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Executive Summary
Employee Child Care Action Team
Boulder County

The Employee Child Care Action Team (ECAT), sponsored through Boulder County’s Leadership Academy, was tasked to research and explore issues facing employees, families, and businesses at all levels of the child care system. In addition, two priorities of the ECAT were to determine the scope of need for additional child care provisions within Boulder County, and identify employer sponsored child care models that could support both Boulder County employees and the greater community. In order to accomplish these priorities, the ECAT gathered subject matter expert opinions, information about the community, and conducted an employee needs assessment. When the information was synthesized, the ECAT was able to define current and future projections for the child care demand, identify challenges families and providers experience, and calculate costs the broader community and Boulder County employees face when enrolling children.

The findings of the research and the employee needs assessment revealed several major themes, listed below in order of importance;

- Affordability of care
- Accessibility to care
- Quality and cost of delivering care
- Location of care
- Utilization of current Boulder County programs

These themes, particularly affordability and accessibility, are issues that affect families well beyond Boulder County and Colorado. These issues are consistent across the nation. Similarly, the child care industry across the nation struggles to balance the cost of delivering quality care and the price that is charged to families. In Boulder County, these challenges are exacerbated by socioeconomic conditions such as wide ranges of family income, cost of living, and high residential and commercial property value.

The ECAT has outlined three recommendations Boulder County can implement that can be mutually beneficial for both employees and community families.

- Employee Outreach and Education regarding Existing Parental Resources
- Provide Employee Financial Support
- Consider providing On-site or Near Site Child Care Center

Boulder County has already demonstrated a commitment to creating a family friendly workplace, and providing the best in public service. If any or all of these recommendations are implemented, it will only solidify the commitment to employees and their families.
Introduction

Employee Child Care Action Team

The Leadership Academy is a program designed through Boulder County for employees to study and implement individual and organizational leadership concepts to promote the agency’s vision, culture, and performance values. The 2016 Leadership Academy includes four different action teams each focused on a different strategic objective of Boulder County. One of these teams, the Employee Child Care Action Team (ECAT), was tasked to research and explore issues facing individuals and agencies at all levels of the child care system, determine the scope of need for additional child care provisions within Boulder County, and identify employer-sponsored child care models that could support both Boulder County employees and the greater community. This report outlines the findings of the ECAT and the recommended next steps for Boulder County.

Overview of Child Care

Child care is a broad term used to encapsulate the system for which young children and infants are cared for and educated. All child care facilities in the State of Colorado are required to maintain licensure to ensure compliance with basic health and safety standards, and all staff must have the necessary training and background checks completed. Three common types of licenses are issued in Colorado that are specific to different types of facilities: child care centers and preschools, family child care homes, and school-age child care. Child care centers and preschools are typically larger facilities that are often organized like schools to have classrooms of children grouped by age. In comparison, family child care homes have significantly fewer children in attendance and are often operated out of a household. School-age child care is limited to children over the age of five to provide care before and after school hours, during holidays and summers. The licensing regulations for the different child care settings outline the required staff-to-child ratios, age range of children in attendance, and the total number of children the facility can care for.

Child care is an influential environment with regard to young children’s early learning and development, and has long-lasting positive effects. Studies show that children receiving high-quality child care tend to have academic and social benefits lasting into high school and beyond. In addition, high-quality care leads to better cognitive outcomes associated with language, reading, vocabulary, math and problem-solving skills, especially, in low-income children. Quality child care is also linked to improved non-cognitive functions in children, including the ability to organize information, pay attention, remember details and make plans, as well as better skills when participating in a group setting.

Across the Nation, nearly 12.5 million of the 20.4 million children under the age of 5 are in some type of regular child care arrangement every week. Approximately 61% of Colorado families with young children have all available adults in the workforce, and nearly 200,000 children spend time in licensed child care throughout Colorado.
Cost of Child Care

Across the nation, child care providers continue to struggle to find a balance of the cost when delivering quality child care and the price that is actually charged to families. Numerous factors are attributed to the high cost of delivering quality care, however, the staff and personnel costs incurred by child care providers are by far the most significant expense. Even though child care professionals earn considerably less than workers in similar industries and often do not receive employee benefits (i.e. health insurance, retirement plans), the majority of a provider’s budget is committed to staffing expenses. Two main factors are attributed to the significant cost of child care staffing: regulations on a provider’s required staff-to-child ratio and the need for multiple shifts. The Colorado licensing regulations dictate the maximum number of children that one staff person can care for, which varies between different ages of children. Figure 1 outlines the required staff-to-child ratios in the State of Colorado.

<table>
<thead>
<tr>
<th>Ages of Children</th>
<th>Colorado Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 weeks to 19 months (infants)</td>
<td>1 staff member to 5 infants</td>
</tr>
<tr>
<td>1 year to 3 years (toddlers)</td>
<td>1 staff member to 5 toddlers</td>
</tr>
<tr>
<td>*2 years to 3 years</td>
<td>1 staff member to 7 children</td>
</tr>
<tr>
<td>*2.5 years to 3 years</td>
<td>1 staff member to 8 children</td>
</tr>
<tr>
<td>3 years to 4 years</td>
<td>1 staff member to 10 children</td>
</tr>
<tr>
<td>4 years to 5 years</td>
<td>1 staff member to 12 children</td>
</tr>
<tr>
<td>5 years and older</td>
<td>1 staff member to 15 children</td>
</tr>
<tr>
<td>Mixed age group 2.5 to 6 years</td>
<td>1 staff member to 10 children</td>
</tr>
</tbody>
</table>

Figure 1. Child Care Centers: Adult-to-Child Ratios*. Note: *If 20% of the group is the age of the youngest child then the staff ratio for the younger age group must be used.

Though table A outlines the legal requirements for the State of Colorado, organizations such as Qualistar and the National Association for the Education of Young Children (NAEYC) recommend higher staff to child ratios as a best practice for high quality care. The Colorado requirements come close to the recommended best practice ratios set by Qualistar and NAEYC, but do not meet any of the standards in the seven categories. The staff to child ratio requirements on providers, especially those offering care to the youngest children, are substantial and is a cost that is difficult to manage. This is one of the primary reasons why infant care is by far to most expensive age when enrolled in a program. In addition to required staffing levels, providers that offer all day care are generally open for 11-12 hours per day which necessitates the need for multiple staff shifts. In order to operate a full time child care center, maintaining adequate staffing resources are critical to meeting legal requirements and maximizing quality. Since most jobs within the child care industry are labor-intensive and relatively low paying, staff incentives would be incredibly encouraging not only as peace of mind of the cost of having children but also feeling supported by my employer.”

- Boulder County Employee

“The cost of child care has been a main reason my partner and I have waited to have our own children (or adopt). Any...
turnover is another challenge that many providers face. Between the staffing ratios and the need for multiple shifts, the personnel costs alone can place significant stress on child care provider’s budget.

“Our child care center is great. But they run the daycare aspect of their center like the school part of their center. So frequently they have in-service days or other school related breaks which mean either my wife or I have to use leave to cover the day off or scramble to find a backup.”

-Boulder County Employee

Other factors that drive the high cost of delivering quality care include taxes and licensing fees, teacher qualifications, and meeting additional health and safety standards (i.e. playground design, food safety). In addition to high cost of property throughout Boulder, for-profit child care facilities in Colorado pay more than three times the rate in commercial property tax than other states. Teacher qualifications also affect wage costs, and facilities that are committed to delivering high quality care typically require higher minimum teacher qualifications. The operational costs associated with health and safety standards is critical for maintaining the healthy and safe environment, while also ensuring these environments support the developmental needs of the children.

Child care is an extremely labor-intensive industry while being a relatively low-paying occupation. In Colorado, single mothers working in the child care industry often do not earn enough money to be self-sufficient and must rely on child care assistance or deep employee discounts themselves in order to afford care for their own children. The baseline cost of meeting licensure requirements, retaining staff, while also delivering high quality care is often difficult for facilities to manage. Child care providers risk sacrificing quality if they lower their prices and are no longer able to afford to invest in staff, facilities, and equipment. To illustrate the impact of quality indicators such as the staff to child ratios, teacher requirements, and staff wages, Figure 2 compares these factors across Colorado, Utah, and Massachusetts.

<table>
<thead>
<tr>
<th></th>
<th>Colorado</th>
<th>Utah</th>
<th>Massachusetts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum staff-to child ratio</td>
<td>1:12</td>
<td>1:15</td>
<td>1:10</td>
</tr>
<tr>
<td>Maximum group size</td>
<td>24</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Teacher education requirements</td>
<td>Some college coursework in Early Childhood Education</td>
<td>Less than a high school diploma</td>
<td>Some college coursework in Early Childhood Education</td>
</tr>
<tr>
<td>Average annual wage for a preschool teacher</td>
<td>$31,158</td>
<td>$24,253</td>
<td>$34,403</td>
</tr>
<tr>
<td>Annual price for full-time care for a 4-year-old</td>
<td>$9,619</td>
<td>$6,024</td>
<td>$12,176</td>
</tr>
</tbody>
</table>

Figure 2. A Comparison of 4-Year-Old Classrooms in Colorado, Utah, and Massachusetts.
Impact Locally

Challenges for child care providers and families are not limited to Boulder County or Colorado, but are issues that are common across the nation, especially child care affordability and accessibility. However, Colorado and Boulder County both rank as some of the least affordable areas for child care provisions when compared to similar geographic areas. The average price for full-time, center-based child care in Colorado in 2013 was the seventh most expensive of all states for both infants and preschoolers. Just a year later in December 2014, the Women’s Foundation of Colorado, Qualistar Colorado, and the Colorado Children’s Campaign ranked Colorado as one of the five least affordable child care states with the average price surpassing $13,000. It costs more to send a baby to daycare than it does to send a young adult to Colorado University (average tuition of $13,668).

Much like Colorado when compared to other states, Boulder County ranks as one of the least affordable counties in Colorado for child care provisions. In 2014, Boulder County ranked as the second most expensive county in Colorado for preschool-age care within a center, and seventh most expensive county for infant care within a center. In order to measure the relative affordability of child care provisions in a location, the average income of the population becomes an important factor to evaluate. In 2014, Boulder County ranked as fourth highest of all counties in Colorado for median income of married couples ($113,971), while the median income for single mother families ranks as thirteenth highest in the state ($32,287). When calculating the affordability of full time infant care in a licensed center in 2014, 13.33% of Boulder County’s median income of a married couple would be needed for care. For that same infant care, 42.06% of a single mother’s income would be needed.

Geography is an important variable in child care prices, largely due to the overall cost of living. Within Boulder County, though still expensive, prices for child care do vary geographically. Figure 3 outlines the differences in price across municipalities in Boulder Country for different types of child care within a center or family home. The average licensed center price for toddler care (13 months-2 years old) in the City of Boulder was more than 39% more expensive than in Longmont. While the City of Boulder ranks as the highest average price for center care in all ages of children, Longmont has the lowest average price for all child age groups. Information outlined in Figure 3 reveals the same trend for geographic price differences when evaluating care in a family home setting. As mentioned earlier, infant care (0-12 months) is by far the most expensive type of child care regardless of the setting (center based care or family home). However, when comparing prices of child care centers and family homes, there is a significant difference between the average tuitions. When averaging the prices for family home and center based infant care for all municipalities in Boulder County, family care homes are 35% less expensive than centers. Variables related to geography, type of care environments, and a child’s age all have substantial implications in the price of child care. These variables alone can make selecting a desired child care provider and affording the care a difficult endeavor. When other variables such as a facility’s operating hours, relative location to home and/or work, or desired quality rating of a facility are also considered, many families are left with very few options that fit within their budget. Since child care
is often essential to allow working parents to remain in the workforce, families will often sacrifice location or quality in order to afford care.

<table>
<thead>
<tr>
<th></th>
<th>0-12 Months</th>
<th>13 months-2 years</th>
<th>2-5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Child Care Center</td>
<td>Family Home</td>
<td>Child Care Center</td>
</tr>
<tr>
<td>City of Boulder</td>
<td>Average: $339</td>
<td>Average: $269</td>
<td>Average: $326</td>
</tr>
<tr>
<td>Lafayette and Erie</td>
<td>Average: $309</td>
<td>Average: $225</td>
<td>Average: $276</td>
</tr>
<tr>
<td>Longmont</td>
<td>Average: $263</td>
<td>Average: $194</td>
<td>Average: $234</td>
</tr>
<tr>
<td>Louisville and Superior</td>
<td>Average: $323</td>
<td>Average: $226</td>
<td>Average: $289</td>
</tr>
</tbody>
</table>

Figure 3. Average weekly cost for full time child care in a licensed child care center and family home within Boulder County in 2014. *Data obtained from the City of Boulder Child Care Subsidy and Referrals Program’s 2014 survey of child care centers and school age sites in Boulder County.

Below is an example of a Boulder County employee with one full time infant, one 3-day a week infant and one full-time preschool child in daycare. This amount includes a 10% discount for having three children at this site. Some daycare facilities offer a sliding scale based on employee salary given that the public sector offers support to these facilities. The below image is for illustrative purposes only and every situation is different.

Of the 1,819 full time 40 hour a week county employees (as of November 7, 2016), 10% make less than $3,330 per month. The average salary of employees in the county is $58,900 or $4,908.33 per month, before taxes. Take out 8% for PERA and 7.76% for Social Security and that leaves $49,983 or $4,134.78 per month. For an employee making the average salary here at the county, that would leave $835 per month for household expenses such as rent/mortgage, food, electricity, heat, etc. based on this example.
In addition to the challenges facing families with child care affordability, accessibility to openings can also be difficult to plan for. Numerous facilities in Boulder County report having significant waiting lists for openings, and in some cases, these waiting lists exceed six months. Figure 4 outlines the total number of child care providers and the total capacity of slots in Boulder County. One significant trend that is noticeable in this table is the substantial reduction in day care homes and licensed slots between 2009 and 2015. During this time, licensed family homes decreased from a total of 109 in 2009 to 54 in 2015, which is over a 50% loss during that time. Due to the reduction of licensed day care homes, the total capacity of licensed family home slots saw a similar reduction in 51%. The significance of this loss in family homes and slots is substantial since family homes are often a more affordable option for families instead of center care. Even though the number of child care centers increased during this time period, and added more than three times the number of child care slots that were lost in family homes, accessibility to child care provisions remains difficult.

