:49 PM
42	2	8/11/2016 5:46 PM
43	3	8/11/2016 5:45 PM
44	2	8/11/2016 5:45 PM
45	2 Children total	8/11/2016 5:45 PM

Q4 Where is your office or where do you typically work?

Answered: 210 Skipped: 328



Answer Choices	Responses
Red Soils Campus in Oregon City	80.95% 170
Downtown Oregon City	5.71% 12
Clackamas/Sunnybrook Area	13.33% 28
Total	210

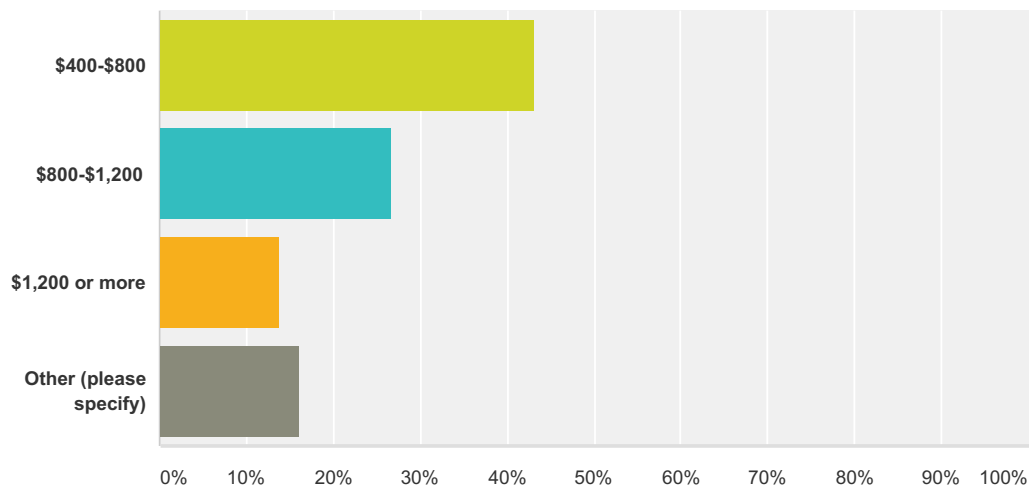
#	Other (please specify)	Date
1	Abernethy rd. Road Dept	8/23/2016 4:03 PM
2	Milwaukie	8/16/2016 8:38 PM
3	Wilsonville	8/15/2016 10:14 AM
4	Sandy	8/15/2016 9:05 AM
5	I work in Clackamas, my husband works in Red Soils Oregon City area	8/15/2016 8:48 AM
6	Beavercreek Health Clinic	8/15/2016 8:44 AM
7	Abernethy Road (Vector Control)	8/15/2016 7:45 AM
8	milwaukie	8/15/2016 7:17 AM
9	HACC	8/15/2016 6:43 AM
10	Clackamas County Jail	8/13/2016 12:36 PM
11	Abernethy	8/12/2016 4:10 PM
12	Gladstone Clinic	8/12/2016 3:46 PM
13	Gladstone clinic	8/12/2016 12:14 PM
14	and Clackamas Happy Valley area	8/12/2016 11:57 AM
15	hoodland	8/12/2016 10:57 AM
16	CCOM	8/12/2016 9:34 AM
17	BEAVERCREEK HEALTH CENTER OREGON CITY	8/12/2016 9:33 AM

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18	Tri City Plant	8/12/2016 7:23 AM
19	One of the off site buildings not at red soils	8/12/2016 6:18 AM
20	Sandy Health and wellness Sandy Or	8/11/2016 6:40 PM
21	Gladstone	8/11/2016 6:13 PM
22	Abernethy Complex	8/11/2016 6:12 PM
23	902 Abernethy rd (Roads dept)	8/11/2016 5:59 PM
24	Both/either red soils or sunnybrook	8/11/2016 5:45 PM
25	Centerstone	8/11/2016 5:44 PM

Q5 On average, how much do you currently spend monthly, per child, on child care?

Answered: 224 Skipped: 314



Answer Choices	Responses
\$400-\$800	43.30% 97
\$800-\$1,200	26.79% 60
\$1,200 or more	13.84% 31
Other (please specify)	16.07% 36
Total	224

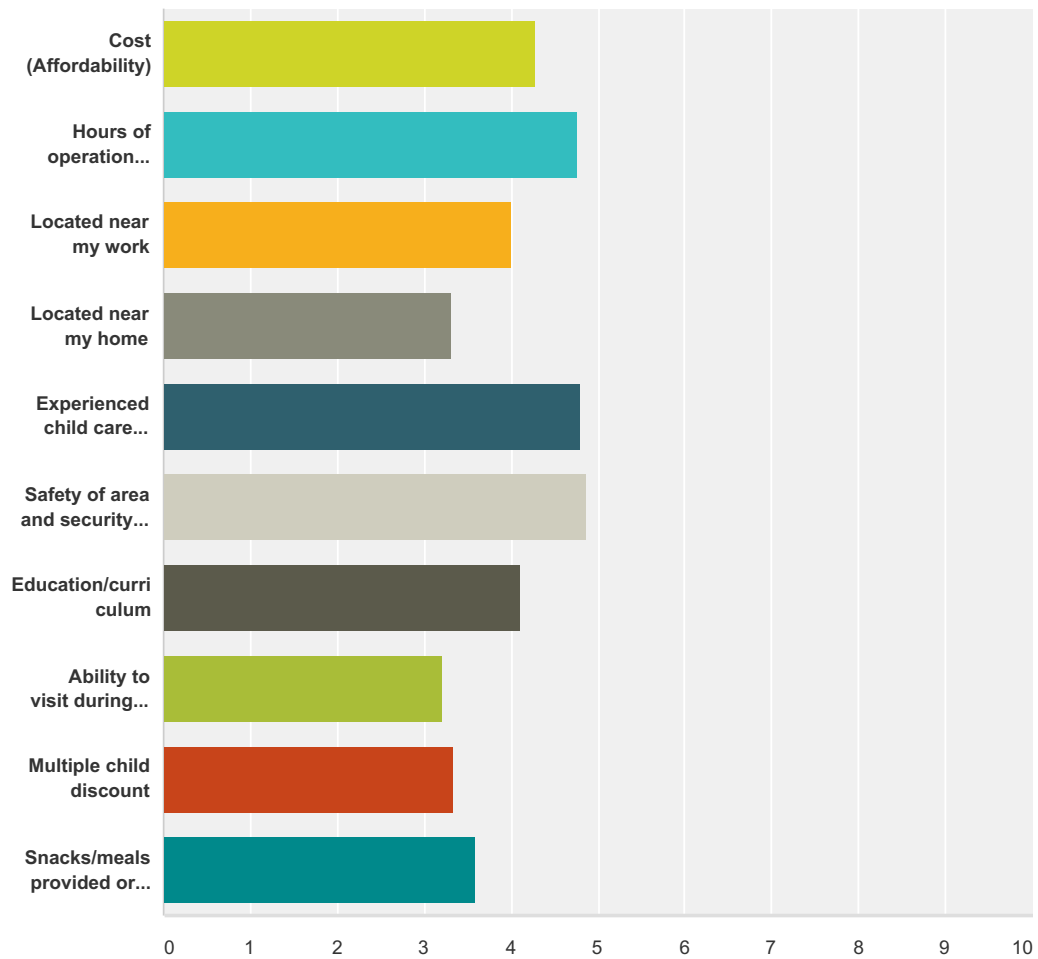
#	Other (please specify)	Date
1	0	8/22/2016 3:50 PM
2	Family member watches	8/22/2016 3:07 PM
3	I work around my hours to be able to stay at home with my kids as well since my husband also works for the county	8/19/2016 7:38 AM
4	Granddaughter lives with me, mothers pays about 700.	8/17/2016 1:48 PM
5	\$320 a month (only during summer break)	8/17/2016 10:44 AM
6	Wife stays home as child care is too expensive	8/16/2016 8:38 PM
7	my spouse only works part time so he can stay home during my workday	8/16/2016 2:28 PM
8	\$460/mo in the summer & \$260/mo school months plus \$35 a day extra for non school days	8/16/2016 9:21 AM
9	My wife provides the child care	8/15/2016 2:59 PM
10	\$150.00 part time	8/15/2016 2:04 PM
11	Spouse currently cares for children	8/15/2016 10:14 AM
12	\$200-400 monthly	8/15/2016 8:48 AM
13	I may \$25/day for a full day and \$15/day for 5 hours or less.	8/15/2016 8:32 AM
14	600-800/month during school, double that for summer	8/15/2016 8:09 AM
15	0	8/15/2016 7:10 AM