<table>
<thead>
<tr>
<th>Year</th>
<th>Child Care Centers</th>
<th>Child Care Center Capacity</th>
<th>Child Care Family Homes</th>
<th>Child Care Family Home Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>104</td>
<td>6,968</td>
<td>158</td>
<td>1,103</td>
</tr>
<tr>
<td>2010</td>
<td>106</td>
<td>7,024</td>
<td>151</td>
<td>1,086</td>
</tr>
<tr>
<td>2011</td>
<td>107</td>
<td>7,142</td>
<td>141</td>
<td>1,032</td>
</tr>
<tr>
<td>2012</td>
<td>110</td>
<td>7,576</td>
<td>133</td>
<td>968</td>
</tr>
<tr>
<td>2013</td>
<td>111</td>
<td>7,577</td>
<td>125</td>
<td>957</td>
</tr>
<tr>
<td>2014</td>
<td>109</td>
<td>7,534</td>
<td>113</td>
<td>870</td>
</tr>
<tr>
<td>2015</td>
<td>116</td>
<td>8,013</td>
<td>99</td>
<td>782</td>
</tr>
</tbody>
</table>

Figure 4. Type and quantity of licensed child care facilities and capacity in Boulder County, 2009-2015. *Data obtained from the Colorado Department of Human Services, Office of Early Childhood, and includes all non-24 hour licensed child care facilities in Boulder County. Child care family homes are defined by all facilities issued one of the following licenses; Day Care Home, Experienced Child Care Provider, Infant Toddler Home, Large Day Care Home.

Just as geography is an important variable in affordability, it’s also entwined in the accessibility of child care due to the geographic distribution of the different types of child care facilities. The 2013 Indicators Report developed by the Early Childhood Council of Boulder County, reported that the City of Boulder accounted for 46% of all school-age child care slots, as well as 44% of all licensed child care centers in the County. Conversely, Longmont had the highest concentration of family homes with 54% of all family homes in the County. This unequal distribution of facilities is a significant hurdle for families, especially low income, when accessing and affording child care.8

Another important variable to consider when evaluating the accessibility of child care is the demographic changes in the Boulder County population. The population of child care aged children has gone through a decrease in recent years. Figure 5 illustrates Boulder County’s population decrease in children between the ages 0 and 5 beginning in 2007, and the projected growth forecasted to begin in 2017. This trend is closely related to the decrease in the birth rate across Boulder County, which is reflected in Figure 6. The sharp drop in births after 2007 was a common trend across the Nation, and is most likely tied with the 2008 economic collapse. Data from the Colorado Legislative Council’s Economic and Revenue Forecast for September 2013 reported that Boulder County and Colorado’s economic growth is expected to continue to outpace the nation’s growth rate. The economic condition locally, and
as a Nation, is an important element that can deter families from having children due to financial insecurity.

![Population of Childcare Aged Children in Boulder County](image)

**Figure 5.** Population of Child care Aged Children in Boulder County

![Boulder County Annual Births and Projections 2000-2050](image)

**Figure 6.** Boulder County total births and projections 2000-2050.
Economics and Child Care

According to a 2008 National Study of Employers, quality child care enables parents to be productive in the workforce, and the availability of child care improves employee productivity and reduces absenteeism and turnover. One study estimates that employers across the nation lose $3 billion annually from employee absenteeism due to child care disruptions. Further, many families struggle with child care. In 2012, 13.8 percent of parents said lack of child care forced them to turn down employment, change jobs or stop working. That’s nearly double the rate in 2003 (7.4%). During a three-month period, 29% of employed parents experienced some kind of child care breakdown, resulting in absenteeism, tardiness and reduced concentration at work. Child care also affects businesses’ bottom line. Child care certainly has implications to businesses and the overall economy due to these issues, but child care also affects the economy in other ways too. Economists, including those at the Federal Reserve, have studied and shown that investing in early childhood education provides significant economic benefits and a significant return on public investments. The Cost of Care Summary Report for 2014 reports that “the economic benefits accrue to communities because through investment in high-quality early childhood education they have a stronger labor force. In addition, because early childhood education boosts children’s academic and social skills, they are less likely to drop out of school, repeat grades and commit crimes. Thus, early childhood education serves as a preventative system saving our schools, criminal justice system, and social programs money in address these problems later.”

The economics of child care have not gone unnoticed, as many employers are beginning to evaluate and implement benefits to support an employee’s child care needs. The focus on work life balance is a growing concept within the workplace, and it’s becoming an important approach in the ability of an employer to maintain a population of skilled, productive employees while also attracting talent. Offering child care benefits are one way employers are able to create an “edge” on competition while also benefiting their bottom line. Other positive outcomes include lower turnover rates, higher attendance, less time away from work by employees and even better morale. This benefit often demonstrates commitment to employees and leadership in the community, resulting in enhanced morale and company image. In fact, one survey found that 85% of employers that offer child care programs reported more positive public relations. A University of Northern Carolina study found that companies with onsite child care centers get back 50%-200% of the cost of operation through reduced turnover and absenteeism. Employer-sponsored child care can benefit employees, and thereby employers by making employees:

- Feel they are more productive at work
- Feel their company is supportive of them and their work life balance
- Be less likely to leave their job to pursue other opportunities
- More likely to return to work after the birth of a child because of the benefit
- Consider the benefit as a factor in a decision to join an organization
- Feel more involved in their child’s day due to the proximity of the center to their workplace

“It’s a bit late for me, but this kind of thing could have changed my whole life. Please make it happen. This is the number one way to provide equality for women in the workplace.”

-Boulder County Employee, referencing Child Care opportunities for employees.
Additionally, by providing access to quality child care employers are supporting a workforce for the future, particularly among lower-income children. According to the RAND Corporation study, the return on investment far outweighs the cost. For every tax dollar invested in preschool, the public saves $2.62 in reduced special education needs, crime prevention and other social costs.¹⁹

**Putting It All Together**

Issues facing the child care industry, such as affordability and accessibility, are not limited to Boulder County or Colorado. These issues are consistent across the nation. It’s clear that child care providers are in a difficult position in their ability to manage the cost of providing quality care while ensuring the price that is charged to families is within reasonable limit and also meeting fiscal needs for operation. The impact locally to Boulder County providers and families are exacerbated by substantial ranges in income, living expenses, property values, and limited staffing resources. The number of child care providers and the overall capacity of slots within Boulder County has experienced an alarming decrease in the last six years, which has also impacted the geographic distribution of child care options. Simultaneously, the population and birth rate of infants and children in Boulder County has also experienced a decrease. Though the capacity of slots and population of children aged 0-5 years old have both decreased, the demand for child care remains high. The forecasted increase of births will likely have a considerable impact on an already strained system. Without an increase in the overall child care capacity, any increase on demand will only drive child care rates higher and magnify accessibility challenges on behalf of families.

**Local Child Care Community Interviews**

A total of ten interviews took place around the Boulder and Longmont area with individuals who represented various child care centers. Questions were designed to be open-ended in nature and therefore provided in-depth discussions. Results from these interviews are presented by topic area, outlining the key findings revealed within each topic.

The following stakeholders were interviewed:

- Matt Eldrid, Executive Director, TLC Learning Center
- Steve Callendar, Executive Director, Boulder Day
- Stephanie Ivancic, Director, CCLC @ UCAR (Kindercare)
- Amy Oglivie, Executive Director, Wild Plum Center
- Andrew Bollaert, Executive Director, Acorn School/Wilderness Place
- Beth Cushing, Director, Junior Jets
- Karen Rooney, Community Services Director, City of Longmont
- Melanie Kelsea, Community Coordinator/Early Childhood, City of Longmont

“There [are] not quality affordable childcare options. About 75% of my paycheck goes to childcare.”

-Boulder County Employee
- Lynn Rodenhizer, Assistant Director, University of Colorado Children’s Center
- Olivia Coyne, Division Manager, Boulder County Community Services
- Rachel Hohensee, Head Start Site Manager, Boulder County Head Start

Members of the ECCBC (Early Childhood Council Boulder County) and staff of Boulder County Public Health and Housing and Human Services were also involved in discussions around child care in our community.

Below is a summary of those discussions.

Demand for Child Care

Virtually all of the stakeholder’s interviews agreed that there is a shortage of child care options for those seeking care in Boulder County.

- There is not enough child care in Boulder County to meet the demand.
- Lack of child care options affects families who are trying to balance their family life with work life.
- The county employee’s needs must be examined in conjunction with the overarching community need.
- The wait list at many places is long for all ages, especially for infants and toddlers. Families can be on wait lists for weeks if not months.
- Child care in general is an expensive expense for families.

Quality of Care is Highly Important

- Stakeholders agreed that quality of care was a crucial component of good centers and is one of the top factors families look for when shopping around for centers.
- Families generally will pick reputation over space.
- Opening a facility could contribute to diminishing the already low teacher pool; potentially leaving other community child care sites a shortage of quality teachers.
- There is a strong need to be able to pay teachers with backgrounds in early childhood decent livable wages.
- There is a strong need to have a training program to build up the bank of early childhood teachers.
- Often high income families are those able to afford the “top/best” quality care centers.
- Parents want quality and affordable options, which is hard to find.

The business case for and/or against having accessible child care

- There is so much need; “if you build it they will come” mentality
- Need to understand the overall return on investment as well as the potential impact of decreased demand on child care sites in the community.
- No shortage of filling spots if opened to the community especially for infants/toddlers. Centers are turning away 15-20 families per week.
- Positive image for Boulder County when viewed as an institution that cares about its employees.
- Fits into Boulder County’s plan of supporting work life balance.
- There are potential partnerships available in opening an on-site or near site child care center that could alleviate the financial burden and filling the spots.
- May have the ability to partner with other sites to “build on” their already established infrastructure. Possibility a room or two for only BOCO employees that can grow with the ages of the children.

Potential obstacles or issues with adding early care and education programing at Boulder County

- Some say that there will never be enough child care to serve Boulder County employees’ or the community needs.
- The child care that is added may not be affordable for everyone.
- Obtaining funding for startup.
- Decision around where funding comes from.
- Maintaining funding for ongoing operations, financial assistance or stipends.

Two core issues spoken at all the stakeholder interviews were of affordability and accessibility. Stakeholders expressed concern that families are not able to afford quality child care in Boulder County and those lucky enough to, are then often times turned away or wait listed at their center of choice.

Stakeholders expressed positive opinion surrounding Boulder County taking the lead in helping to assist Boulder County employees in their child care needs as well as potentially helping to alleviate space issues in the greater Boulder County area. All expressed the need for an employee survey or needs assessment to ensure alignment with employees’ wants, needs and desires. Thus, a needs survey was initiated to ensure that the employee voice was taken into consideration.
Needs Assessment Survey Results

The needs assessment survey was announced to Boulder County staff via e-mail. Survey invitations were sent out August 1, 2016 and the survey was available online to all employees for two weeks. At mid-point of the two weeks, a reminder was sent to encourage participation. Respondents were offered the ability to be entered into a drawing for a local business gift card in return for their participation.

A total of 890 surveys were returned. Of that number, 487 (55%) reported that they currently have children infant through the age of 12 or plan to have or adopt children in the next ten years, while 403 (45%) reported that they did not. Based on total Boulder County medical benefits enrollment records, approximately 58% of County employees who currently have children under 12 years old completed the survey.

There are variances in the number of responses from one question to another because not all respondents answered all questions and/or some questions not applying to all respondents. Many respondents included comments on their survey.

The survey results are presented in the following six main sections:

- Profile of survey respondents
- Interest in child care initiatives through Boulder County: Employees with children
- Interest in child care initiatives through Boulder County: Employees planning to have children/adopt
- Likelihood to use different coverage options: Employees with children
- Present child care arrangements & impact on work

Profile of Survey Respondents

Respondents were asked how old they are, and if they have children (or plan to in the future). Of those that indicated that they do not currently have children and do not plan to in the future, 85% reported being 41 or older.

<table>
<thead>
<tr>
<th>“How old are you?”</th>
<th>Has children &lt;12</th>
<th>No Children &lt;12, Plans to have</th>
<th>No children; does not plan to have children in future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Respondents</strong></td>
<td>357</td>
<td>126</td>
<td>395</td>
</tr>
<tr>
<td><strong>Percent of Total Respondents</strong></td>
<td>41%</td>
<td>14%</td>
<td>45%</td>
</tr>
<tr>
<td>18 years or younger</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>19-25 years</td>
<td>2%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>26-30 years</td>
<td>10%</td>
<td>35%</td>
<td>4%</td>
</tr>
<tr>
<td>Age Group</td>
<td>31-40 years</td>
<td>41-50 years</td>
<td>51-60 years</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Age</td>
<td>50%</td>
<td>48%</td>
<td>11%</td>
</tr>
<tr>
<td>Percentage</td>
<td>32%</td>
<td>5%</td>
<td>31%</td>
</tr>
<tr>
<td>Number of People</td>
<td>5%</td>
<td>2%</td>
<td>35%</td>
</tr>
<tr>
<td>Percentage</td>
<td>1%</td>
<td>0%</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Figure 7. Employee Survey Responses: “How old are you?”*

Financial Status

The majority (54%) of respondents indicated that they currently have children under 12 years old, or they plan to have children within the next 10 years.

*Figure 8. Employee Survey Responses: Family Status of Employees*

Home Location

Respondents were asked what geographic area they lived in. The largest bulk of respondents live in the Boulder/Broomfield area, followed by Longmont, Denver, Northern Colorado, and Western Colorado. This breakdown of geographic area corresponds to the data available in our Kronos system in the way it’s captured.

<table>
<thead>
<tr>
<th>“Which Geographic Area Do You Live In?”</th>
<th>Currently has children &lt;12 years</th>
<th>No children currently, but hopes to in future</th>
<th>No children; does not plan to have children in future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Respondents</td>
<td>357</td>
<td>126</td>
<td>395</td>
</tr>
<tr>
<td>Percent of Total Respondents</td>
<td>41%</td>
<td>14%</td>
<td>45%</td>
</tr>
<tr>
<td>Boulder/Broomfield: Erie, Superior, Louisville, Lafayette, Jamestown, Eldorado Springs</td>
<td>42%</td>
<td>44%</td>
<td>46%</td>
</tr>
</tbody>
</table>
Denver: Lakewood, Littleton, Northglenn, Highlands Ranch, Parker, Commerce City, Thornton, Centennial, Aurora, Englewood, Westminster, Eastlake, Federal Heights, Mountain View, Edgewater

13% 22% 8%

Longmont: Berthoud, Dacono, Frederick, Mead, Lyons, Niwot, Firestone, Hygiene

35% 20% 30%


11% 13% 16%

Figure 9. Employee Survey Responses: “Which Geographic Area Do you Live In?”

**Work Location**

Respondents were asked where they work. A total of 69% of employees who either have children, or plan to have children, work in the top three most concentrated work areas of downtown Boulder, North Broadway Complex, or the Saint Vrain Community Hub. Of that same group (employees who have, or will have children), 77% work in downtown, Longmont, or within a 1.7 mi radius of the County Courthouse.

<table>
<thead>
<tr>
<th>“What Boulder County Facility do you work at, or work closest to? (If you work at multiple facilities, select the one you work at most often.)”</th>
<th>Currently has children &lt;12 years</th>
<th>No children currently, but plans to</th>
<th>No children; does not plan to have children in future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Respondents</strong></td>
<td>346</td>
<td>123</td>
<td>377</td>
</tr>
<tr>
<td><strong>Percent of Total Respondents</strong></td>
<td>39%</td>
<td>14%</td>
<td>42%</td>
</tr>
<tr>
<td>Downtown Boulder (13th and Pearl) or the former Kaiser Building at 2525 13th Street.</td>
<td>23%</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>North Broadway Campus (3450 Broadway, Boulder)</td>
<td>22%</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>The Saint Vrain Community Hub (515 Coffman Street, Longmont)</td>
<td>24%</td>
<td>18%</td>
<td>21%</td>
</tr>
<tr>
<td>Parks and Open Space (5201 Saint Vrain Road, Longmont) Transportation Road Maint/Fleet</td>
<td>8%</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>Community Justice Center (1777 6th St, Boulder)</td>
<td>9%</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>Clerk and Recorder or Recycle Center (1750 33rd St, Boulder)</td>
<td>4%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Boulder County Communications Center, Jail, OEM</td>
<td>5%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Sheriff’s Headquarters, Coroner, Boulder Workforce Center</td>
<td>6%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Number of Children

Respondents were asked to report on how many children they have in each age group. The table below shows the sum total of children in each age group, as represented by the 357 respondents who provided this information. The majority of respondents have children aged 7 to 11 years old. Note the small number of respondents indicating that their children were 12 or older; this is because only individuals who answered ‘yes’ to having children 12 or younger were asked this question. 357 respondents answered this question.

<table>
<thead>
<tr>
<th>Number of children</th>
<th>Number of children</th>
<th>Percent of total children</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 11 months</td>
<td>43</td>
<td>8%</td>
</tr>
<tr>
<td>12 - 17 months</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>18 months - 2 years old</td>
<td>55</td>
<td>10%</td>
</tr>
<tr>
<td>3 - 4 years old</td>
<td>93</td>
<td>17%</td>
</tr>
<tr>
<td>5 - 6 years old</td>
<td>88</td>
<td>16%</td>
</tr>
<tr>
<td>7 - 11 years old</td>
<td>169</td>
<td>30%</td>
</tr>
<tr>
<td>12 years old+</td>
<td>90</td>
<td>16%</td>
</tr>
<tr>
<td><strong>Total Children</strong></td>
<td><strong>563</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Child Care Assistance (CCAP)

Ninety-six percent of respondents do not receive child care assistance.

<table>
<thead>
<tr>
<th>Receive State Assistance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3.20%</td>
</tr>
<tr>
<td>No</td>
<td>96.80%</td>
</tr>
</tbody>
</table>

Likelihood of using child care initiatives if available and affordable through Boulder County

Employees were asked if they presently have a child, how likely they would be to use various initiatives, if available and affordable, through Boulder County.

Respondents were provided a 5-option Likert-scale system. We then assigned a weighted score per option: very likely=5; likely=4; unlikely=3; very unlikely=2; and never=1. The average number of all weighted responses provided a single ‘score’ per childcare offering.
Employees who currently have children <12 years old

These respondents indicated preferring a Financial Subsidy or stipend most, followed by a summer childcare program or day camp, and then child care for school-age children during scheduled holidays and school vacation breaks.

"If the following initiatives were available through Boulder County, how likely would you be to use each of them?"

Employees who currently have children <12 years old

- Afterschool program for school-aged children on or near your workplace: 3.66
- A summer child care program or day camp for school-aged children: 4.19
- Child care for school-age children during scheduled holidays and school vacation breaks (excluding summer break): 4.16
- Onsite emergency backup care for when your regular child care arrangements are not available: 4.06
- Financial assistance (i.e. subsidy) to help pay for your choice of child care: 4.31
- Reserved 'slot' in a community child care center: 3.28
- A group of BOCO supported certified or registered family child care homes near your workplace: 3.36
- Child Care Center on or near your workplace: 3.81

3.81 3.36 3.28
3.66 4.31 4.16
3.19 4.06 4.16
3.28 3.36 3.81

Figure 13. Employee Survey Responses: "If the following initiatives were available through Boulder County, how likely would you be to use each of them?"

Selected Comments

- It would need to be geared toward middle school aged children. Not a program for younger kids and they "take" kids up to age 11/12. Often camps and after care programs are not prepared to engage older kids who still need some supervision or engagement.
- Any of these options would be SO EXTREMELY helpful both financially and peace of mind.
- It's a bit late for me, but this kind of thing could have changed my whole life. Please make it happen. This is the number one way to provide equality for women in the workplace.
• Any of these options, if not multiple, would be AMAZING support for working families! The unlikely answers are only because of what's age appropriate for my child, not that they aren't great options for other families, so please sort answers by age groups - I'm sure you will.

• Financial assistance would be amazing as would having a childcare center on site. If there was something on site that would mean as a nursing mother I would be able to nurse my child on breaks & lunches thus not having to pump as often. That would be amazing & a time saver as well!

• YES TO ALL OF THIS! PLEASE HELP WORKING PARENTS!

### Likelihood of using child care initiatives ... By Child Age Group

The authors extracted the responses from above by age group in order to determine if variances in preference for childcare type correlates with the age of the child. Using the same scoring methodology as above (see Figure 13), we can look at childcare preference by child age group.
“If the following initiatives were available through Boulder County, how likely would you be to use each of them?” (By Child Age Group)

*Employees who currently have children <12 years old*

![Bar chart showing survey responses by child age group for various child care initiatives.]

**Employees who do not currently have children, but plan to**

Respondents were asked if they were planning on adopting or having children in the next ten years, how likely they would be to use various initiatives, if available and affordable, through Boulder County. Respondents reported that they were most likely to benefit from financial assistance, followed by onsite emergency backup care, and a child care center on or near the workplace.
"If the following initiatives were available through Boulder County, how likely would you be to use each of them?"

*Employees who do not have children, but plan to*

- Afterschool program for school-aged children on or near your workplace: 4.10
- A summer child care program or day camp for school-aged children: 4.19
- Child care for school-age children during scheduled holidays and school vacation breaks (excluding summer break): 4.30
- Onsite emergency backup care for when your regular child care arrangements are not available: 4.41
- Financial assistance (i.e. subsidy) to help pay for your choice of child care: 4.48
- Reserved ‘slot’ in a community child care center: 4.05
- A group of BOCO supported certified or registered family child care homes near your workplace: 4.15
- Child Care Center on or near your workplace: 4.34

Figure 15. Employee Survey Responses: "If the following initiatives were available through Boulder County, how likely would you be to use each of them?"
Likelihood of Using Different Coverage Options

*Employees who currently have children <12 years old* were asked to respond to the likely time blocks needed for childcare. Respondents were provided a 5-option Likert-scale system. We then assigned a weighted score per option: very likely=5; likely=4; unlikely=3; very unlikely=2; and never=1. The average number of all weighted responses provided a single ‘score’ per usage option.

Respondents indicated a preference for Before/after school care, followed by sick/emergency child care.

![Figure 16. Employee Survey Responses: "How likely are you to use the following coverage options?"

<table>
<thead>
<tr>
<th>Coverage Option</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sick/Emergency Child Care</td>
<td>3.65</td>
</tr>
<tr>
<td>Night Care/Evening Care</td>
<td>2.64</td>
</tr>
<tr>
<td>Before/After School Care</td>
<td>3.72</td>
</tr>
<tr>
<td>Half Days/Partial week (2-3 times per week)</td>
<td>2.75</td>
</tr>
<tr>
<td>Partial Week (2-3 times per week)</td>
<td>3.04</td>
</tr>
<tr>
<td>Half Days (5 days per week)</td>
<td>2.66</td>
</tr>
<tr>
<td>Full Time</td>
<td>3.21</td>
</tr>
</tbody>
</table>

Figure 16. Employee Survey Responses: "How likely are you to use the following coverage options?"
Present Child Care Arrangements

Employees who currently have children <12 years old were asked about their experience in finding childcare.

Ease of Finding Care

Respondents were asked how easy/difficult it was to find current childcare arrangements. Over 70% of respondents experienced some sort of difficulty finding care.

Figure 17. Employee Survey Responses: "In your experience, how easy or difficult has it been to find child care arrangements?"

*Employees who currently have children <12 years old*
Problems Finding Child Care

Respondents indicated experiencing a wide array of issues when trying to arrange child care. Of responding parents, 76% are facing financial difficulty in providing care as well as the unpredictability of family/friends taking care of their children.

"What problems have you had in arranging for child care? Check all that apply."

*Employees who currently have children <12 years old*

- Most care was too expensive: 76%
- Friends or relatives were unavailable: 58%
- Had trouble finding good quality care: 45%
- Had trouble finding choices to suit my schedule: 44%
- Most programs were already filled: 31%
- Programs were too far away: 23%
- Had trouble finding choices to suit my child’s needs: 18%
- My child was too young for programs: 14%
- No problems: 6%
- Other: 6%

Figure 18. Employee Survey Responses: "What problems have you had in arranging for child care? Check all that apply."

Selected Comments

- *Summer is the hardest time to find quality, affordable, full time care for both of my kids. Also because one is 3 and the other is 7, there are few programs that accommodate both of them together. I have regular care for both of my kids in Lyons, but struggle with finding care during holidays, daycare provider vacations and summer vacation.*
- *It is extremely hard to find affordable childcare. If it wasn't for CCAP I wouldn't have my kids in any type of program. Even w/ the help it is difficult at times.*
- *There [are] not quality affordable childcare options. About 75% of my paycheck goes to childcare.*
Change Child Care Arrangements

Employees would consider changing their present arrangements if there was a more affordable or convenient location.

"If you were to change your childcare arrangements, what are the reasons you would be looking for new arrangements?"

Figure 19. Employee Survey Responses: "If you were to change your childcare arrangements, what are the reasons you would be looking for new arrangements?"

Impact of Child Care on Work

Respondents were asked how many days they arrived late or missed work due to childcare arrangements. 77% of respondents have missed or been late to work at least one time in the following year due to childcare problems, with 50% of respondents indicating that child care has impacted their ability to arrive to work between 6-10 times within the year.

<table>
<thead>
<tr>
<th>Missed or arrived late to work (days)</th>
<th>Employees who currently have children &lt;12 years old</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>23%</td>
</tr>
<tr>
<td>1 to 5</td>
<td>50%</td>
</tr>
<tr>
<td>6 to 10</td>
<td>18%</td>
</tr>
<tr>
<td>11 to 15</td>
<td>5%</td>
</tr>
<tr>
<td>16 to 30</td>
<td>3%</td>
</tr>
<tr>
<td>31 to 40</td>
<td>1%</td>
</tr>
<tr>
<td>41+</td>
<td>1%</td>
</tr>
</tbody>
</table>

Figure 20. Employee Survey Responses: Missing Work or Arriving Late to Work due to Child Care Problems
Summary of Need

Many of Boulder County employees are parents of young children, or plan to be. Of those who currently have children under 12 years old, 70% indicated having difficulty finding good quality child care. Financial assistance was the most preferred child care incentive for current parents and hopeful parents. Current parents also indicated a preference for summer day care, child care during breaks and holidays, emergency backup care, and on-site (or near-site) child care. After a financial subsidy, hopeful parents indicated a higher preference for emergency backup care and on-site child care. If additional child care facilities were to be located near the downtown Boulder County Courthouse and the St. Vrain Community Hub in Longmont, 77% of county parents (and would-be parents) would have child care facilities located within a 1.7 mile distance of their offices. Building on the momentum of Boulder County’s concerted efforts to support working families, on-site (or near site) facilities could possibly offer some variation of employee’s preferred child care offerings, by providing quality affordable care, drop-in (emergency back-up care), and summer programming, in addition to offering traditional full-time on-site child care.

Boulder County’s active participation in child care for its employees would be the next step in its long history of supporting working parents. Starting in 1985, Boulder County has been ramping up its support for working parents by offering a variety of services that relieve the pressures of child care. Most recently, the Commissioners approved (Sept 2016) the progressive Infants at Work policy, described below.