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16	Less than \$200	8/15/2016 6:13 AM
17	Have to alter schedules to make it work	8/14/2016 10:42 AM
18	During the summer, \$800 a month but during the school year \$100-200 a month	8/14/2016 9:59 AM
19	Currently Pregnant	8/13/2016 7:34 AM
20	\$200- I also have to rely on family	8/12/2016 3:46 PM
21	Wife does not work because of child care costs.	8/12/2016 11:16 AM
22	Haven't found out yet	8/12/2016 8:46 AM
23	less than 400	8/12/2016 8:17 AM
24	Supported State of Oregon K Plan	8/12/2016 8:09 AM
25	0	8/12/2016 8:01 AM
26	\$0 - dad stays at home, but will be changing	8/12/2016 7:28 AM
27	Working nights to avoid needing childcare	8/11/2016 11:56 PM
28	Wife is forced to stay home, can't afford care	8/11/2016 7:31 PM
29	200	8/11/2016 6:33 PM
30	250	8/11/2016 6:01 PM
31	Grandparents watch children	8/11/2016 5:51 PM
32	will soon only need before and after school care and school break coverage	8/11/2016 5:46 PM
33	\$200 plus rent	8/11/2016 5:45 PM
34	childcare costs increase on breaks and especially in summer	8/11/2016 5:44 PM
35	250	8/11/2016 5:44 PM
36	600 summer - 300 - school year	8/11/2016 5:43 PM

Q6 When selecting child care, please rate the importance of the following factors:

Answered: 228 Skipped: 310



	1. Not Important	2.	3. Somewhat Important	4.	5. Very Important	Total	Weighted Average
Cost (Affordability)	0.44% 1	1.78% 4	19.56% 44	25.33% 57	52.89% 119	225	4.28
Hours of operation coincide with my work hours	0.00% 0	0.00% 0	2.64% 6	18.50% 42	78.85% 179	227	4.76
Located near my work	2.23% 5	3.57% 8	28.13% 63	23.66% 53	42.41% 95	224	4.00
Located near my home	9.46% 21	10.81% 24	39.19% 87	19.82% 44	20.72% 46	222	3.32
Experienced child care staff	0.00% 0	0.00% 0	3.10% 7	12.83% 29	84.07% 190	226	4.81
Safety of area and security of building	0.00% 0	0.88% 2	0.88% 2	10.09% 23	88.16% 201	228	4.86
Education/curriculum	2.64% 6	4.85% 11	16.74% 38	30.84% 70	44.93% 102	227	4.11

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Ability to visit during my breaks/lunch	15.86% 36	16.30% 37	22.91% 52	21.15% 48	23.79% 54	227	3.21
Multiple child discount	16.00% 36	10.22% 23	24.00% 54	23.56% 53	26.22% 59	225	3.34
Snacks/meals provided or offered	9.25% 21	7.49% 17	28.19% 64	24.67% 56	30.40% 69	227	3.59

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Q7 Of the factors listed in the previous question, which are your top three?

Answered: 214 Skipped: 324

Answer Choices	Responses
1st	100.00% 214
2nd	99.53% 213
3rd	98.60% 211

#	1st	Date
1	Education/cirriculum. Montessori!	8/24/2016 9:32 AM
2	Safety	8/24/2016 8:09 AM
3	ability to visit during breaks/lunch	8/24/2016 7:23 AM
4	Houra of operations	8/23/2016 4:03 PM
5	Cost	8/23/2016 8:29 AM
6	Affordability	8/23/2016 8:06 AM
7	Experienced child care staff	8/23/2016 7:47 AM
8	Hours of operation	8/22/2016 3:50 PM
9	Location	8/22/2016 3:07 PM
10	Cost	8/22/2016 3:01 PM
11	cost	8/22/2016 3:00 PM
12	Cost	8/22/2016 2:59 PM
13	Located near my work	8/22/2016 11:43 AM
14	Hours of operation	8/22/2016 8:33 AM
15	Experienced	8/22/2016 7:37 AM
16	hours of operation	8/22/2016 7:30 AM
17	Cost	8/21/2016 9:16 AM
18	cost	8/20/2016 1:12 PM
19	affordability	8/19/2016 7:38 AM
20	safety	8/19/2016 6:09 AM
21	near my home	8/18/2016 12:06 PM
22	Located near my work	8/18/2016 11:31 AM
23	Experienced Child Care Staff	8/18/2016 11:09 AM
24	cost	8/17/2016 9:26 PM
25	cost	8/17/2016 8:40 PM
26	Cost	8/17/2016 5:16 PM
27	Cost	8/17/2016 2:47 PM
28	Safety	8/17/2016 1:48 PM
29	Located near my work	8/17/2016 11:33 AM
30	Cost (affordability)	8/17/2016 10:44 AM

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31	safety	8/17/2016 10:21 AM
32	cost	8/17/2016 9:58 AM
33	Location	8/17/2016 9:44 AM
34	Experienced staff	8/17/2016 7:43 AM
35	Cost	8/16/2016 8:38 PM
36	Safety	8/16/2016 5:55 PM
37	Cost	8/16/2016 5:27 PM
38	Experienced staff	8/16/2016 4:27 PM
39	Staff	8/16/2016 4:08 PM
40	affordability	8/16/2016 2:28 PM
41	safety	8/16/2016 1:44 PM
42	safety	8/16/2016 11:12 AM
43	Cost (Affordability)	8/16/2016 9:28 AM
44	Child care experience and environment	8/16/2016 9:21 AM
45	Cost	8/16/2016 8:31 AM
46	Experienced Staff	8/16/2016 8:17 AM
47	Education/Curriculum	8/16/2016 8:13 AM
48	Safety/Security	8/16/2016 6:57 AM
49	Hours of operation coincide with my work hours.	8/15/2016 11:01 PM
50	Hours of operation	8/15/2016 5:34 PM
51	located near home/work	8/15/2016 4:15 PM
52	experience	8/15/2016 3:01 PM
53	cost	8/15/2016 2:59 PM
54	cost	8/15/2016 2:04 PM
55	Hours coincide with my 8-6 hr days	8/15/2016 1:33 PM
56	Staff	8/15/2016 1:06 PM
57	cost	8/15/2016 12:40 PM
58	Experienced child care staff	8/15/2016 11:36 AM
59	experienced child care staff	8/15/2016 11:28 AM
60	experience child care staff	8/15/2016 11:10 AM
61	Located Near My Work	8/15/2016 10:59 AM
62	Cost	8/15/2016 10:56 AM
63	Located Near my Home & Work	8/15/2016 10:47 AM
64	Quality of education/curriculum	8/15/2016 10:16 AM
65	Cost	8/15/2016 10:14 AM
66	Safety	8/15/2016 10:13 AM
67	Cost	8/15/2016 9:48 AM
68	safety	8/15/2016 9:05 AM
69	Experienced child care staff	8/15/2016 9:05 AM
70	Safety of area and security of building	8/15/2016 9:02 AM
71	cost	8/15/2016 9:01 AM

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72	SAFETY	8/15/2016 8:59 AM
73	location	8/15/2016 8:49 AM
74	Safety and security of building	8/15/2016 8:48 AM
75	Affordability	8/15/2016 8:44 AM
76	Experienced child care staff	8/15/2016 8:34 AM
77	hours of operation	8/15/2016 8:32 AM
78	affordability	8/15/2016 8:30 AM
79	cost	8/15/2016 8:13 AM
80	Cost	8/15/2016 8:12 AM
81	cost	8/15/2016 8:09 AM
82	experience of staff	8/15/2016 8:03 AM
83	multiple child discount	8/15/2016 7:58 AM
84	Open during work hours	8/15/2016 7:54 AM
85	Near work	8/15/2016 7:49 AM
86	experienced child care staff	8/15/2016 7:46 AM
87	Safety and security	8/15/2016 7:45 AM
88	Safety	8/15/2016 7:42 AM
89	hours coincide with my needs	8/15/2016 7:40 AM
90	Cost (Affordability)	8/15/2016 7:36 AM
91	experience	8/15/2016 7:34 AM
92	Cost	8/15/2016 7:33 AM
93	Cost	8/15/2016 7:27 AM
94	Hours of Operation	8/15/2016 7:25 AM
95	cost	8/15/2016 7:20 AM
96	cost	8/15/2016 7:19 AM
97	safety	8/15/2016 7:17 AM
98	Cost	8/15/2016 7:16 AM
99	Cost (Affordability)	8/15/2016 7:15 AM
100	Hours of operation	8/15/2016 7:14 AM
101	cost	8/15/2016 7:11 AM
102	Cost	8/15/2016 7:06 AM
103	Experienced staff	8/15/2016 7:06 AM
104	Experienced child care staff	8/15/2016 6:58 AM
105	Snacks/ Meals Provided	8/15/2016 6:54 AM
106	Safety	8/15/2016 6:43 AM
107	Safety	8/15/2016 6:35 AM
108	Safety	8/15/2016 6:21 AM
109	Hours of operation	8/15/2016 6:13 AM
110	affordability	8/15/2016 6:11 AM
111	Cost	8/14/2016 2:19 PM
112	Cost	8/14/2016 10:42 AM