Current County Sponsored Programs

Family Friendly Workplace

Boulder County is an employer of choice in our community for many reasons. The county commissioners, past and present, have been supportive of many initiatives to support working families including sick child care support through the Take-A-Break program, breast feeding friendly workplace and the newly created policy for infants at work to name a few.

Commissioners, employees and support staff are committed to continuing the journey of exploring what works best for our employees going into the next century in tandem with our already cutting edge programeing.

Take-A-Break

Boulder County incorporated a sick child care program, Take-A-Break, in 1985. The program offers in-home care for ill children when they cannot go to daycare of school. Take-A-Break provides trained caregivers to care for children with minor illnesses. Employees pay the provider $1 or $2 per hour at the time of service, based on the employees’ monthly salary and the county pays the rest of the fee. If the salary is less than $2100 per month, the employees pays $1 per hour. If more than $2,100 per month, the employee pays $2 per hour.
The program has had sporadic use for years and comments from the child care survey indicate employees either don’t want a stranger care for their sick child or it’s not available to them based on where they live.

The Take-A-Break program is funded at $12,000 per year. Of the $12,000, $3,500 is the off the top contract fee. In 2015, the county made total payments of $6,933 ($3,500+$3,433 actual use) and through September, 2016 ten employees have used the service at a cost to the county of $1,802.50. Add the $3,500 contract fee and the total spent is $5,302.50.

Based on feedback from the child care action team survey, employees would be interested in emergency care, not just sick child care. The current Take-A-Break program does not include when an employees’ child care provider can’t watch their children based on being ill themselves, unavailable, etc.

While those who took the survey would like to see emergency care, we believe the apprehensiveness from employees regarding leaving their child and home with a stranger would remain. We recommend adding emergency care to the Take-A-Break program, or another program, to fully realize the benefits of the funded money but do additional outreach and education about the services and overcoming the apprehensiveness of leaving their child with a “stranger.” This could be accomplished by partnering with the care providers ahead of time to offer “get to know you” sessions with parents prior to needing the care.

Breastfeeding Friendly Workplace

Boulder County recognizes the importance of supporting breastfeeding women as they return to work following the birth of a child. In fact, we were recently designated as a "Breastfeeding Friendly Workplace" by the Boulder County Breastfeeding Coalition. We are very proud of this designation and we are actively working with Public Health and our employee Wellness Program to spread the word about the services that we offer. We’ve coordinated the creation of private Nursing/Lactation Rooms at all of our Boulder County campuses and in the majority of our buildings.

Women are also welcome to breastfeed in any public area according to a new Colorado statute.

Infants at Work Policy

While the policy is lengthy, the highlights below show our organization’s commitment to supporting working families, as possible. The entire policy can be found by clicking on the following link: https://inbc.boco.co.boulder.co.us/sites/hr/Pages/Benefits.aspx
• Infants are only allowed in the workplace up to the time they begin to crawl, or at a maximum of 12 months, whichever is sooner.
• Parents must gain prior approval from their supervisor, elected official or department head, and human resources.
• Alternative caregiver arrangements with co-workers must be in place for limited and infrequent care of the infant for up to 90 minutes.
• Provisions are in place for times when the infant becomes disruptive.
• Sick infants will not be allowed at work.

Other Family Support Resources Available

There are also many other Parenting Resources for working parents or parents to be including:

• Cigna’s Healthy Pregnancies Healthy Babies
• Women’s Preventative Health Overview
• Family Medical Leave Act Information
• Breastfeeding locations and equipment
• and much more...

These resources are another indicator of Boulder County’s dedication to supporting working families.

Recommendations Based on Research and Needs

This report has outlined the significant financial and affordability barriers, perspectives of Boulder County employees and local industry leaders, and current socioeconomic conditions that have influenced the current child care market. All of these factors corroborate the substantial challenges that employees and residents face when seeking child care in Boulder County. The Employee Child Care Action Team (ECAT) strongly believes that these issues will continue to negatively affect local families and the greater community going forward. Boulder County is positioned to continue its commitment to a family friendly workplace and also continue to set the example of a local government providing the best in public service. The CCAT has outlined three recommendations that Boulder County can implement that can be mutually beneficial for both employees and community families. These recommendations include bolstering employee education and outreach, providing financial subsidies for employees, and establishing a Boulder County sponsored on-site child care center.

There were two highly favorable options that came out of the survey results: financial assistance to help pay for private child care and on-site or near site child care. These two options would satisfy the most needs and desires of our employees and the county should look further into these options to see if they could be a potential benefit option.

Additionally, within the results of the survey it was apparent that many employees do not know about the many resources that the county already has established or employees were misinformed about the services these resources supplied. A third option that the county should explore is creating a robust outreach and education campaign that ensures employees are knowledgeable about resources already at their disposal.
Recommendation #1: Employee Outreach and Education

Employees provided feedback in the survey about the county sponsored Take-A-Break program. This feedback suggested that employees don’t want a stranger to care for their sick child or have the care provider in their home not knowing the provider personally.

Many comments surrounding the CCAP program were favorable in the program’s support in helping families gain access to financial support for quality child care. Many of the comments mentioned the employee’s inability to afford child care and CCAP may be a possible option for some of those families.

Additionally, the county just passed the new infants at work policy which allows employees to bring their infant to work until they enter mobility. This is allowing employees additional time to arrange for child care as well as an extended the bonding period.

Employee outreach and education is an opportunity to provide employees additional information about these programs, dispel rumors or misinformation as well as assist families in knowing their benefit options.

Argument For:

- Better utilize the funds allocated to the Take-A-Break program
- Introduce and further educate employees regarding other parental support resources such as those listed in the Family Friendly Workplace section of this document or below.
- Easy “low hanging fruit” to implement a targeted communication, regular
- Ability to dispel myths or inaccuracies of the program(s)
- Allowing employees to meet caregivers prior to needing sick child care may alleviate concerns about a caregiver/stranger caring for their child or being in their home

Argument Against:

- May require more funds allocated to the Take-A-Break program if more employees begin utilizing the program
- Staff time will be necessary to provide the outreach and education
- Additional education still might not move employees to action

If our employees with children have the correct information and feel confident in the resources available, the resources would become more valuable to our employees and may be utilized to their full potential.

InBC - Human Resources Benefits Page
Recommendation #2: Financial Subsidies

Financial subsidies provide assistance to parents or a child care organization for employees child care needs. Most subsidies are based on an assessment of need looking at family variables including income, household size, assets, and working ability of the parents. Employers may sometimes specify which provides or programs are used, although typically the programs are parental choice. Organizations set aside an annual allocation of funds to be used to help their employees pay for child care.

Case Examples

The University of North Carolina at Chapel Hill and University of Michigan are similar in their child care financial subsidy programs. Through an application process employees apply for assistance based on a sliding support matrix dependent on the family’s needs including the number of children in licensed child care facilities, overall child care expense, employee’s income and assets all factor into how much assistance the employee will receive from the University. Assistance is paid directly to the designated child care provider or employee and accessing the program happens one time a year during an open enrollment period.

Harvard, another example of a University offering subsidies to families, allows anyone under a certain income limit to apply for assistance. Among the income requirement families also have to meet other restrictions for the funding including age of children, be employed at the University in a certain capacity and have a partner that is either in school or caring for a disabled person. Then based on a sliding scale families are awarded up to $7,500 through an application open enrollment process.

Boulder County Employees

Boulder County employees in the survey stated financial subsidies would be a preferred benefit citing overwhelmingly the relief of the financial bind they feel when providing quality care for their children.
“Much of my monthly paycheck goes to full time quality day care for my child, and while it’s the highest quality care, it was difficult to get into this daycare and it’s too expensive for me to actually save any money on a monthly basis.”

“Just found it is very expensive for good (safe) available child care.”

“It’s been very difficult finding affordable care, for a family of 5 if I couldn’t afford to pay child care for my 3 children in a facility. The best choice would be to quit my job and stay at home with my children. Usually I have friends and relatives take care of my children when need it.”

Arguments For:

- May offer a child care option with minimum direct involvement
- Reduces the number of employees who do not return from maternity leave
- Supports existing community facilities
- Assists parents to afford stable, quality child care
- Provides parental choice of child care plan
- Be one of the first counties to provide this benefit to employees

Arguments Against:

- Families are still challenged in finding a spot at a child care center
- This option does not help alleviate the child care need in Boulder County for residents
- Short term fix with no resolution to the quality or quantity of care in Boulder County

Considerations

- How much financial assistance should be offered?
- Should the assistance be based on income or a sliding matrix?
- Who should have access to the assistance (FTE, hourlies, part-time, etc.)?

Recommendation #3: RFP On-Site or Near-Site Partnership/Summer Care

On-site child care programs have been viewed conceptually as one of the most popular child care options for working parents. Parents have ready access to children in case of illness or emergencies, on-site exposure to the child’s development, reduced cost in travel time to child care centers and a center which is open when it is most convenient. Parents of school-aged children cited the hardship on finding suitable summer care. Having a site that in tandem provided some summer care would be an additional benefit worth investigating.
Management Models

Boulder County could select different management models dependent on how involved the organization wants to be. There are four main models to choose from:

- **Outside Vendor Model:** Boulder County contracts with a child care vendor to provide oversight and management of the site. Boulder County would have limited to no influence in the day-to-day operations of the center including tuition setting, personnel management, and surplus revenue.

- **Non-Profit 501(c) 3 Model:** Boulder County would open a non-profit center and has a board of directors that would influence the management of the center. Working in tandem with the Director the board would help set tuition rates, oversee personnel management and funds for the center would be raised by grants and private donations.

- **Boulder County Operated Model:** Boulder County would have complete influence on the center operations and structure. In collaboration with the director they would set the budget, tuition rates, personnel management. All staff members are employees of Boulder County, thus the teachers and parents share the same employer. Often centers under this model are run under the human resources department.

- **Boulder County and Partner Operated Model:** Boulder County with partner(s) would have complete influence on the center operations and structure. In collaboration with the director they would set the budget, tuition rates, personnel management. All staff members are employees of one of the contributing partners. Often centers under this model are run under the human resources department. A MOU or contract between the partners outlining the management of the center, influence and other factors would have to be established so that there was clear understanding of each partner’s role.

Case Studies

**County of San Mateo:** Has an on-site child care center named “Our Place” and established relationships with two additional child care providers in close proximity cities. Tuition assistance is offered to benefit-eligible San Mateo County and Courts employees who place their children at either of these establishments. Employees are expected to pay tuition up to 15% of their family household income with the County paying the difference between that amount and the actual tuition rate. Re-enrollment or applications are completed every six months to assure eligibility.

**Fairfax County:** Has an on-site child care center that is open to children 6 weeks through 5 years of age who also have one parent that is an employee working at least 20 hours with the Fairfax County government. In two-parent households, the non-county employee must also be working or in school a minimum of 20 hours per week. Enrollment is available on a first-come, first-serve basis. Online application is requirement. Tuition is based on a sliding scale based on the adjusted household income.

**Oakland County:** Has an on-site child care center that is administered by Bright Horizons. The center provides child care services to employees who are currently eligible for benefits at rates that are at or
lower than those charged by other area accredited centers. Children 6 weeks to 6 years of age are welcome to enroll as well as grandparents sponsoring their grandchildren.

Junior Jets (Boulder County): Junior Jets is a non-profit (board run) that supplies child care to the Federal Aviation Administration located in Boulder County. Fifty percent of children are FAA employee’s children and then the rest of the space is open to the community, staff children or CCAP children. FAA is given a 15% discount to have their children at their site. FAA runs the building including maintenance and then Junior Jets oversee the personnel, tuition rates and other center driven directives.

CU Children’s Center: The CU Children’s Center is a University Operated Model that runs through CU Housing. This center has adopted a split of non-profit and private status. All employees of the child care center are part of CU’s staff, so they experience higher pay and employee benefits then other local child care centers. There are various schedules available to parents as well as subsidized tuition costs based on their need.

Boulder County Employees

“On-site child care, or a child care subsidy, would be an incredibly valuable employee benefit. I currently pay over $3,000 a month in day care costs ($36,552/year); this represents 73% of my gross pay, and has led me to consider seeking employment elsewhere that offers more competitive pay for my professional certifications”

“I support on-site child care for BOCO employees. Boulder County is very expensive place to live and commuting from outside the county is also expensive AND often separates parents from their children.”

“When I worked at StorageTek, there was a very popular on-site daycare run by a third party. It was hugely successful and was in high demand. It allowed parents to deal with small issues without having to leave the workplace and also helped in bad weather and other emergency situations because the children were nearby.”

Argument For:

- Increased morale
- Decreased employee absenteeism, employee turnover rate, and time of maternity leave
- The parent(s) will have close access to their children that potentially nurtures the child/parent bond and in some cases breast feeding.
- Parents have exposure to child’s development
- Reduction in travel

Arguments Against:

- Costly option
- Center must have flexibility to appeal to a wide variety of employees
- On-site child care might not be an option for school-aged children
- Not all employees will be served by this especially those that work off-hours or weekends
- Consortium Programs take time to plan and organize
Considerations

- Where will the center be located- in an existing facility or new building?
- Will the center be in partnership with another corporation?
- Who will the center serve (i.e. FTEs, hourlies, part-time)?
- Where will the funding come for startup?
- How many children will the center serve?
- What age groups will the center serve (i.e. infants, toddlers, preschoolers, school-aged)?
- Will the center be run by an outside vendor, be a new 501c or BOCO run?
- Will BOCO support the center financially beyond rent, heat and lights in order to reduce family fees?
- Could there be a summer care program for employees with school aged children that need care during the summer months.

This action team has drafted a RFP (Appendix A) to begin the process of exploring implementation of a child care solution for county employees and the community. This RFP was reviewed by the Executive Director of the ECCBC, Bobby Watson, and input was given in completing this draft. In 2017, the RFP should be sent out to begin implementation of additional family friendly programs.