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113	Hours (I work in the 911 center and start very early)	8/14/2016 9:59 AM
114	safety	8/13/2016 4:56 PM
115	Hours of operation	8/13/2016 12:36 PM
116	Cost	8/13/2016 7:34 AM
117	Cost	8/12/2016 4:10 PM
118	Cost	8/12/2016 3:56 PM
119	Affordability	8/12/2016 3:46 PM
120	cost	8/12/2016 3:08 PM
121	Experience of child care staff	8/12/2016 2:06 PM
122	Affordability	8/12/2016 12:43 PM
123	Location	8/12/2016 12:14 PM
124	Safety	8/12/2016 11:57 AM
125	Cost	8/12/2016 11:16 AM
126	COST	8/12/2016 11:14 AM
127	Safety	8/12/2016 11:08 AM
128	Education	8/12/2016 11:02 AM
129	Located near my work	8/12/2016 10:58 AM
130	education	8/12/2016 10:57 AM
131	Experienced Childcare staff	8/12/2016 9:55 AM
132	Near my work	8/12/2016 9:49 AM
133	safety	8/12/2016 9:44 AM
134	safety	8/12/2016 9:43 AM
135	cost	8/12/2016 9:42 AM
136	Hours of operation, not all county employees work monday-thrusday 8-5, CCOM, Jail, CCSO, JIAC all work 24/7 and it would be nice if the county considered those employees too when building this.	8/12/2016 9:34 AM
137	SAFETY AND SECURITY	8/12/2016 9:33 AM
138	cost	8/12/2016 9:30 AM
139	safety/security of building	8/12/2016 9:21 AM
140	Cost	8/12/2016 9:05 AM
141	Safety and security	8/12/2016 8:53 AM
142	Cost	8/12/2016 8:46 AM
143	Hours of operation	8/12/2016 8:37 AM
144	Location	8/12/2016 8:36 AM
145	Hours of operation	8/12/2016 8:35 AM
146	Experienced Staff	8/12/2016 8:29 AM
147	Experienced staff	8/12/2016 8:27 AM
148	Cost	8/12/2016 8:24 AM
149	Located near my work	8/12/2016 8:22 AM
150	cost	8/12/2016 8:17 AM
151	Experienced Staff	8/12/2016 8:12 AM
152	Cost	8/12/2016 8:11 AM

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153	Experienced child care staff	8/12/2016 8:09 AM
154	Security	8/12/2016 8:05 AM
155	Location	8/12/2016 8:02 AM
156	Safety	8/12/2016 8:02 AM
157	safety/security	8/12/2016 8:01 AM
158	Cost	8/12/2016 8:00 AM
159	Cost	8/12/2016 8:00 AM
160	Safety	8/12/2016 7:59 AM
161	Affordability	8/12/2016 7:55 AM
162	LOCATED NEAR MY WORK	8/12/2016 7:40 AM
163	Cost (Affordability)	8/12/2016 7:28 AM
164	Cost - Too often, quality and convenience equal unaffordable	8/12/2016 7:23 AM
165	safety/security	8/12/2016 6:16 AM
166	location	8/12/2016 4:06 AM
167	Cost (affordability)	8/11/2016 11:56 PM
168	Cost	8/11/2016 8:05 PM
169	Experienced staff	8/11/2016 7:31 PM
170	close to home	8/11/2016 6:40 PM
171	Affordability	8/11/2016 6:33 PM
172	Hours of operation	8/11/2016 6:14 PM
173	safety/experience of staff (quality of program)	8/11/2016 6:13 PM
174	Safety and security	8/11/2016 6:12 PM
175	Experienced staff	8/11/2016 6:06 PM
176	Hours	8/11/2016 6:04 PM
177	safety	8/11/2016 6:03 PM
178	Hours	8/11/2016 6:03 PM
179	Education/curriculum	8/11/2016 6:02 PM
180	Experienced child care staff	8/11/2016 6:01 PM
181	cost	8/11/2016 6:01 PM
182	hours of operation	8/11/2016 5:59 PM
183	SAFETY	8/11/2016 5:56 PM
184	:Cost	8/11/2016 5:54 PM
185	Cost	8/11/2016 5:53 PM
186	Experienced child care staff	8/11/2016 5:52 PM
187	Cost	8/11/2016 5:51 PM
188	Cost	8/11/2016 5:50 PM
189	Cost	8/11/2016 5:50 PM
190	safety	8/11/2016 5:49 PM
191	Cost	8/11/2016 5:49 PM
192	Affordability	8/11/2016 5:49 PM
193	location near my office	8/11/2016 5:48 PM

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194	Safety	8/11/2016 5:48 PM
195	Experienced child care staff	8/11/2016 5:48 PM
196	Affordability	8/11/2016 5:47 PM
197	cost	8/11/2016 5:46 PM
198	Cost	8/11/2016 5:46 PM
199	Safety/Security	8/11/2016 5:45 PM
200	Hours of operation coincide with my work hours	8/11/2016 5:45 PM
201	affordabilty	8/11/2016 5:45 PM
202	Education	8/11/2016 5:45 PM
203	cost	8/11/2016 5:45 PM
204	Cost	8/11/2016 5:45 PM
205	safety	8/11/2016 5:44 PM
206	Affordability	8/11/2016 5:44 PM
207	COST	8/11/2016 5:44 PM
208	experienced child care staff	8/11/2016 5:44 PM
209	Experienced child care staff	8/11/2016 5:43 PM
210	safety	8/11/2016 5:43 PM
211	cost	8/11/2016 5:43 PM
212	Expierenced staff	8/11/2016 5:43 PM
213	staff	8/11/2016 5:43 PM
214	cost	8/10/2016 4:07 PM
#	2nd	Date
1	Experienced staff	8/24/2016 9:32 AM
2	Hours of operation	8/24/2016 8:09 AM
3	experienced child care staff	8/24/2016 7:23 AM
4	Safety	8/23/2016 4:03 PM
5	Location	8/23/2016 8:29 AM
6	Experienced staff	8/23/2016 8:06 AM
7	safety of area and security of building	8/23/2016 7:47 AM
8	Safety of area and security of building	8/22/2016 3:50 PM
9	Staff	8/22/2016 3:07 PM
10	Location	8/22/2016 3:01 PM
11	hours	8/22/2016 3:00 PM
12	Safety and Security of Buildings	8/22/2016 2:59 PM
13	Safety of area and security of building	8/22/2016 11:43 AM
14	Education	8/22/2016 8:33 AM
15	Education	8/22/2016 7:37 AM
16	location	8/22/2016 7:30 AM
17	Experienced staff	8/21/2016 9:16 AM
18	hours of operation	8/20/2016 1:12 PM
19	experienced staff	8/19/2016 7:38 AM

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20	snacks/meals	8/19/2016 6:09 AM
21	experienced staff	8/18/2016 12:06 PM
22	Experienced child care staff	8/18/2016 11:31 AM
23	Safety and Security	8/18/2016 11:09 AM
24	hours	8/17/2016 9:26 PM
25	hours	8/17/2016 8:40 PM
26	Multiple Children Discount	8/17/2016 5:16 PM
27	Secure Building	8/17/2016 2:47 PM
28	location	8/17/2016 1:48 PM
29	Safety of Building	8/17/2016 11:33 AM
30	Located near my work	8/17/2016 10:44 AM
31	location	8/17/2016 10:21 AM
32	flexibility	8/17/2016 9:58 AM
33	Security	8/17/2016 9:44 AM
34	Education/curriculum	8/17/2016 7:43 AM
35	Experienced staff	8/16/2016 8:38 PM
36	Experience of staff	8/16/2016 5:55 PM
37	Near work	8/16/2016 5:27 PM
38	cost	8/16/2016 4:27 PM
39	Security	8/16/2016 4:08 PM
40	experienced staff	8/16/2016 2:28 PM
41	hours	8/16/2016 1:44 PM
42	experience	8/16/2016 11:12 AM
43	Experienced staff	8/16/2016 9:28 AM
44	close to home	8/16/2016 9:21 AM
45	Security	8/16/2016 8:31 AM
46	Cost	8/16/2016 8:17 AM
47	Experienced Child Care Staff	8/16/2016 8:13 AM
48	Hours of operation	8/16/2016 6:57 AM
49	Located near my home.	8/15/2016 11:01 PM
50	Cost	8/15/2016 5:34 PM
51	hours of operation coincide with work hours	8/15/2016 4:15 PM
52	safety	8/15/2016 3:01 PM
53	quality of care	8/15/2016 2:59 PM
54	safety	8/15/2016 2:04 PM
55	Experienced staff	8/15/2016 1:33 PM
56	Hours of operation	8/15/2016 1:06 PM
57	experienced child care staff	8/15/2016 12:40 PM
58	Safety of area and security of building	8/15/2016 11:36 AM
59	safety of area and security of building	8/15/2016 11:28 AM
60	education	8/15/2016 11:10 AM

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61	Hours Of Operation coincide with my work hours	8/15/2016 10:59 AM
62	Safety	8/15/2016 10:56 AM
63	Experienced/High Quality Staff	8/15/2016 10:47 AM
64	Hours	8/15/2016 10:16 AM
65	Hours	8/15/2016 10:14 AM
66	Education	8/15/2016 10:13 AM
67	Hours	8/15/2016 9:48 AM
68	visit on lunch	8/15/2016 9:05 AM
69	hours of operation	8/15/2016 9:05 AM
70	Ability to visit during my breaks/lunch	8/15/2016 9:02 AM
71	safety	8/15/2016 9:01 AM
72	COST	8/15/2016 8:59 AM
73	experienced staff	8/15/2016 8:49 AM
74	Experienced staff	8/15/2016 8:48 AM
75	Experienced child care staff	8/15/2016 8:44 AM
76	Safety/security	8/15/2016 8:34 AM
77	Snacks/meals	8/15/2016 8:32 AM
78	hours	8/15/2016 8:30 AM
79	experienced staff	8/15/2016 8:13 AM
80	Safety	8/15/2016 8:12 AM
81	experienced staff	8/15/2016 8:09 AM
82	safety and appealing to children at site	8/15/2016 8:03 AM
83	affordability	8/15/2016 7:58 AM
84	Located near either home or work	8/15/2016 7:54 AM
85	affordability	8/15/2016 7:49 AM
86	cost	8/15/2016 7:46 AM
87	Experience of staff	8/15/2016 7:45 AM
88	Hours of operation	8/15/2016 7:42 AM
89	security of the facility	8/15/2016 7:40 AM
90	Experienced child care staff	8/15/2016 7:36 AM
91	located near work	8/15/2016 7:34 AM
92	Near Work	8/15/2016 7:33 AM
93	Hours	8/15/2016 7:27 AM
94	Experienced Staff	8/15/2016 7:25 AM
95	location	8/15/2016 7:20 AM
96	experience	8/15/2016 7:19 AM
97	education	8/15/2016 7:17 AM
98	Experienced Staff	8/15/2016 7:16 AM
99	Safety of area and security of building	8/15/2016 7:15 AM
100	experienced child care staff	8/15/2016 7:14 AM
101	education/curriculum	8/15/2016 7:11 AM

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102	Experience child care staff	8/15/2016 7:06 AM
103	Cost	8/15/2016 7:06 AM
104	Cost	8/15/2016 6:58 AM
105	Cost	8/15/2016 6:54 AM
106	Hours	8/15/2016 6:43 AM
107	Cost	8/15/2016 6:35 AM
108	Hours coincide with work schedule	8/15/2016 6:21 AM
109	Cost	8/15/2016 6:13 AM
110	proximity to home or work	8/15/2016 6:11 AM
111	Location	8/14/2016 2:19 PM
112	Hours	8/14/2016 10:42 AM
113	Location	8/14/2016 9:59 AM
114	hours of operation	8/13/2016 4:56 PM
115	Education/curriculum	8/13/2016 12:36 PM
116	Hours of Operation	8/13/2016 7:34 AM
117	Staff Experience	8/12/2016 4:10 PM
118	Located near home	8/12/2016 3:56 PM
119	Multi child discount	8/12/2016 3:46 PM
120	experienced staff	8/12/2016 3:08 PM
121	Safety and security	8/12/2016 2:06 PM
122	Close to work	8/12/2016 12:43 PM
123	Cost	8/12/2016 12:14 PM
124	Hours of operation	8/12/2016 11:57 AM
125	Experienced Staff	8/12/2016 11:16 AM
126	HOURS	8/12/2016 11:14 AM
127	Coincides with my work hours	8/12/2016 11:08 AM
128	Safety	8/12/2016 11:02 AM
129	Experienced child care staff	8/12/2016 10:58 AM
130	safety	8/12/2016 10:57 AM
131	Safety of area and security of building	8/12/2016 9:55 AM
132	Cost	8/12/2016 9:49 AM
133	experience	8/12/2016 9:44 AM
134	location	8/12/2016 9:43 AM
135	hours of operation	8/12/2016 9:42 AM
136	Safety and security	8/12/2016 9:34 AM
137	EXPERIENCED STAFF	8/12/2016 9:33 AM
138	experience	8/12/2016 9:30 AM
139	experienced staff	8/12/2016 9:21 AM
140	Experienced Child Care Staff	8/12/2016 9:05 AM
141	Education/curriculum	8/12/2016 8:53 AM
142	Safety	8/12/2016 8:46 AM

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143	safety/experience	8/12/2016 8:37 AM
144	Experienced staff	8/12/2016 8:36 AM
145	Experienced staff	8/12/2016 8:35 AM
146	Safety of area	8/12/2016 8:29 AM
147	Safety	8/12/2016 8:27 AM
148	Safety	8/12/2016 8:24 AM
149	Expirenced staff	8/12/2016 8:22 AM
150	safety	8/12/2016 8:17 AM
151	Hours of operation	8/12/2016 8:12 AM
152	Safety	8/12/2016 8:11 AM
153	Safety of area and security of building	8/12/2016 8:09 AM
154	Cost	8/12/2016 8:05 AM
155	Curriculum	8/12/2016 8:02 AM
156	Expierenced staff	8/12/2016 8:02 AM
157	close to work	8/12/2016 8:01 AM
158	Education	8/12/2016 8:00 AM
159	Hours of operation	8/12/2016 8:00 AM
160	Experienced staff	8/12/2016 7:59 AM
161	Location	8/12/2016 7:55 AM
162	SAFETY OF AREA	8/12/2016 7:40 AM
163	Safety of area and security of building	8/12/2016 7:28 AM
164	Hours - Many care providers charge extra by the min over 10 hours	8/12/2016 7:23 AM
165	education/curriculum	8/12/2016 6:16 AM
166	Quality	8/12/2016 4:06 AM
167	Ability to visit during my breaks/lunch	8/11/2016 11:56 PM
168	Safety	8/11/2016 7:31 PM
169	price	8/11/2016 6:40 PM
170	Hours	8/11/2016 6:33 PM
171	Location near work	8/11/2016 6:14 PM
172	cost	8/11/2016 6:13 PM
173	Experienced child care staff	8/11/2016 6:12 PM
174	cost	8/11/2016 6:06 PM
175	Location	8/11/2016 6:04 PM
176	cost	8/11/2016 6:03 PM
177	Safety	8/11/2016 6:03 PM
178	Experienced staff	8/11/2016 6:02 PM
179	Cost (affordability)	8/11/2016 6:01 PM
180	safety	8/11/2016 6:01 PM
181	affordability	8/11/2016 5:59 PM
182	PROXIMITY TO WORK	8/11/2016 5:56 PM
183	Hours of operation	8/11/2016 5:54 PM

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184	Location	8/11/2016 5:53 PM
185	Education/curriculum	8/11/2016 5:52 PM
186	Hours	8/11/2016 5:51 PM
187	Safety	8/11/2016 5:50 PM
188	Safety	8/11/2016 5:50 PM
189	cost	8/11/2016 5:49 PM
190	Hours	8/11/2016 5:49 PM
191	Near to work	8/11/2016 5:49 PM
192	hours	8/11/2016 5:48 PM
193	Cost	8/11/2016 5:48 PM
194	Education/curriculum	8/11/2016 5:48 PM
195	Safe building	8/11/2016 5:47 PM
196	safety	8/11/2016 5:46 PM
197	Safety	8/11/2016 5:46 PM
198	Experienced Child Care Staff	8/11/2016 5:45 PM
199	Experienced child care staff	8/11/2016 5:45 PM
200	curriculum	8/11/2016 5:45 PM
201	Safety	8/11/2016 5:45 PM
202	experience	8/11/2016 5:45 PM
203	Education/curriculum	8/11/2016 5:45 PM
204	experience	8/11/2016 5:44 PM
205	Hours of operation	8/11/2016 5:44 PM
206	ABILITY TO VISIT DURING MY BREAKS AND LUNCH	8/11/2016 5:44 PM
207	ability to visit during my breaks/lunch	8/11/2016 5:44 PM
208	Safety of area and security of building	8/11/2016 5:43 PM
209	experienced staff	8/11/2016 5:43 PM
210	schedule	8/11/2016 5:43 PM
211	Safety	8/11/2016 5:43 PM
212	curriculum	8/11/2016 5:43 PM
213	location	8/10/2016 4:07 PM
#	3rd	Date
1	Safety of area	8/24/2016 9:32 AM
2	Price	8/24/2016 8:09 AM
3	safety of area and security of building	8/24/2016 7:23 AM
4	Meals	8/23/2016 4:03 PM
5	Safety	8/23/2016 8:29 AM
6	Safety	8/23/2016 8:06 AM
7	located near my home	8/23/2016 7:47 AM
8	Cost	8/22/2016 3:50 PM
9	experience for child	8/22/2016 3:07 PM
10	Safety	8/22/2016 3:01 PM

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11	safety	8/22/2016 3:00 PM
12	Snacks & Meals Provided	8/22/2016 2:59 PM
13	Experienced child care staff	8/22/2016 11:43 AM
14	Location near work or home	8/22/2016 8:33 AM
15	Location near work or home	8/22/2016 7:37 AM
16	experienced staff	8/22/2016 7:30 AM
17	Near work	8/21/2016 9:16 AM
18	safety/security	8/20/2016 1:12 PM
19	safety	8/19/2016 7:38 AM
20	affordability	8/19/2016 6:09 AM
21	security	8/18/2016 12:06 PM
22	Safety of area and security of building	8/18/2016 11:31 AM
23	Education/Curriculum	8/18/2016 11:09 AM
24	safety	8/17/2016 9:26 PM
25	quality	8/17/2016 8:40 PM
26	Safety\Security	8/17/2016 5:16 PM
27	Hours	8/17/2016 2:47 PM
28	hours	8/17/2016 1:48 PM
29	Cost Affected	8/17/2016 11:33 AM
30	Safety of area and security of building	8/17/2016 10:44 AM
31	hours	8/17/2016 10:21 AM
32	educational component	8/17/2016 9:58 AM
33	Curriculum	8/17/2016 9:44 AM
34	Located near my work	8/17/2016 7:43 AM
35	Cost	8/16/2016 8:38 PM
36	Education/curriculum	8/16/2016 5:55 PM
37	Safety of area	8/16/2016 5:27 PM
38	location	8/16/2016 4:27 PM
39	Affordability	8/16/2016 4:08 PM
40	safety of area/security of building	8/16/2016 2:28 PM
41	experience	8/16/2016 1:44 PM
42	hours of operation	8/16/2016 11:12 AM
43	Safety	8/16/2016 9:28 AM
44	cost	8/16/2016 9:21 AM
45	Experienced Staff	8/16/2016 8:31 AM
46	Close to home/ work	8/16/2016 8:17 AM
47	Safety & Security	8/16/2016 8:13 AM
48	Cost	8/16/2016 6:57 AM
49	Safety	8/15/2016 11:01 PM
50	Education/Curriculum	8/15/2016 5:34 PM
51	experienced staff	8/15/2016 4:15 PM