The needs assessment is complete and now the feasibility of an implementation needs to continue into 2017.

We also recommend the Commissioners meet with City of Boulder in February 2017 to discuss a partnership for utilizing the old hospital on Broadway for a potential child care center.

Given all this information, the Leadership Academy Child Care Action Team recommends the following actions to move forward.

1. Additional Employee Outreach and Education of Current Programs
2. Financial Assistance/Subsidy
3. On-Site/Close Site Partnership and Summer Care
   a. RFP
   b. Commissioners meet with City of Boulder to discuss child care partnership
References


18. Bahney, Anna This is why you Should Care about Childcare, http://www.forbes.com/sites/annabahney/2015/08/18/this-is-why-you-should-care-about-child-care-even-if-you-dont-have-kids/3/#600113915724

Additional Resources

Patagonia On-site Child Care Program:


Sloan Foundation “Why is employer-supported child care an important business issue?”:

https://workfamily.sas.upenn.edu/sites/workfamily.sas.upenn.edu/files/imported/pdfs/EWS_ESCC.pdf

Oregon State Child Care Needs Assessment Report:

http://childcare.oregonstate.edu/sites/childcare.oregonstate.edu/files/osu_final_mcg_report.pdf

Early Childhood Council of Boulder County 2013 Indicators Report:


Mills Consulting Group (example of a child care consulting firm):

http://www.millsconsultinggroup.com/recruitment1.html
Appendix A. RFP for Child Care Facility Consulting Services
REQUEST FOR PROPOSAL

Child Care Facility Consulting Services

RFP # xxxx-xx

SUBMITTAL DUE DATE

Mm dd,ccyy

2 p.m.

BOULDER COUNTY

1325 Pearl Street
BOULDER, CO 80302

xxxxx@bouldercounty.org
REQUEST FOR PROPOSAL

Boulder County is requesting proposals from qualified firms to provide consulting services and feasibility studies for on-site or near-site child care facilities for Boulder County employees. Working closely with the Boulder County representative, Consultant shall complete a feasibility analysis for two management alternatives (County-managed and 3rd party contractor). Both feasibility analyses shall consider staffing, financial arrangements, location requirements, site alternatives, enrollment process, fee structures, a comprehensive implementation plan, evaluation metrics, and recommendations for departmental ownership and management. 520 total consulting hours anticipated over a six-month contract, with the addition to hourly technical expertise as needed. The successful proposal may enter into a contract for a six month period with the option to renew. This RFP does not obligate Boulder County to award a contract or complete the proposed project.

Written Inquiries

All inquiries regarding this RFP shall be submitted via email to the Boulder County Commissioners Office at xxxxxxx@bouldercounty.org on or before 4 p.m. Date A response from the county to all inquiries shall be posted and sent via email no later than Date.

Submittal Instructions

Submittals are due at the Commissioner’s Office or the email box (preferred) listed below, for time and date recording on or before (Time) (Date).

Your response can be submitted in the following ways. Please note that email responses to this solicitation are preferred, but are limited to a maximum of 25MB capacity. NO ZIP FILES ALLOWED. Electronic Submittals must be received in the email box listed below. Submittals sent to any other box will NOT be forwarded or accepted. This email box is only accessed on the due date of your questions or proposals. Please use the Delivery Receipt option to verify receipt of your email.

Email xxxxxxx@bouldercounty.org; identified as RFP # xxxx-xx in the subject line.

-OR-

U.S. Mail One (1) unbound copy of your submittal, printed double-sided, 11 point, on at least 50% post-consumer, recycled paper must be submitted in a sealed envelope, clearly marked as RFP # xxxx-xx, to the Commissioners’ Office at PO Box 471 Boulder, CO 80306. Please allow at least 2 days for delivery of USPS Priority and Express Mail.

All RFPs must be received and time and date recorded by authorized county staff by the above due date and time. Sole responsibility rests with the Offeror to see that their RFP response is received on time at the stated location(s). Any responses received after due date and time will be returned to the offeror.

The Board of County Commissioners reserves the right to reject any and all responses, to waive any informalities or irregularities therein, and to accept the proposal that, in the opinion of the Board, is in the best interest of the Board and of the County of Boulder, State of Colorado.
Americans with Disabilities Act (ADA): If you need special services provided for under the Americans with Disabilities Act, contact the ADA Coordinator or the Human Resources office at 303-441-3525 at least 48 hours before the scheduled event.
TERMS AND CONDITIONS

1. Proposers are expected to examine the drawing, specifications, schedule of delivery, and all instructions. Failure to do so will be at the bidder’s risk.

2. Each bidder shall furnish the information required in the Request for Proposals.

3. The Contract will be awarded to that responsible bidder whose submittal, conforming to the Request for Proposals, will be most advantageous to the County of Boulder, price and other factors considered.

4. The County of Boulder reserves the right to reject any or all proposals and to waive informalities and minor irregularities in bids received, and to accept any portion of or all items proposed if deemed in the best interest of the County of Boulder to do so.

5. No submittal shall be withdrawn for a period of thirty (30) days subsequent to the opening of bids without the consent of the Boulder County Commissioner’s Agent or delegated representative.

6. A signed contract furnished to the successful bidder results in a binding contract without further action by either party.

7. Late or unsigned proposals will not be accepted or considered. It is the responsibility of proposers to insure that the proposal arrives at the Commissioners’ Front Desk or appropriate email box prior to the time indicated in the “Request for Proposals.”

8. The proposed price shall be exclusive of any Federal or State taxes from which the County of Boulder is exempt by law.

9. Any interpretation, correction or change of the RFP documents will be made by Addendum. Interpretations, corrections and changes of the RFP documents made in any other manner will not be binding, and proposer shall not rely upon such interpretations, corrections and changes. The county’s Representative will not be responsible for oral clarification.

10. Confidential/Proprietary Information: Proposals submitted in response to this “Request for Proposals” and any resulting contract are subject to the provisions of the Colorado Public (Open) Records Act, 24-72-201 et.seq., C.R.S., as amended. Any restrictions on the use or inspection of material contained within the proposal and any resulting contract shall be clearly stated in the proposal itself. Confidential/proprietary information must be readily identified, marked and separated/packaged from the rest of the proposal. Commingling of confidential/proprietary and other information is NOT acceptable. Neither a proposal, in its entirety, nor bid price information will be considered confidential/proprietary. Any information that will be included in any resulting contract cannot be considered confidential.
SPECIFICATIONS
RFP # xxxx-xx
CHILD CARE FACILITY CONSULTING SERVICES

General Information
Boulder County is requesting proposals from qualified firms to provide consulting services and feasibility studies for on-site or near-site child care facilities for Boulder County employees. Working closely with the Boulder County representative, Consultant shall complete a feasibility analysis for two management alternatives (County-managed and 3rd party contractor). Both feasibility analyses shall consider staffing, financial arrangements, location requirements, site alternatives, enrollment process, fee structures, a comprehensive implementation plan, evaluation metrics, and recommendations for departmental ownership and management. 520 total consulting hours anticipated over a six-month contract, with the addition to hourly technical expertise as needed. The successful proposal may enter into a contract for a six month period with the option to renew. This RFP does not obligate Boulder County to award a contract or complete the proposed project.

Background
Boulder County is home to approximately 2200 full-time and part-time benefited employees, many of whom are working parents juggling work demands while finding quality child care options for their children. It is estimated that US companies lose $3 billion annually as a consequence of child care related absences and Colorado ranks as one of the five least affordable childcare states in the nation. It costs more to send a baby to daycare than it does to send a child to college. With median earning for Boulder County residents with a bachelor’s degree at $45,122.00 families potentially pay more than half of their salary in child care costs. The cost associated with long wait lists for local child care centers leave many working families with limited options for child care.

Boulder County has taken measures to become a family friendly workplace which includes initiatives such as the sick child care support through the Take-A-Break program, breast feeding friendly workplace and the newly created policy for infants at work. Boulder County is committed to continuing the journey of exploring what works best for employees going into the next century in tandem with our already cutting edge programing.

Boulder County employees received a needs assessment to determine their level of child care needs and opinions surrounding the need of involvement of their employer in providing child care related benefits. One favorable option that came out of the survey was a child care facility on-site or near site that employees would have access to. The facility should serve an array of ages and may potentially serve school-aged children during summer vacation or other school holiday breaks.

This project requires consultation to provide solutions to Boulder County employees to meet their on-site or near site child care facility needs. The consultation and solutions would include identifying sites for the facility that would serve the majority of employees, preferred management model, financial aspects including implementation and ongoing costs, potential agency partners, preferred structure of the facility including age make-up of the facility, sliding scale tuition model and application process.

Desired Scope of Work
Consultant shall utilize the below desired Scope of Work as the foundation for their own work proposal and schedule of deliverables. The below tasks are for example only, and may not be exhaustive of all components of the feasibility studies or the total work product. Consultant is expected to complete two discrete feasibility studies for each management model;

1. Complete one feasibility study for each location, Boulder and Longmont, for a third-party managed child care facility, with consideration of the following:
   a. Cost structure, contracting specifics, liability, quality of care standards and Boulder County’s involvement in said facilities.
b. Consultant is encouraged to propose creative solutions that incorporate other organizational arrangements, of county managed or privately managed child care for employees and/or the community. Identify opportunities such as partnerships with existing providers to expand licensed capacity and overall quality of care to mutually benefit county employees and the community.

2. Complete one feasibility study for each location, Boulder and Longmont, for a County-owned and operated child care facility, with consideration of the following:
   a. Site location alternatives/options, requirements
   b. Business Plan that addresses startup costs, long-term, and short-term fiscal impacts
   c. Public/Private partnership options
   d. Organizational plan including necessary county staff support

3. Technical expertise, as needed, and at the direction of the Boulder County representative. Boulder County reserves the right to alter the scope of work at any point in the contract.

Summary Biography of Boulder County

With a population of around 320,000 residents, Boulder County is the seventh largest of the 64 counties in Colorado by population. About one-fifth of the county’s residents live in the unincorporated areas of Boulder County which includes the more populated communities of Niwot and Gunbarrel. The majority of residents live within one of the ten incorporated towns or cities.

Boulder County is located along the Northern Front Range (eastern slope) of the Colorado Rockies about 30 miles northwest of Denver. Our landscape is diverse with a variety of rural and urban communities and mountainous and plains settings. Encompassing a total of 726 square miles, our boundaries stretch from the Continental Divide to the west to the rolling foothills and plains of the east.

Boulder County’s three elected County Commissioners are full-time public servants who oversee the management of the county’s budget and daily operations. Seven other elected officials include: Assessor, Clerk & Recorder, Coroner, District Attorney (20th Judicial District), Sheriff, Surveyor, and Treasurer. Other departments are overseen by appointed department heads.

The county is organized into 16 departments with a total staff of about xx,xxx employees (that number is seasonally adjusted for the hiring of employees for elections, landscape and maintenance activities, open space projects, and our summer Youth Corps program).

Just as our landscape and geography are diverse, so are our employees many of who travel from nearby communities to work at Boulder County. As such, a potential child care facility must be adaptable and accessible to all our employees and have positive impact on the already congested child care landscape. Factors to consider but not limited to:

- Employees that live in Boulder County as well as those that commute to their workplace;
- Be accessible to a diverse employee base who work throughout Boulder County;
- Alleviate the congestion of local day care centers;
- Considers both quality and affordability in the model of the facility;
- Promotes Boulder County as a family friendly work place and an employer of choice

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1 In 2015, according to the U.S. Census Bureau.
Proposal Submittal Requirements

1. Cover page, including
   a. Provide a company description that highlights qualifications of your company, years in business, expertise/specialization, and the reasons your services and company are best suited to meet Boulder County’s needs.
   b. Proposer name, address, telephone number, and email
   c. RFP Contact’s name, signature, title, email, and date
   d. Proposer Overview:
2. Your understanding of this project and your approach to the Scope of Work (1-2 pages)
3. Professional Services References: Please provide at least three (3) and no more than five (5) references (Reference’s principle contact name, email address, and telephone number) that meet the following criteria:
   a. Public sector customers, i.e. State, County or large metropolitan area governments for whom you’ve provided services and solutions similar to those proposed for Boulder County
   b. Other customers for whom you’ve provided services and solutions similar to those proposed for Boulder County.
4. Examples of your work: Provide examples of work including website URLs, documentation, or other artifacts that illustrate your experience with this work.
5. Staffing summary chart – key personnel, resumes, availability, and estimated project allocation (1-page).
6. Fees/Costs
   a. A Fee schedule, including hourly rates for each team member to be assigned to the project.
   b. A total cost estimate that assumes a total of 520 hours of consultant team time dedicated to this project over the course of six months.
7. A monthly or bi-weekly schedule of deliverables for the six months. Firm is expected to create the schedule of deliverables based on the Scope of Work and the General Description.
   a. Include a proposed milestone timeline that corresponds to the services and deliverables proposed.
   b. Be specific about tasks and subtasks proposed to accomplish the scope of work and which member(s) of the team will accomplish them.
8. Completed, signed, signature page (included).
Proposal Evaluation

Evaluation Timeline

An approximate schedule for proposal evaluation and proposer selection is as follows:

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<tr>
<th>Milestone</th>
<th>Target End Date</th>
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<tr>
<td>1. RFP Issued</td>
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<td>2. Proposers submit RFP Questions to Boulder</td>
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<td>3. County Responses to RFP Questions released</td>
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<td>4. Proposer Proposal due to Boulder County</td>
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<td>5. County interviews Proposers (as needed)</td>
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<tr>
<td>6. County selects Proposer / Contracting</td>
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Evaluation Process and Criteria

The evaluators will consider how well the proposed services meet the needs of Boulder County as described in the proposer’s response. The following elements will be the primary considerations in evaluating submitted proposals:

1. Demonstrated familiarity with child care industry, regulations, and best practices
2. Team composition, competencies, and experience
3. Proposed schedule of deliverables and approach to work
4. Costs
5. Familiarity with the Boulder County community

Your submitted response will be a primary source of information used for evaluation and selection. Please include all required and appropriate information with your proposal. No other source of information submitted, written or verbal will be considered part of your proposal.