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52	hours	8/15/2016 3:01 PM
53	location	8/15/2016 2:59 PM
54	hours	8/15/2016 2:04 PM
55	safety	8/15/2016 1:33 PM
56	Cost	8/15/2016 1:06 PM
57	safety of area/security of building	8/15/2016 12:40 PM
58	Cost	8/15/2016 11:36 AM
59	hours of operation	8/15/2016 11:28 AM
60	located near home	8/15/2016 11:10 AM
61	Safety of area and security of building	8/15/2016 10:59 AM
62	Experienced child care staff	8/15/2016 10:56 AM
63	Cost	8/15/2016 10:47 AM
64	Safety	8/15/2016 10:16 AM
65	Location	8/15/2016 10:14 AM
66	Hours	8/15/2016 10:13 AM
67	Experienced child care staff	8/15/2016 9:48 AM
68	hours coincide with work	8/15/2016 9:05 AM
69	safety	8/15/2016 9:05 AM
70	Cost (Affordability)	8/15/2016 9:02 AM
71	child care staff	8/15/2016 9:01 AM
72	EXPERIENCE	8/15/2016 8:59 AM
73	safety	8/15/2016 8:49 AM
74	Hours coincide with work schedule	8/15/2016 8:48 AM
75	Multiple child discount	8/15/2016 8:44 AM
76	Snacks/meals	8/15/2016 8:34 AM
77	Safety of area/security	8/15/2016 8:32 AM
78	experience	8/15/2016 8:30 AM
79	hours of operation coincide with my work hours	8/15/2016 8:13 AM
80	Experienced staff	8/15/2016 8:12 AM
81	location	8/15/2016 8:09 AM
82	what are the kids doing when there	8/15/2016 8:03 AM
83	location (my home and work are equally close)	8/15/2016 7:58 AM
84	Safe, positive environment	8/15/2016 7:54 AM
85	Safety and experienced/trained staff.	8/15/2016 7:49 AM
86	location	8/15/2016 7:46 AM
87	Education/curric	8/15/2016 7:45 AM
88	affordability	8/15/2016 7:42 AM
89	experience of the staff	8/15/2016 7:40 AM
90	Multiple child discount	8/15/2016 7:36 AM
91	affordability	8/15/2016 7:34 AM
92	Experienced Child Care Staff	8/15/2016 7:33 AM

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93	Located near work/home	8/15/2016 7:27 AM
94	Security/Safety	8/15/2016 7:25 AM
95	education curriculum	8/15/2016 7:20 AM
96	location near work	8/15/2016 7:19 AM
97	hours of operation	8/15/2016 7:17 AM
98	Safety of Area	8/15/2016 7:16 AM
99	Education/curriculum	8/15/2016 7:15 AM
100	located near work	8/15/2016 7:14 AM
101	experienced child care staff	8/15/2016 7:11 AM
102	location	8/15/2016 7:06 AM
103	Hours of operation	8/15/2016 7:06 AM
104	Safety	8/15/2016 6:58 AM
105	Location	8/15/2016 6:54 AM
106	Experience	8/15/2016 6:43 AM
107	Experienced Child Care Staff	8/15/2016 6:35 AM
108	Safety	8/15/2016 6:13 AM
109	safety of area and building	8/15/2016 6:11 AM
110	Quality of staff	8/14/2016 2:19 PM
111	Location	8/14/2016 10:42 AM
112	Cost	8/14/2016 9:59 AM
113	cost	8/13/2016 4:56 PM
114	Experienced child care staff	8/13/2016 12:36 PM
115	Experienced Childcare Staff	8/13/2016 7:34 AM
116	Location	8/12/2016 4:10 PM
117	Experienced staff	8/12/2016 3:56 PM
118	Near my work	8/12/2016 3:46 PM
119	education/curriculum	8/12/2016 3:08 PM
120	Hours of operation	8/12/2016 2:06 PM
121	Quality staff	8/12/2016 12:43 PM
122	Hours	8/12/2016 12:14 PM
123	Affordability	8/12/2016 11:57 AM
124	Safety of area and building	8/12/2016 11:16 AM
125	MULTIPLE CHILD DISCOUNT	8/12/2016 11:14 AM
126	cost	8/12/2016 11:08 AM
127	Location	8/12/2016 11:02 AM
128	cost	8/12/2016 10:58 AM
129	experienced staff	8/12/2016 10:57 AM
130	Ability to visit during breaks/lunch	8/12/2016 9:55 AM
131	Experience child care staff	8/12/2016 9:49 AM
132	affordability	8/12/2016 9:44 AM
133	staff	8/12/2016 9:43 AM

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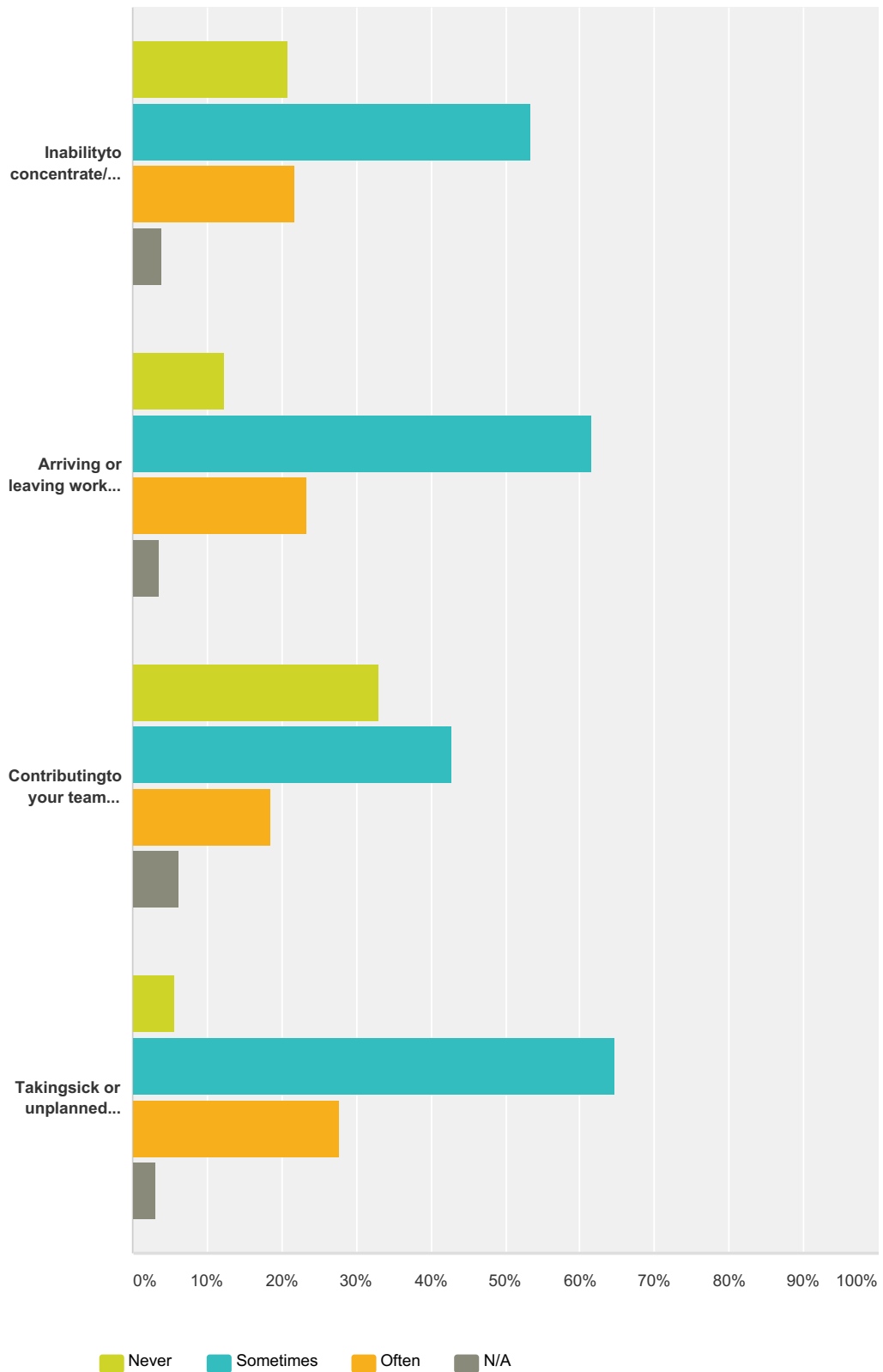
134	meals and snacks	8/12/2016 9:42 AM
135	Education	8/12/2016 9:34 AM
136	COST	8/12/2016 9:33 AM
137	location	8/12/2016 9:30 AM
138	cost	8/12/2016 9:21 AM
139	Safety	8/12/2016 9:05 AM
140	Experienced staff	8/12/2016 8:53 AM
141	Hours	8/12/2016 8:46 AM
142	location	8/12/2016 8:37 AM
143	Cost	8/12/2016 8:36 AM
144	Safety	8/12/2016 8:35 AM
145	education	8/12/2016 8:29 AM
146	Cost	8/12/2016 8:27 AM
147	Experienced child care staff	8/12/2016 8:24 AM
148	Ability to visit my child durring lunch/breaks	8/12/2016 8:22 AM
149	hours	8/12/2016 8:17 AM
150	Cost	8/12/2016 8:12 AM
151	Location	8/12/2016 8:11 AM
152	Ability to visit during my lunches/breaks	8/12/2016 8:09 AM
153	Experienced staff	8/12/2016 8:05 AM
154	Staff	8/12/2016 8:02 AM
155	ability to visit my children	8/12/2016 8:02 AM
156	cost	8/12/2016 8:01 AM
157	Meals	8/12/2016 8:00 AM
158	Located near my work	8/12/2016 8:00 AM
159	curriculum	8/12/2016 7:59 AM
160	Experience of staff	8/12/2016 7:55 AM
161	ABLE TO VISIT ON LUNCH	8/12/2016 7:40 AM
162	Experienced child care staff	8/12/2016 7:28 AM
163	Snacks/meals - many care provider trade cost for packing cold bkfst and lunch	8/12/2016 7:23 AM
164	hours of operation (cover late shifts)	8/12/2016 6:16 AM
165	Security	8/12/2016 4:06 AM
166	Hours of operation coincide with my work hours	8/11/2016 11:56 PM
167	Education	8/11/2016 7:31 PM
168	experienced staff	8/11/2016 6:40 PM
169	Education	8/11/2016 6:33 PM
170	Cost	8/11/2016 6:14 PM
171	proximity	8/11/2016 6:13 PM
172	Hours of operation	8/11/2016 6:12 PM
173	hours of operation	8/11/2016 6:06 PM
174	Overall environment for child (safety, comfort, etc)	8/11/2016 6:04 PM

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175	experienced child care staff	8/11/2016 6:03 PM
176	Ability to visit	8/11/2016 6:03 PM
177	Hours coincide with my work hours	8/11/2016 6:02 PM
178	Hours of operation	8/11/2016 6:01 PM
179	near work	8/11/2016 6:01 PM
180	multiple child discount	8/11/2016 5:59 PM
181	COST	8/11/2016 5:56 PM
182	Experienced staff	8/11/2016 5:54 PM
183	Safety	8/11/2016 5:53 PM
184	Hours of operation	8/11/2016 5:52 PM
185	Safety and security	8/11/2016 5:51 PM
186	location	8/11/2016 5:50 PM
187	Location	8/11/2016 5:50 PM
188	experience child care staff	8/11/2016 5:49 PM
189	Experience	8/11/2016 5:49 PM
190	Safety of area	8/11/2016 5:49 PM
191	experience	8/11/2016 5:48 PM
192	Hours	8/11/2016 5:48 PM
193	Safety of area and security of building	8/11/2016 5:48 PM
194	Trained staff	8/11/2016 5:47 PM
195	experienced staff	8/11/2016 5:46 PM
196	Experienced Child Care staff	8/11/2016 5:46 PM
197	snacks/meals provided or offered	8/11/2016 5:45 PM
198	Safety of area and security of building	8/11/2016 5:45 PM
199	work hours	8/11/2016 5:45 PM
200	Experience	8/11/2016 5:45 PM
201	safety	8/11/2016 5:45 PM
202	Multiple Child Discount	8/11/2016 5:45 PM
203	location	8/11/2016 5:44 PM
204	Location	8/11/2016 5:44 PM
205	SAFETY OF AREA AND SECURITY	8/11/2016 5:44 PM
206	education/curriculum	8/11/2016 5:44 PM
207	Hours of operation coincide with my work hours	8/11/2016 5:43 PM
208	hours of operation	8/11/2016 5:43 PM
209	Hours	8/11/2016 5:43 PM
210	location	8/11/2016 5:43 PM
211	experience	8/10/2016 4:07 PM

Q8 During the past year, have child care issues ever resulted in any of the following:

Answered: 227 Skipped: 311



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	Never	Sometimes	Often	N/A	Total Respondents
Inabilityto concentrate/worry at work	20.80% 47	53.54% 121	21.68% 49	3.98% 9	226
Arriving or leaving work on time	12.33% 28	61.67% 140	23.35% 53	3.52% 8	227
Contributingto your team projects/flexibility	33.04% 75	42.73% 97	18.50% 42	6.17% 14	227
Takingsick or unplanned vacation days	5.73% 13	64.76% 147	27.75% 63	3.08% 7	227

#	Other (please specify)	Date
1	My wife just ended maternity leave, so we haven't experienced these issues yet	8/22/2016 11:43 AM
2	I am just starting back to work after being on maternity leave	8/18/2016 11:31 AM
3	Taking unplanned sick days = only because of sick kids. This would happen anywhere.	8/16/2016 8:13 AM
4	EXTENSIVE HOURS	8/15/2016 8:59 AM
5	Hours of availabilty	8/15/2016 8:44 AM
6	I would expect it would, my answers are anticipatory as i am expecting to utilize daycare starting in January	8/15/2016 7:34 AM
7	Currently Pregnant	8/13/2016 7:34 AM
8	There are several days a year that my daughters preschool is closed that are regular work days and I have to use vacation days to be home with her.	8/12/2016 7:59 AM
9	It is a rare occasion for me to take a planned vacation with 4 kids as a single mom	8/12/2016 7:23 AM
10	Choice of shifts I can work is limited	8/11/2016 11:56 PM
11	financial stress	8/11/2016 5:50 PM
12	Having to adjust work schedule to coincide with child care schedule	8/11/2016 5:50 PM
13	,	8/10/2016 4:07 PM

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Q9 Please tell us what the county could offer in a child care center that might entice you to change providers or enroll your child(ren):

Answered: 184 Skipped: 354

#	Responses	Date
1	A Montessori style program with experienced child care providers that also offered healthy, nutritious food. I'd be there in a heartbeat and gladly pay for it.	8/24/2016 9:32 AM
2	located near work so that I could visit.	8/24/2016 7:23 AM
3	Flexibility, hourly rates. (I only require childcare for 1-2hrs per day)	8/23/2016 8:29 AM
4	Transportation to and from school Healthy meals Experienced staff Affordability	8/23/2016 8:06 AM
5	Nothing.	8/22/2016 3:50 PM
6	None, county is too far from her school and home to move her	8/22/2016 3:07 PM
7	competitive price	8/22/2016 3:01 PM
8	transportation to and from school	8/22/2016 3:00 PM
9	Provide quality care at reasonable rates.	8/22/2016 11:43 AM
10	Yes	8/22/2016 8:33 AM
11	If it was located near work or home, price was competitive, and it opened early enough to fit my schedule.	8/22/2016 7:37 AM
12	Education for the kids, not just daycare	8/22/2016 7:30 AM
13	Flexible schedule and good curriculum for my son	8/21/2016 9:16 AM
14	Good hours. Close to work.	8/19/2016 7:38 AM
15	Open on weekends.	8/19/2016 6:09 AM
16	I think a better question would be offering child care reimbursement, how would the county bus school age children to a child care center? experienced staff with special needs is also important.	8/18/2016 12:06 PM
17	Near my work, at market rates, experienced staff	8/18/2016 11:31 AM
18	Good care close to my place of work would be so valuable.	8/18/2016 11:09 AM
19	If the hours matched mine, cost effective	8/17/2016 5:16 PM
20	flexibility location and cost. It would be great if they could do after school transportation for a small additional fee.	8/17/2016 2:47 PM
21	Being close, day time visits and less running around at end of day to pick them up.	8/17/2016 1:48 PM
22	Summer Activities	8/17/2016 11:33 AM
23	It would be helpful if the county had summer day care options and before and after school day care options; that included transportation to the childs	8/17/2016 10:44 AM
24	close to work, incentive	8/17/2016 10:21 AM
25	offering no school day(s) care	8/17/2016 9:58 AM
26	Hours more conducive to our 4 day work week. Ability to be closer to my children throughout the day so I can check in. Ability to build community with other Clackamas County families both for myself and my children.	8/17/2016 9:44 AM
27	convenience, affordability and close distance to my child.	8/17/2016 7:43 AM
28	Free/ Pre-taxed at a very cheap rate	8/16/2016 8:38 PM
29	A safe place for children with experienced staff.	8/16/2016 5:55 PM
30	have a childcare facility on campus	8/16/2016 4:27 PM