Compensation

No payment of any kind will be provided to the submitting proposer, or parties they represent, for obtaining any of the information solicited. Procurement of all equipment and services will be in accordance with subsequent contractual action.

Commitments

All quotes should be submitted initially on the most complete basis and with the most favorable financial terms available. The selected proposer’s proposal may, at Boulder County’s option, be made part of the final purchase contract and all representations in the proposer’s proposal may be considered commitments to supply the system as described.

RFP Revisions

Boulder County reserves the right to change the schedule or issue amendments to the RFP at any
time. Boulder County also reserves the right to cancel or reissue the RFP at any time.

**Contract Award and Execution**

- Boulder County reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be initially submitted on the most favorable terms the proposers can offer. It is understood that the proposal will become a part of the official file on this matter without obligation to Boulder County.

- The general conditions and specifications of the RFP and the successful proposer’s response, as amended by agreement between Boulder County and the proposer, will become part of the contract documents. Additionally, the county will verify proposer representations that appear in the proposal. Failure of the proposer’s products to meet the mandatory specifications may result in elimination of the proposer from competition or in contract cancellation or termination.

- The proposer selected as the apparently successful proposer may be expected to enter into a contract with Boulder County including terms similar to those presented in the copy of Boulder County’s Standard Contract, which is attached to this solicitation. If the selected proposer fails to sign and return the contract within ten (10) business days of delivery of the final contract, Boulder County may elect to cancel the award and award the contract to the next-highest-ranked proposer.

- No cost chargeable to the proposed contract may be incurred before the proposer has received a fully executed contract.

- Boulder County will not reimburse the contractor for non-business hour work (weekends and evenings), travel, lodging, meals, or other business costs. Insure these costs are included in your RFP response.
SIGNATURE PAGE  
RFP # xxxx-xx  
CHILD CARE FACILITY CONSULTING SERVICES

Failure to complete, sign and return this signature page with your proposal may be cause for rejection.

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<th>Contact Information</th>
<th>Response</th>
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<td>Company Name including DBA</td>
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<td>List Type of Organization (Corporation, Partnership, etc.)</td>
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<td>Name and Title of Person Authorized to Contract with Boulder County</td>
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<td>Name and Title of Person Submitting Bid</td>
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By signing below I certify that:
I am authorized to bid on my company’s behalf.
I am not currently an employee of Boulder County.
None of my employees or agents is currently an employee of Boulder County.
I am not related to any Boulder County employee or Elected Official.
I am not a Public Employees’ Retirement Association (PERA) retiree.

____________________________________________________________
Signature of Person Authorized to Bid on Company’s Behalf

Note: If you cannot certify the above statements, please explain in a statement of explanation.
SAMPLE CONTRACT
(Do not return with your proposal)

BOULDER COUNTY (name of service contracting for) CONTRACT

THIS CONTRACT ("Contract") is entered into between the County of Boulder, State of Colorado, acting by and through its Board of County Commissioners ("County") and (name of company) ("Contractor").

In consideration of the rights and obligations specified below, the County and the Contractor agree as follows:

1. Incorporation into Contract: The Invitation for Bid and Bid Specifications of Boulder County Bid No. ________, together with any alterations and/or modifications to these Specifications (the "Bid Documents"), are expressly incorporated into this Contract by this reference.

2. Work to be Performed: The Contractor will, in a good and workmanlike manner and at its own cost and expense, furnish all labor and equipment and do all work necessary and incidental to performing (specify type of work) as specified in the Bid Documents and this Contract (the "Work"). The Contractor shall perform the Work in strict accordance with the Bid Documents and this Contract.

3. Term of Contract: This Contract shall begin and become effective on the date of execution by the parties, which date is the date specified on the signature page of this Contract. Under this Contract, the Contractor shall begin Work on (date) and shall continue through (date).

4. Payment for Work Performed: In consideration of the Work to be performed by the Contractor, and subject to paragraph 14, the County shall pay to the Contractor, in accordance with the Bid Documents, $ (contract price).

5. Extension and/or Renewal of Contract Term:
   a. The County, in its sole discretion, may elect to extend the term of this Contract. In the event the County elects to exercise this right, it shall send written notice to Contractor, pursuant to paragraph 15, of its intent to extend the term of the Contract. The notice shall set forth the length of the extension.
   b. Upon mutual agreement by the parties, this Contract may be renewed for four additional one-year periods through (date) during which time this Contract shall be in full force and effect, subject to the termination provisions of paragraph 14. If this option to renew is exercised, the parties shall execute a written agreement no later than thirty (30) days before the expiration of this Contract or any subsequent renewals.
c. All of the provisions of this Contract shall remain in full force and effect during any extension or renewed term except that the scope of services and compensation to be paid to Contractor during any extension or renewed term shall be mutually agreed upon prior to the commencement of any extension or renewed term. The agreed upon scope of services and compensation shall be reduced to writing, signed by both parties, and attached to this Contract.

d. **TEN CALENDAR DAYS BEFORE THE COMMENCEMENT OF ANY EXTENDED TERM THE CONTRACTOR SHALL SUBMIT TO THE COUNTY PROOF OF INSURANCE AS REQUIRED IN PARAGRAPH 9.**

e. Should the parties fail to agree upon the scope of services or compensation to be paid to Contractor for any extension or renewed term, or should Contractor fail to submit the required documents within the time period specified in paragraph 5(d), then this Contract shall terminate at the end of the then current term and no extension or renewal of the term of the Contract shall occur.

6. **Quality of Performance:** The Contractor shall perform the Contract in a manner satisfactory and acceptable to the County. The County shall be the sole judge of the quality of performance.

7. **Schedule of Work:** The Contractor shall perform the Work during the hours designated by the County so as to avoid inconvenience to the County and its personnel and interference with the County's operations.

8. **Indemnity:** The Contractor shall be liable and responsible for any and all damages to persons or property caused by or arising out of the actions, obligations, or omissions of the Contractor, its employees, agents, representatives or other persons acting under the Contractor's direction or control in performing or failing to perform the Work under this Contract. The Contractor will indemnify and hold harmless the County, its elected and appointed officials, and its employees, agents and representatives (the "indemnified parties"), from any and all liability, claims, demands, actions, damages, losses, judgments, costs or expenses, including but not limited to attorneys’ fees, which may be made or brought or which may result against any of the indemnified parties as a result or on account of the actions or omissions of the Contractor, its employees, agents or representatives, or other persons acting under the Contractor’s direction or control.

9. **Insurance Requirements:** The Contractor shall procure and maintain at its own expense, and without cost to the County, the following kinds and minimum amounts of insurance for purposes of insuring the liability risks which the Contractor has assumed until this Contract has expired or is terminated:

a. **Commercial General Liability**

This coverage should be provided on an Occurrence Form, ISO CG001 or equivalent, with
Minimum limits of $1,000,000 Each Occurrence, $2,000,000 General Aggregate and $2,000,000 Products Completed Operations Aggregate.

**FOR CONSTRUCTION CONTRACTS, THE FOLLOWING LANGUAGE SHOULD BE SUBSTITUTED FOR THE ABOVE. DELETE THIS INSTRUCTION (ALONG WITH THE INAPPLICABLE PARAGRAPH) WHEN FINALIZING THE CONTRACT:**

Coverage should be provided on an Occurrence form, ISO CG0001 or equivalent. The policy shall be endorsed to include Additional Insured endorsements CG 2010 (or equivalent), Designated Construction Projects General Aggregate Endorsement CG2503 (or equivalent) and Additional Insured (for products/completed operations) CG 2037 (or equivalent). Minimum limits required of $1,000,000 Each Occurrence, $2,000,000 General Aggregate and $2,000,000 Products Completed Operations Aggregate”. The County may require Products/Completed Operations coverage to be provided for up to 3 years after completion of construction. (Contact Risk Management on this for further direction).

*Please be aware that if extended coverage is requested for the Products Completed Operations coverage, an endorsement must be obtained and provided with the certificate of insurance, which confirms the duration of time the coverage will be in effect.*

**b. Automobile Liability**

Bodily Injury and Property Damage for any owned, hired, and non-owned vehicles used in the performance of the Contract. Minimum limits $1,000,000 Each Accident.

*This coverage may not be required if Contractor is not using a vehicle as part of its performance under the contract. Contact Risk Management for a waiver.*

**c. Workers' Compensation and Employer's Liability**

Workers’ Compensation must be maintained with the statutory limits. Employer's Liability is required for minimum limits of $100,000 Each Accident/$500,000 Disease-Policy Limit/$100,000 Disease-Each Employee.

*This coverage may not be required if contractor is not mandated under State law to maintain this coverage. Contact Risk Management for a waiver.*

**d. Umbrella / Excess Insurance**

This insurance is a broad, high-limit policy, which acts in excess of the underlying primary insurance policy. This coverage is designed to provide additional liability limits beyond the primary insurance limits, and is triggered upon the underlying limits becoming exhausted. Umbrella / Excess insurance is most commonly required when an exposure to the County could potentially create liabilities in excess of the basic insurance limits. The most common limits for these policies range from $2,000,000 to $5,000,000.
Please consult with Risk Management if you feel this coverage should be required.

IN ADDITION TO THE ABOVE, ONE OR MORE OF THE FOLLOWING FOUR (4) INSURANCE COVERAGES MAY BE REQUIRED. CONTACT RISK MANAGEMENT IF YOU HAVE QUESTIONS ABOUT WHICH INSURANCE COVERAGE TO INCLUDE. DELETE THIS INSTRUCTION (AND ANY INAPPLICABLE INSURANCE PARAGRAPHS) WHEN FINALIZING THE CONTRACT:

e. **Professional Liability (Errors and Omissions)**

All contractors required to be professionally certified by the State of Colorado (i.e., architects, engineers, doctors, nurses, etc.) and/or any consultants whose errors in judgment, planning, design, etc. could result in economic loss to the County, must provide proof of professional liability coverage with minimum limits of $1,000,000 Per Loss and $1,000,000 Aggregate. Professional Liability provisions indemnifying for loss and expense resulting from errors, omission, mistakes or malpractice is acceptable and may be written on a claims made basis. The contractor warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.

f. **Pollution Liability**

This coverage is required whenever work under the contract involves pollution risk to the environment or losses caused by pollution conditions (including asbestos) that may arise from the operations of the Contractor described in the Contractor’s scope of services. The policy shall cover the Contractor’s completed operations. The coverage must include sudden and gradual pollution conditions including clean-up costs when mandated by governmental authority, when required by law, or as a result of a third party claim. Minimum limits required are $1,000,000 Per Loss and $1,000,000 Aggregate. If the coverage is written on a claims-made basis, the Contractor warrants that any retroactive date applicable to coverage under the policy precedes the effective date of this Contract; and that continuous coverage will be maintained or an extended discovery period will be exercised for a period of three (3) years beginning from the time that work under this contract is completed. Evidence of this extended coverage must be provided with the certificate of insurance, which confirms the duration of time the coverage will be in effect.

g. **Commercial Crime Insurance / Third Party Fidelity Bond**

This coverage is required when the contractor or employees of the contractor handle money on behalf of the County (an auction company, someone collecting fees for the County, etc.). If the contractor is handling money for a third party/client on behalf of the County, the Contractor’s crime insurance should provide a coverage endorsement for “Employee Theft of Client Property”. This third party coverage can also be provided by obtaining a third party fidelity bond. The limit shall be $1,000,000 Per Loss.
h. **Privacy / Cyber Liability Insurance (HIPAA Compliance)**

As a provider of a service which *may* require the knowledge and retention of medically sensitive personal information of clients served, the following minimum insurance limits are required:

- Contractors with 10 or fewer clients: $50,000
- Contractors with 11 – 15 clients: $500,000
- Contractors with more than 25 clients: $1,000,000

i. **Farmer’s Liability**

Farmer's Liability may be substituted for Commercial General Liability to support Parks and Open Space agriculture leases.

**THE STATED INSURANCE LIMITS FOR ALL COVERAGES ARE MINIMUM AMOUNTS; DEPENDING ON THE CONTRACT, HIGHER LIMITS MAY BE REQUIRED OR ADVISABLE. CONTACT RISK MANAGEMENT IF YOU HAVE ANY QUESTIONS ABOUT MINIMUM LIMITS. DELETE THIS PARAGRAPH WHEN FINALIZING THE CONTRACT.**

The Contractor shall provide a Certificate of Insurance to Boulder County demonstrating that the insurance requirements have been met prior to the commencement of Work under this Contract. Boulder County shall be named as an additional insured for General Liability and Pollution Liability, as designated in the contract. Additional insured shall be endorsed to the policy.

**THE ADDITIONAL INSURED WORDING SHOULD BE AS FOLLOWS:** *County of Boulder, State of Colorado, a body corporate and politic, is named as Additional Insured.*

**Notice of Cancellation:** Each insurance policy required by the insurance provisions of this Contract shall provide the required coverage and shall not be suspended, voided or canceled except after thirty (30) days prior written notice has been given to the County, except when cancellation is for non-payment of premium, then ten (10) days prior notice may be given. Such notice shall be sent directly to (______) Agency / Department Representative's Name & Address).

If any insurance company refuses to provide the required notice, the Contractor or its insurance broker shall notify the County of any cancellation, suspension, and/or non-renewal of any insurance within seven (7) days of receipt of insurers’ notification to that effect. Such notice shall be sent directly to:

Boulder County  
Attn: Risk Manager  
P.O. Box 471  
Boulder, CO 80306

Please forward certificates to the above certificate holder.
10. **Nondiscrimination**: The Contractor agrees to comply with the letter and spirit of the Colorado Anti-Discrimination Act, C.R.S. § 24-34-401, et seq., as amended, and all applicable local, state and federal laws respecting discrimination and unfair employment practices.

11. **Nondiscrimination Provisions Binding on Subcontractors**: In all solicitations by the Contractor for any Work related to this Contract to be performed under a subcontract, either by competitive bidding or negotiation, the Contractor shall notify each potential subcontractor of the Contractor's obligations under this Contract, and of all pertinent regulations relative to nondiscrimination and unfair employment practices.

12. **Information and Reports**: The Contractor will provide to authorized governmental representatives, including those of the County, State and Federal Government, all information and reports which they may require for any purpose authorized by law. The Contractor will permit such authorized governmental representatives access to the Contractor's facilities, books, records, accounts, and any other relevant sources of information. Where any information required by any such authorized government representative is in the exclusive possession of a person other than the Contractor, then such Contractor shall so certify to the County, and shall explain what efforts it has made to obtain the information.

13. **Independent Contractor**: The Parties recognize and agree that the Contractor is an independent contractor for all purposes, both legal and practical, in performing services under this Contract, and that the Contractor and its agents and employees are not agents or employees of Boulder County for any purpose. As an independent contractor, the Contractor shall be responsible for employing and directing such personnel and agents as it requires to perform the services purchased under this Contract, shall exercise complete authority over its personnel and agents, and shall be fully responsible for their actions.

Contractor acknowledges that it is not entitled to unemployment insurance benefits or workers’ compensation benefits from Boulder County, its elected officials, agents, or any program administered or funded by Boulder County. Contractor shall be entitled to unemployment insurance or workers’ compensation insurance only if unemployment compensation coverage or workers’ compensation coverage is provided by Contractor, or some other entity that is not a party to this Contract. Contractor is obligated to pay federal and state income tax on any monies earned pursuant to this Contract.

14. **Termination and Related Remedies**:

a. The other provisions of this Contract notwithstanding, financial obligations of Boulder County payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise made available. Boulder County is prohibited by law from making financial commitments beyond the term of its current fiscal year. The County has contracted for goods and/or services under this Contract and has reason to believe that sufficient funds will be available for the full term of the Contract. Where, however, for reasons beyond the control of the Board of County Commissioners as the funding entity, funds are not allocated for
any fiscal period beyond the one in which this Contract is entered into, the County shall have the right to terminate this Contract by providing seven (7) days written notice to the Contractor pursuant to paragraph 15, and will be released from any and all obligations hereunder. If the County terminates the Contract for this reason, the County and the Contractor shall be released from all obligations to perform Work and make payments hereunder, except that the County shall be required to make payment for Work which has been performed by the Contractor prior to the effective date of termination under this provision; and, conversely, the Contractor shall be required to complete any Work for which the County has made payment prior to providing written notice to the Contractor of the termination.

b. The preceding provisions notwithstanding, the County may terminate this Contract, either in whole or in part, for any reason, whenever the County determines that such termination is in the County’s best interests. Such termination shall be effective after the County provides seven (7) days written notice to the Contractor pursuant to paragraph 15.

c. In the event the County exercises either of the termination rights specified in paragraphs 14(a) or 14(b), this Contract shall cease to be of any further force and effect, with the exception of all Contract remedies which are specified herein and may otherwise be available to the parties under the law, and with the exception of any rights or liabilities of the parties which may survive by virtue of this Contract.

15. Notices: For purposes of the notices required to be provided under paragraphs 5, 9, and 14, all such notices shall be in writing, and shall be either sent by Certified U.S. Mail - Return Receipt Requested, or hand-delivered to the following representatives of the parties at the following addresses:

For the County: (enter DH/EO’s name, Department, and Mailing Address)
For the Contractor: (enter Contractor’s name and Mailing Address)

In the event a notice is mailed pursuant to the provisions of this paragraph, the time periods specified in paragraph 14 shall commence to run on the day after the postmarked date of mailing.

16. Statutory Requirements: This Contract is subject to all statutory requirements that are or may become applicable to counties or political subdivisions of the State of Colorado generally. Without limiting the scope of this provision, the Contract is specifically subject to the following statutory requirement:

Contract payments may be withheld pursuant to C.R.S. § 38-26-107 if the County receives a verified statement that the Contractor has not paid amounts due to any person who has supplied labor or materials for the project.

17. Prohibitions on Public Contract for Services: Pursuant to Colorado Revised Statutes (C.R.S.), § 8-17.5-101, et seq., as amended, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:
a. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.

b. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.

c. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.

d. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.

e. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and, terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

f. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).

g. If Contractor violates any provisions of this Section of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

18. Amendments: This Contract may be altered, amended or repealed only on the mutual agreement of the County and the Contractor by a duly executed written instrument.

19. Assignment: This Contract shall not be assigned or subcontracted by the Contractor without the prior written consent of the County.
20. **Benefit to Successors and Assigns:** This Contract shall be binding upon the successors and assigns of the parties.

21. **Governing Law:** The laws of the State of Colorado shall govern the interpretation and enforcement of this Contract. Any litigation that may arise between the parties involving the interpretation or enforcement of the terms of this Contract shall be initiated and pursued by the parties in the Courts of the 20th Judicial District of the State of Colorado and the applicable Colorado Appellate Courts.

22. **Breach:** Any waiver of a breach of this Contract shall not be held to be a waiver of any other or subsequent breach of this Contract. All remedies afforded in this Contract shall be taken and construed as cumulative, that is, in addition to every other remedy provided herein or by law.

23. **Termination of Prior Agreements:** This Contract cancels and terminates, as of its effective date, all prior agreements between the parties relating to the services covered by this Contract, whether written or oral or partly written and partly oral.

24. **Severability:** If any provision of this Contract is found to be invalid, illegal or unenforceable, the validity and enforceability of the remaining provisions shall not in any way be affected or impaired thereby.

25. **Third Party Beneficiary:** The enforcement of the terms and conditions of this Contract and all rights of action relating to such enforcement shall be strictly reserved to the County and the Contractor, and nothing contained in this Contract shall give or allow any claim or right of action whatsoever by any other or third person. It is the express intent of the parties to this Contract that any person receiving services or benefits under this Contract shall be deemed an incidental beneficiary only.

26. **Governmental Immunity:** Nothing in this agreement shall be construed in any way to be a waiver of the County's immunity protection under the Colorado Governmental Immunity Act, C.R.S. § 24-10-101, et seq., as amended.

27. **Execution by Counterparts; Electronic Signatures:** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. The Parties approve the use of electronic signatures for execution of this Agreement. Only the following two forms of electronic signatures shall be permitted to bind the Parties to this Agreement: (1) Electronic or facsimile delivery of a fully executed copy of a signature page; (2) The image of the signature of an authorized signer inserted onto PDF format documents. All use of electronic signatures shall be governed by the Uniform Electronic Transactions Act, C.R.S. §§ 24-71.3-101 to 121.

**IN WITNESS WHEREOF,** the parties hereto have set their hands and seals on ___(date)_____________.

**COUNTY OF BOULDER**
STATE OF COLORADO

ATTEST: ________________________
   Administrative Assistant
   Clerk to the Board of
   Commissioners
   (seal)

By: ________________________
   Chair, Board of County Commissioners

CONTRACTOR:

ATTEST: ________________________
   By: ________________________
   Title: ________________________

(If this Contract is executed on behalf of a corporation, it must be signed by an agent duly authorized by the corporation to execute such Contract, and if specified by the corporate by-laws, the corporate seal must be affixed to the Agreement by the Secretary of the corporation or other authorized keeper of the corporate seal.)
CONTRACTOR’S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statutes, § 8-17.5-101, et seq., as amended, as a prerequisite to entering into a contract for services with Boulder County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, et seq., in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

___________________________________   __________________
Company Name      Date

___________________________________
Name (Print or Type)

___________________________________
Signature

___________________________________
Title

Note: Registration for the E-Verify Program can be completed at: https://e-verify.uscis.gov/enroll/.
Appendix B. Verbatim Survey Comments
**Verbatim Comments:**

<table>
<thead>
<tr>
<th>In your own words, tell us about your experience in finding quality affordable childcare:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>More creative options</strong></td>
</tr>
<tr>
<td>It is almost impossible to find affordable quality childcare. Any childcare that is of decent quality (engaged caring adults, enriching and safe environment for kids) is more than half my paycheck. Now my kids are in school so that helps, but school-provided aftercare is expensive and I have to pay for that still if I am working (which I only do hourly so as to avoid paying this high fee). I love that BOCO is looking into this topic. I think it would be outstanding to have options near or at our workplace for days when school is out.</td>
</tr>
<tr>
<td><strong>We are currently paying $1700 for full time childcare in Broomfield because the wait lists in Denver are outrageous. You have to be on a list before you even get pregnant. This day care is neither near my house nor near my work, but it’s a great day care with good education available. So my husband and I are sacrificing the drive to daycare to choose a good option. On days I work at home, I will still have to drive her 15 minutes to daycare.</strong></td>
</tr>
<tr>
<td><strong>It was always challenging and really expensive when my child was younger. Now older, it is much easier and simpler with him able to go to the before and after childcare located at his school.</strong></td>
</tr>
<tr>
<td><strong>Cost too much</strong></td>
</tr>
<tr>
<td>cost is too high</td>
</tr>
<tr>
<td>It has not been an issue</td>
</tr>
<tr>
<td><strong>limited choices where I live with the hours that I work</strong></td>
</tr>
<tr>
<td>When I went back to work, the hardest part about finding daycare was due to my schedule. I work part-time, but the days that I work need to be flexible within in any given week. It was challenging to find a daycare that would take my kids part-time and let me choose any 3 days of the week that I needed. Most places have a set part-time schedule of M-W-F or T-Th or you have to pay full-time fees, which I believed was a waste of money when I only worked 3 days a week.</td>
</tr>
<tr>
<td><strong>Much of my monthly paycheck goes to full time quality day care for my child, and while it’s the highest quality care, it was difficult to get into this daycare and it’s too expensive for me to actually save any money on a monthly basis.</strong></td>
</tr>
<tr>
<td><strong>Too expensive</strong></td>
</tr>
<tr>
<td>Finding quality affordable childcare program in this area has always been a bit of a challenge. I feel I have had to substitute quality for affordability on multiple occasions. Fortunately, I have a great support network including family and friends who have assisted in filling any gaps in the childcare schedule that I can afford. I received CCAP until my child was almost 3 at which point I was supposed to transition from paying a $94 monthly parent fee to regular monthly fees of over $1,000. Between 3-6 years old we managed to continue with 3-4 day/wk schedules in more affordable programs (a local church and then the Y) where I received scholarships and private financial assistance. Before and after school care is much more manageable now that he is school aged and we have school district options available, but summers are still a challenge. I had intended to enroll him in a Y program this last summer before finding that the prices had been doubled. My family again stepped in to provide a more affordable option.</td>
</tr>
<tr>
<td><strong>When my children were young, finding infant care was challenging. On wait lists for months. Now with my school age child it’s hard to find regular coverage for after school. The Y is not offered at our school - he’d have to bus to another school.</strong></td>
</tr>
<tr>
<td><strong>It was difficult when he was very small as he has been in care since he was 3 months old. He has currently been in the same place since 11-2013 and it does not provide the educational piece that i would like, but it is affordable to me and my spouse. He is now going into Kindergarten so now the educational piece is there and will support his growth and needs</strong></td>
</tr>
<tr>
<td><strong>It’s too expensive for a single parent to cover by themselves.</strong></td>
</tr>
<tr>
<td><strong>Easy</strong></td>
</tr>
<tr>
<td>My partner and I work atypical schedules, which limits our choices of childcare. The choices we are left with typically are</td>
</tr>
</tbody>
</table>
more expensive and financially straining.

My daughter was in full time daycare here in Boulder, but when my husband took a lower paying job, we could not afford it any longer.

We were fortunate that we found good, quality daycare from baby through kindergarten. The after school programs in elementary school were either lacking, too expensive, or lacked good transportation options.

Many programs are "all or none" - 7am - 5pm (overkill and way too expensive). Also, several just didn't seem compatible with my child's energy level and needs.

Quality, qualified facilities/programs are hard to find.

Just found it is very expensive for good (safe) available childcare.

THERE ARE GOOD OPTIONS BUT EXPENSIVE TO MY BUDGET

We had my son in a daycare center near our home that was quite unaffordable. When he turned a year, we got lucky and found an in-home licensed daycare that we absolutely love now. It was stressful finding initial care for him and being able to afford it. We both work in the public sector, so daycare takes up a big chunk of our salaries.

Most all centers have wait lists. When you need child care you don't have time to wait on a wait list.

Was forced to put my child in a program for older kids because there was not room in the younger classroom. Other care facilities did not have the quality of care I needed.

Trying to find quality daycare that is affordable is impossible in Boulder. Without CCAP my child wouldn't have been able to go to the daycare she attended. The monthly rate for children 2 -3 was $1442/monthly. That is as much as someone's mortgage!

Care.com

It’s hard everything is really expensive and sometimes has problems trying to pick up if I have to stay late. Most places close 530 and I work in Longmont live in Loveland

I am a single mother, who does not live near family. Friends are rarely available to help. My son has some special needs, which also makes it difficult to find help. I do not receive child support and have refrained from filing for child support, for fear of my son's safety. I quit my job in 2007 to go back to school, because I could not afford to support my son alone and I made just a hair over the income limits to get help. During that time, I utilized social services programs to support my son, while I worked towards a bachelor’s degree. I graduated in 2013 and have been unable to find permanent work. I have had 3 temporary jobs since January of 2014. I work for the county now, still as an hourly employee, which means I do not get benefits. We currently do not have health insurance, because I cannot afford what I have been offered in the marketplace. Childcare is expensive and I always ask for scholarships. We currently receive help with childcare at the YMCA and have a scholarship for his summer camp.