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31	Accommodations for children with special needs. Most day care providers won't take a child over 10 but my child with Autism needs supervision just like young children do	8/16/2016 2:28 PM
32	Having a child care center.	8/16/2016 1:44 PM
33	safe, clean environment	8/16/2016 11:12 AM
34	Before and after school daycare is what I would need.	8/16/2016 9:28 AM
35	Though I have an established day care for my infant, it would be wonderful to have a back up if needed. Also, if the cost could be deducted from our county paycheck that would also be a great offer. There are many parents that would greatly benefit from this happening!	8/16/2016 8:17 AM
36	Cost/affordability. Hands-on learning. Hours of operation.	8/16/2016 6:57 AM
37	Offer programs that can suit both my younger child and my elementary school child; maybe even if offered just during the summer when school programs are closed.	8/15/2016 5:34 PM
38	Lower costs and well trained staff in Early Childhood Development	8/15/2016 4:50 PM
39	ability to breastfeed at lunch break or other break if my family caretaker was not available to care for my infant.	8/15/2016 4:15 PM
40	something nearby, with good hours of operation that coincide with our work hours, run by a reputable established group, good affordable rates	8/15/2016 3:01 PM
41	My wife provides the care. So I can't be enticed today by any offer you make. Up until a few years ago, we paid lots of money to send our kids to a day care center though.	8/15/2016 2:59 PM
42	all day care for school age children	8/15/2016 2:04 PM
43	I work longer days Monday through Thursday 8-6, so a place that is open those hours. Outdoor play area.	8/15/2016 1:33 PM
44	My children are aging out of childcare, but if childcare had been offered when they were younger, I would have appreciated it. I would have liked to visit & breastfeed when they were infants, and I would have liked to have the convenience of having them nearby.	8/15/2016 1:06 PM
45	Cost based on # of days services are used (ex: I work 2-3 days per week) and ability to enroll despite not needing full-time child care.	8/15/2016 12:40 PM
46	Having experienced, trusted, and reliable child care providers would make me interested.	8/15/2016 11:36 AM
47	affordable price, help with continuing breastfeeding after returning to work from maternity leave (if I could go breast feed on my lunch), convenience of location (close to work for drop off/pick up, and close for me to get to my children in emergencies).	8/15/2016 11:28 AM
48	Convenience	8/15/2016 11:10 AM
49	Hours of Operation. Many close at 6pm. Would like to have one open until 630pm.	8/15/2016 10:59 AM
50	flexible available times of care	8/15/2016 10:47 AM
51	Just the things identified in No. 7 above.	8/15/2016 10:16 AM
52	After school care.	8/15/2016 10:13 AM
53	If it's close to work and good care, it would make it much easier to be able to work and raise children. Now it's a huge struggle, especially w/ the long M-Th work hours (37.5 + mandatory lunch = 39.5 hours + commute to offsite childcare center)	8/15/2016 9:48 AM
54	time of work, safety and experience of staff and affordability,	8/15/2016 9:05 AM
55	on-site facility or extended hours	8/15/2016 9:05 AM
56	Providers being CPR trained	8/15/2016 9:02 AM
57	Availability is a "center" environment...most centers have no availability for young children and infants and home centers are the only option.	8/15/2016 9:01 AM
58	SAFETY KEY / EDUCATION/ PLAY/	8/15/2016 8:59 AM
59	Any basic child care program would be something my husband and I are strongly interested in. If the programs met our basic needs of being safe, worked with our schedules, and provided some sort of structured curriculum we would be very grateful. My husband and I work some strange hours so being creative about possible hours and days the program is offered would be helpful. For example, one of us work every other Friday and the other every other Tuesday. We don't require the traditional m-f daycare schedule but a couple days bi weekly which excludes us from a great deal of providers and requires us to rely greatly on family.	8/15/2016 8:48 AM

Clackamas County Child Care Interest Assessment

60	Affordable/competitive rates, ability to handle an emotionally and socially special needs child	8/15/2016 8:44 AM
61	Cost kept low and transportation to local Oregon City Schools during school year. If that can't happen, I would only be interested during the summer months only. Flexibility is important, meaning pay for the time there. If he is sick in the morning, I don't pay for that day or if he gets picked up early I only pay for half of a day if less than 5 hours, etc.	8/15/2016 8:32 AM
62	Spanish language option	8/15/2016 8:30 AM
63	Just having a child care center would encourage me to change providers.	8/15/2016 8:13 AM
64	Transportation to and from pre-school and or school.	8/15/2016 8:12 AM
65	If it existed, I would bring my child. Payroll deduction for costs, and having transport from Oregon City Schools to the childcare location.	8/15/2016 8:09 AM
66	a fun engaging facility.	8/15/2016 8:03 AM
67	Arranging with schools for transportation to the center after school gets out.	8/15/2016 7:58 AM
68	An affordable option that was close by and open until at least 6:20pm. It would need to provide full day care on no school days and be open during the summer. This would be a huge help to our family.	8/15/2016 7:54 AM
69	accessibility and affordability	8/15/2016 7:49 AM
70	discount for county employees	8/15/2016 7:46 AM
71	Open interviews with staff and ability to audit care at any time.	8/15/2016 7:45 AM
72	My wife is a teacher, thus has summer off. We currently pay for year round child care, despite the fact that we only utilize around 8 months. If the county was flexible and allowed partial year enrollment, that would be amazing. Also, when Mason gets sick I need to leave work and be out for a long period of time to drive to Lake Oswego where he is currently enrolled. Having him nearby would be a tremendous option for county employees. This would be a wonderful opportunity for County Employees faced with finding good child care.	8/15/2016 7:42 AM
73	non-traditional hours of care (6p-midnight) drop-in flexibility	8/15/2016 7:40 AM
74	Cost and quality of childcare	8/15/2016 7:36 AM
75	Just having the facility located on/near campus, run by qualified staff in a comparable price range would entice me	8/15/2016 7:34 AM
76	Just be affordable and near work	8/15/2016 7:33 AM
77	Care during the county's long business hours...	8/15/2016 7:27 AM
78	Transportation to and from school (if local) otherwise a safe environment with competent childcare providers	8/15/2016 7:25 AM
79	location of the site and cost	8/15/2016 7:20 AM
80	cost, experience, location near work	8/15/2016 7:19 AM
81	curriculum based pre school with after school hours for school aged children to accommodate the 4/10 schedule	8/15/2016 7:17 AM
82	Cost is key. Perhaps a county discount?	8/15/2016 7:16 AM
83	affordable child care in a well-maintained and safe facility with a strong curriculum	8/15/2016 7:15 AM
84	Safe and comfortable place for my 6 year olds after school care.	8/15/2016 7:14 AM
85	Just having the child care option. I have been hopeful a child care program would start since I've been with the county. But also make it affordable	8/15/2016 7:11 AM
86	Cost, hours, location	8/15/2016 7:06 AM
87	Flexibility, low cost	8/15/2016 7:06 AM
88	Available for ages newborn - pre-K (at least) Affordable Qualified and experienced staff Good curriculum Outdoor play area	8/15/2016 6:58 AM
89	If it was here I would come! Drop in care would be nice or flexible days. IE some people may only need care a few days a week while some need all days.	8/15/2016 6:54 AM
90	Closer to work	8/15/2016 6:35 AM
91	Safety, convenience, cost savings.	8/15/2016 6:13 AM
92	competitive price, qualified staff and secure facility.	8/15/2016 6:11 AM

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93	Child care for elementary aged children, after school for a short amount of time. Possibility for full time care during the summer months.	8/14/2016 5:04 PM
94	If Transportation to kindergarten and elementary school in Canby is provided them I would switch today!	8/14/2016 2:19 PM
95	Transportation to/from school. Early morning care.	8/14/2016 9:59 AM
96	drop in service	8/13/2016 4:56 PM
97	The biggest thing is hours. I'm a single parent and it's very difficult to find child care that coincode with a 0600-1800 shift.	8/13/2016 12:36 PM
98	Hours that coincide with law enforcement schedules, (weekends, overnight)	8/13/2016 7:34 AM
99	Bilingual staff (spanish), healthy meals	8/12/2016 3:56 PM
100	Affordability and flexibility of hours/days. Also not having to commit to full time- I would only need 1-2 days a week	8/12/2016 3:46 PM
101	Affordability Healthy food options Natural play area and outside time sustainable operations /reusable dishes,etc. Flexible hours	8/12/2016 3:08 PM
102	Available during the hours I work and at hourly rates.	8/12/2016 2:06 PM
103	If affordable and good staff, I would sign up.	8/12/2016 12:43 PM
104	bus services from school to the location of the new child care center as my child spends the day (during school year) in school. Issue is school start times after my work day starts and school release time before my day ends. Transportation, will be an issue.	8/12/2016 12:14 PM
105	Safe and affordable child care on campus.	8/12/2016 11:57 AM
106	Low cost basic service that is secure and safe. Meals, drinks etc could be furnished by parent. Children only need supervision and enough toys, movies etc. to remain entertained until the parents return from work. A Wait station for non troublesome kids that are not difficult to watch over. Keep it simple and easy.	8/12/2016 11:16 AM
107	An onsite child care facility would be extremely beneficial.	8/12/2016 11:14 AM
108	Having one	8/12/2016 11:02 AM
109	having a teaching program for toddler 24 months +	8/12/2016 10:58 AM
110	good price, educational benefits, safe, reliable care.	8/12/2016 10:57 AM
111	Experienced staff, with education curriculum- cameras in the daycare would be essential.	8/12/2016 9:55 AM
112	Just having one would encourage me to switch. In addition to possible transportation from school locally to the facility.	8/12/2016 9:49 AM
113	on site affordable care.	8/12/2016 9:44 AM
114	childcare for all ages, available on all workdays, not just adhering to a public school calendar	8/12/2016 9:43 AM
115	low cost and close to employment	8/12/2016 9:42 AM
116	If there was more consideration for 24/7 employees	8/12/2016 9:34 AM
117	It would help many employees have a safe thought that there children are in a clean and safe environment and be worry free	8/12/2016 9:33 AM
118	location in Clackamas/Sunnybrook, affordable, safe and educational staff	8/12/2016 9:21 AM
119	Affordable, convenient child care with educated care providers.	8/12/2016 9:05 AM
120	Would need an outside area, experienced providers, solid curriculum and would need to be near Sunnybrook	8/12/2016 8:53 AM
121	Location flexibility cost my kids knowing other kids in their community	8/12/2016 8:46 AM
122	Experienced, well trained, kind/supportive/warm staff! Extended hours around work day. Flexibility with scheduling. Ease of drop off/planning etc.	8/12/2016 8:37 AM
123	If a child care facility were onsite or close to my work and I could visit on my lunch break and the cost was reasonable, I would consider changing.	8/12/2016 8:36 AM
124	More affordable, good location.	8/12/2016 8:35 AM
125	discounts, a loving/nurturing environment, a great curriculum	8/12/2016 8:29 AM
126	Progressive and inclusive curriculum with lots of play time!	8/12/2016 8:27 AM

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127	Affordability!	8/12/2016 8:24 AM
128	location near work, affordable cost	8/12/2016 8:22 AM
129	cost and availability	8/12/2016 8:17 AM
130	high quality education	8/12/2016 8:17 AM
131	24/7 for single parent shift workers!! Accept drop ins, before and after school care, of course, these are if the world were perfect and I could choose!!	8/12/2016 8:12 AM
132	Less expensive, safe and a location close to work.	8/12/2016 8:11 AM
133	If they offered certified K-Plan workers for special needs children	8/12/2016 8:09 AM
134	Meeting my needs as listed in survey	8/12/2016 8:02 AM
135	Flexibility, closeness	8/12/2016 8:00 AM
136	Ability to see them sometimes during the day.	8/12/2016 8:00 AM
137	An affordable program that is open during the days/hours I work. A program with good staff that teaches my child.	8/12/2016 7:59 AM
138	AFFORDABLE IN HOUSE CHILD CARE WOULD REALLY BE ALL THE ENTICEMENT I WOULD NEED.	8/12/2016 7:40 AM
139	Child care that overcomes the cost and hours available that most 10 hour shift parents have to work around. It could be offered as a flex spending or other benefit or include a county employee discount so non-county or low income families could access through an H3S program.	8/12/2016 7:23 AM
140	I care for my Niece & Nephew when their parents are away which is often. I am responsible for everything for them including all costs. To have child care available here would mean I could actually work my entire schedule without having to flex or take multiple unplanned days while I have them.	8/12/2016 7:06 AM
141	It does me no good to have child care at red soils. As usual, this appears to be something intended for those who work at red soils. The County should step up and realize that there are employees that work elsewhere, and that failure to provide equal access in these types of programs is contrary to the County's alleged position of equity.	8/12/2016 6:18 AM
142	Healthy learning program, no watching tv, involved group activities, nice state-of-the-art facility.	8/12/2016 6:16 AM
143	On-site, long hours. Would have to be mon-Friday	8/12/2016 4:06 AM
144	It wouldn't help me unless it were near the Brooks building in Clackamas	8/11/2016 11:56 PM
145	Cost and location	8/11/2016 8:05 PM
146	educated staff, close to home, and fun	8/11/2016 6:40 PM
147	Convenient hours, pre-school education and an affordable price.	8/11/2016 6:33 PM
148	Experienced child care staff, reasonable cost, proximity to my work and ability to visit my child during lunch	8/11/2016 6:13 PM
149	Flexibility around schedules Multiple child discount Strong sense of safety	8/11/2016 6:12 PM
150	affordable and quality care	8/11/2016 6:06 PM
151	Convenience is a huge factor. If the environment was positive and safe for my child and the cost was not more than what I am currently paying I would change providers.	8/11/2016 6:04 PM
152	less running around from one place to another, more child/parent time during break/lunch hours, to create little miniature modules for kids to look into being part of Clackamas county future innovators.	8/11/2016 6:03 PM
153	We would change because of the location/ability to have our kids onsite.	8/11/2016 6:03 PM
154	A Mon-Thurs facility that is operated at least 10 hours per day by experienced staff. Would want the facility to be more like a "school" than a babysitting experience for my kids. While foreign language immersion would not be a requirement, I would like to see the kids exposed to other languages - particularly Spanish.	8/11/2016 6:02 PM
155	After hours child-care	8/11/2016 6:01 PM
156	affordable child care is very hard to find	8/11/2016 5:59 PM
157	Wow! I would love to be able to spend lunch with my daughter! If the price is competitive, I currently pay \$750.00/month, for 5 days/week, I would switch. And we're possibly having another one, so price is really, really important. If it is too expensive, I wouldn't switch. This is a wonderful idea!!!!	8/11/2016 5:54 PM
158	Affordable accessible care.	8/11/2016 5:53 PM

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159	A nice facility that has a safe, outdoor area so kids can get outside time each day. I've been considering an immersion program for my pre-schooler, so offering curriculum that includes Spanish would be a huge plus for me.	8/11/2016 5:52 PM
160	An affordable (to staff of all county pay grades), safe, educational childcare location for all child ages that allows flexibility in how many days or hours per day I use. 1. affordable 2. educational 3. safe 4. flexible 5. clean 6. cpr trained and background checked staff 7. close to me	8/11/2016 5:50 PM
161	Lower cost than the astronomical prices of child care these days. Close to work and open during work hours (i.e. 7am-6pm)	8/11/2016 5:50 PM
162	fun activities, experience staff members, affordable for single parent families and families with serious illnesses , safety	8/11/2016 5:49 PM
163	If cost is better then what I pay now that would be beneficial. It would also need to have good care providers to keep the children engaged. It would also need to be safe. There would also need to be bus service from the school for my 1st grader.	8/11/2016 5:49 PM
164	Safety and affordability	8/11/2016 5:49 PM
165	My son has Autism, so having a care provider that is also knowledgeable in special needs would be fantastic. I currently live in Vancouver and my sitter (family member) will be moving next year. This is a huge concern for me as i would love to move closer to work and have child care close by.	8/11/2016 5:48 PM
166	Lower cost, close to office, open late enough to accommodate my 9.5 hour work days.	8/11/2016 5:48 PM
167	My 3 1/2 year old is currently in a Montessori preschool and is doing great with that curriculum. It's unlikely I would move her at this point -- however, I would consider it if we have a second child. I would be most enticed by a Montessori style program that is affordable, close to work (Sunnyside) and has extended hours.	8/11/2016 5:48 PM
168	Affordable and clean	8/11/2016 5:47 PM
169	My kids would need to really enjoy being there, so good staff, fun equipment and engaging activities are all important.	8/11/2016 5:46 PM
170	Accessibility and hours that are close to my scheduled hours	8/11/2016 5:46 PM
171	Having my daughter close to work in a secure area that released inmates/general public cannot access. The facility would have to be very safe with experienced child care staff. The child care facility would have to have cameras that I could view any time I wanted in order to make sure my child is being well taken care of and not harmed in any way. I would want the facility to be out of view of the jail so recently released inmates/weekenders would not find out that I have a little girl.	8/11/2016 5:45 PM
172	Not much more than offering than the top three issues i chose in 7 and the cost being reasonable.	8/11/2016 5:45 PM
173	affordability and experienced caring staff	8/11/2016 5:45 PM
174	NA	8/11/2016 5:45 PM
175	Providing a center at all would be a step in the right direction.	8/11/2016 5:45 PM
176	evening hours	8/11/2016 5:45 PM
177	childcare is straightforward for young children and can be challenging or boring for older kids	8/11/2016 5:44 PM
178	At this time I would not transfer as my kids are of school age and have a good set up with rides for them to and from school. I would have really taken advantage of this when they were much younger. I know of a few employees who would really take advantage of this.	8/11/2016 5:44 PM
179	Being able to visit my child while on lunch or break.	8/11/2016 5:44 PM
180	Having one on Red Soils campus	8/11/2016 5:44 PM
181	Substantial savings in the cost of child care while otherwise providing comparable services.	8/11/2016 5:43 PM
182	school pick up	8/11/2016 5:43 PM
183	video monitoring with web login	8/11/2016 5:43 PM
184	In PSB or DSB	8/10/2016 4:07 PM