Childcare is expensive and good programs/centers are competitive to get into. We are happy with the center we're using, but it’s quite an expense each month.

I’ve been lucky enough to have friends and family members help when needed. I work part-time and mostly from home so that has worked well for my family. Going back to work full time has not been an option because child care full time is too costly.

Most in-home care is very expensive and will not transport kids to and from school. Most centers are very expensive and have waiting lists.

It's difficult to find and a lot of the time the programs that are affordable are full.

I tried this summer to get my child into a childcare program here in Longmont because we both agreed that it would a nice option to have her near to where I work during the summer. I checked into a numerous programs and some either did not take Non-residents or it was way too pricey. I ended up having her stay with a family friend who also had children my daughter’s age and she had her older daughter look after her. My daughter did not get to engage in summer activities that would have been available to her if she would have been in a traditional daycare program like YMCA.

It is extremely hard to find affordable childcare. If it wasn’t for CCAP I wouldn’t have my kids in any type of program. Even w/ the help it is difficult at times.
I was fortunate to know the director of a preschool and my child was eligible for scholarship - without that it may be been impossible to attend the school.

I am in the grace period after losing CCAP, but I couldn’t afford the full price at my preferred daycare where my son had been for a year and a half, so I had to move him to another more affordable option. This option is OK, but we have definitely lost quality in the curriculum that is offered, and the teachers while nice, aren’t as highly trained.

None - my wife does the primary child care for our children

I was lucky that one of my older children was acting as nanny for the baby but she is going back to school and I am not sure what I am going to do now. I cannot afford child care and I do not live in Boulder or I would be eligible for CCAP.

Daycare in Colorado is unaffordable for my tax bracket and I don’t qualify for any type of assistance.

Too expensive

Quality and affordable doesn’t exist. You get one or the other one.

When I need to pay for both kids to be in care my entire part-time salary goes to childcare. At part-time with only one child in part-time care 40% of my monthly pay goes to childcare.

Finding full time care is very difficult since my husband and I both work. Also, finding quality care for both an infant and preschooler is hard and driving them to two separate places and making it to work by 8 is near impossible. The best rated preschool we found doesn’t even open until 8. Breastfeeding would be better supported if my baby was onsite.

daybreak center have helped but most of the times when children are sick they are short staff

There aren’t many facilities that approve CCAP assistance.

competitive and expensive

Hard to find affordable good daycare especially ones that keep kids after 6pm

One of my children’s grandmothers owns and operates a daycare center. Between that and family I have never had an issue with childcare arrangements.

Summer is the hardest time to find quality, affordable, full time care for both of my kids. Also because one is 3 and the other is 7, there are few programs that accommodate both of them together. I have regular care for both of my kids in Lyons, but struggle with finding care during holidays, daycare provider vacations and summer vacation.

My wife is staying home without children because the childcare nears our home and work workplace is not affordable.

I need child care Wed - Fri. Many daycares don't accommodate that schedule. They do MWF. Suitable daycares near me for two kids cost as much as my mortgage basically making me pay two mortgage payments so that my spouse and I can work.

Is not about quality, is about prices, they are very very expensive.

Childcare costs are extremely high. I rely on family that can’t always accommodate my schedule needs because I cannot afford childcare and do not qualify for CCAP

Cost literally doubled moving to Boulder!

childcare is not affordable

There really isn't a whole lot available out in Firestone - and it is incredibly expensive in Boulder and not something I am willing to pay.

Daycare is not affordable, but it's a necessity so I have to suck it up and pay for it.

It's not affordable

My Mom’s friend has been in child care for 18 years. I take my child to her because of her experience and because she lives close to my job and because my Mom knows her very well. If it weren't for my Mom knowing her I don't know where I would have taken my child. I got very lucky.

I'm lucky to have financial resources.

It was difficult finding a more structured "school" childcare facility that could meet our part time schedule of Wednesday - Friday. Many facilities have strict part time schedules such as Mon/Wed/Fri or Tue/Thur.

Child care has been very expensive, last time I checked it was more than my mortgage payment.
There are not quality affordable childcare options. About 75% of my paycheck goes to childcare.

We’ve had to do a mix of in-home daycare (no longer an option as our daycare provider retired), preschool, emergency care at the YWCA. The hardest part is finding backup care when my son’s preschool is closed. I sometimes use the YWCA Children’s Alley but it is very expensive (they use a sliding scale but we’re at/near the top apparently...even though I can’t even afford to live in Boulder).

Most of the time “affordable” is inadequate regarding a clean environment and quality of teaching staff.

**NEED AFFORDABLE B/A SCHOOL CARE FOR MY YOUNGSTER**

I have been unable to find quality affordable childcare, I cannot afford it with my current salary

It’s been very difficult finding affordable care, for a family of 5 if I couldn’t afford to pay childcare for my 3 children in a facility. The best choice would be to quit my job and stay at home with my children. Usually I have friends and relatives take care of my children when need it.

None too expensive. Can’t afford to put 4 kids in daycare program.

Hard to find trustworthy care

We decided to live on single income and have my spouse watch our daughter because her income wouldn’t even cover childcare.

Too expensive for what I need for a child with a disability.

My children have never been to a daycare center until a few weeks ago. It has always been a struggle for us financially to send them to a center/camp/before and after school program. My children are watched by a friend of the family at their house. They are not in an educational or social environment and when the baby sitter has appointments or days off, we struggle to find a back-up provider. Also, all the money we pay we are unable to claim on taxes due to the babysitter’s citizenship.

I have been extremely fortunate to have a grandparent available to watch my children, especially when they were little. If not for that option, there is no way this job would have made financial sense.

**Child care providers don’t work long hours. When my kids were younger, my schedule was 0800-1800 hrs. Had a hard time finding care for long hours.**

We currently don’t have childcare as my husband stays home with the kids; however, it would be nice to have something onsite for when he has work meetings.

Child care are too expensive to afford, my mother in law takes care of my child but I would like to have another choice as I don’t see that my mother in law can take care of them for much longer.

**Quality and affordable to not go together in childcare. 3 kid’s childcare during the summer means I would be better off not working financially. Popular programs fill fast. Logistics with both parents working is difficult**

**Hard when working in Boulder County but living elsewhere. Had to decide whether to leave child closer to home, but father from me or vice versa. Also the cost was very hard on my salary.**

**Hard to find spots that are good quality and affordable in places like Boulder.**

Expensive, not local, and questionable caregivers.

It was very expensive and there are waitlists for every quality program.

**Finding a good school/program that is near to where I work, with a schedule that will accommodate is very difficult. Boulder is extremely expensive so I drive to Frederick to Longmont to Boulder just so that my daughter is in a good school that is affordable.**

The high cost of good childcare is one of reasons why my spouse stays home with our kids. It is more affordable for her to stay home and work about 5-10 hours/week than for us to pay for childcare for two kids and her to work full-time.

**I live in Westminster and work in North Boulder. I am a caseworker and have to travel for work, meaning I never know where I am going to be at the end of the day so I can pick up my daughter at and appropriate time. I had to find a day care in Boulder so my relatives could support me in this. Many day cares close earlier than I need for my job. I also found a lot of the day cares were really expensive.**
Some child care facilities charged so much it wasn’t worth working. As you would be working to pay for child care. I would rather stay home and know the child is safe with me or my spouse.

We have one foster son who has CCAP and those slots are limited.

Expensive

I pay 1127 a month in child care and that is insane! I would love some help this this.

Is expensive and to busy

I live in Milliken and we only have 1 center and it is usually full and way out of my budget. So we rely on in home providers and with the growth in the area it is hard to find an in home provider with openings. Typically you don't have much choice in providers but are forced to go with whoever is available. I also have one person setup as a backup but when she is not available I have no other option but to stay home so emergency care would be extremely helpful!

Finding quality, trustworthy childcare is the single most biggest concern for parents, and probably, more so for mothers. I hope with this survey you all are able to help parents in a big way so that children, parents and all family members may all live well. I am truly grateful those days are over, even though we were fortunate. Here's our story many years ago. It was difficult to find someone we trusted. The first person who babysat our son we discovered was off-balance and we believe actually harmed our baby. Thank goodness some friends told us about a couple who were considered "grandma & grandpa" who took excellent care of our son and the other kids. They cooked real meals, let them play, taught them, did art with them - we were most fortunate in having this couple care for our child in his younger years. When he was around 3 1/2 he tried KinderCare part-time and was with grandma and grandpa part-time, but it was challenging in a number of ways so it was best with grandma and grandpa. He also tried daycare at FRCC, which again, g & g was a better match, until he could attend pre-school at Community Outreach Program.

When my daughter was younger, I spent, on average, half of my monthly salary to have her in a place close to home. Not working was not an option for me. The YMCA had financial assistance available for after school care while I was in nursing school, and that made a huge difference in our budget. The most frustrating thing about child care, to me, is its unaffordability.

I currently use the before and after school program with my child's school but it is terribly expensive. I have not been able to find someone I trust that can transport her to and from school and still work within my work schedule.

I always found good child care centers when I needed it.

We got on waitlists at half a dozen child care centers when I was 5 months pregnant and I wasn't able to get a spot at a center until my son was 6 months old and it was only for 2 days/week to start.

Finding space in a licensed child care center either near work or home was extremely difficult. We were on a wait list until my son was 16 months old. Prior to that, we had a nanny. The care was great but it was extremely expensive - more than our monthly mortgage payment!

Childcare facilities are breeding grounds for bacteria and germs, and who wants to send their kid to a place where they come home sick? Not to mention the impersonal care that comes along with so many childcare facilities these days where there is no real interaction between the care provider and the child. Most places just put a movie on and only tend to the kids if they really need something. It's sad, and not a place I want to send my kid.

I don't use child care-their mother stays home and cares for them

Location - live too far from facilities

I feel good about where my child attends full day care, and she enjoys it, but it is expensive, and we are fortunate that we can afford it. It also is 40 minutes from my work and the pick up deadline is at 6pm. I am lucky to have a partner who can do pick up most days of the week, but it is very stressful trying to get out of work right at 5pm to get up there. We have no family in the area and it is awkward to have to ask a friend to do a pick-up--we save that for extreme emergencies. I would love an option that allowed me to work a later night occasionally (when there is a trial for example) and could pick her up at 6:30pm or 7pm.
It has been very challenging to find a child care facility that I feel meets my standards, is close enough in proximity, and is reasonable enough in price. I have found I’m paying WAY more money for care because the other facilities in my area weren’t up to my standards.

My child attends school in Denver and I work in Longmont and it is very hard to find a sitter on holidays or when he is sick. there is no way i can work a schedule to drop him off at school or get off early to pick him up as flex schedule was denied for me even though i have a new born and first grader.

It’s expensive.

My child had special needs when she was younger, it was difficult to find a place i could afford, that would work with the many therapists she had, and i could trust.

The cost is prohibitive and the single biggest issue with childcare. My spouse and I work opposite shifts to provide most of the childcare ourselves and even the limited amount of care we need is too expensive. It also puts a lot of pressure on our family since we have very limited time together. When our provider or child is sick, one of us has to take time off work. Having to pre-register for Take a Break was a surprise and makes the service not useful. It is also difficult to leave your sick kid with a stranger. On site care would be helpful.

AFTER SCHOOL PROGRAMS ARE TOO EXPENSIVE

My challenge is finding affordable before and after school child care and backup care when my child is sick. The Take - A - Break program that BC sponsors rarely has someone available to provide sick child care when I need them.

I haven't had a difficult time finding quality affordable childcare. I find it most difficult on an emergency basis or during the gap between summer camps coming to an end and the start of school year. The cost has always been an issue and how many days of care we can afford.

It is not hard to find quality affordable childcare. It is hard to find somewhere last minute if needed or for hours into the evening (6pm-8pm). It is also hard to find somewhere to cover days the school is closed.

Too expensive for my salary

In my opinion, there is no such thing as affordable child care. We’re above the CCCAP income threshold and pay an OBSCENE amount of money for daycare (about 20% of our income). We are lucky to have a pretty good day care center and have been largely happy with their care, but it’s really expensive. We’re even outside of Boulder County; there’s no way we could afford care here (let alone living here). It is frustrating.

Daycare is very expensive (especially on a county salary). In our family both parents work for the county and make too much to qualify for financial assistance with daycare but too little to really afford what we need, so we wind up working abbreviated/ alternative work schedules to help out with how much time is needed in daycare, we pay $2000 in daycare out of pocket a month for 3 days a week- and we don’t even like our daycare that much- it is just close to work and has hours that can work with my 10hr work days I have to do in order to avoid extra day care days.

I have had a difficult time finding quality affordable childcare. I want someone who is reliable and who will not break my pocket. Most of all someone who actually cares about the safety and development of my children.

Having to commit to full time care. Don’t need it all the time.

I have a family member who helps watch my child, so I have not had to look into actual day care centers, but can’t imagine the stress of trusting a stranger to care for my child and have the same values in caring for them

Quality child care in Boulder County in not affordable. Especially if you have more than one child.

It’s hard to find openings, especially for children under 2.

Many programs, especially summer, that are diverse in activities that would benefit my son tremendously are out of our reach due to cost. They are the equivalent or greater than our rent and my salary is not high enough to cover it but I make too much money for assistance programs.

Simply put, childcare is not affordable.

Finding quality childcare was hard because both my wife and I work very early in the morning so chances of finding a place have always been a challenge, and trust was another important criteria for us as well.
I moved here three years ago when my child was three. There was only one program available—Boulder Day Nursery, that was of high quality (and still not as high as the town we moved from) and available all day. I had to put my son in care that we were not satisfied with because there was nothing else available, during the most critical times of his development. There is care and assistance for those that have very little income and those with a lot of wealth, but not much of anything for middle income families.

If my wife did not work at a child care facility and get a 50% discount, we could not afford to have children.

I had two nannies back out before they even started. Plus the cost of a nanny for one child would have required approximately 60% of my salary. We found a family child care home that is very nice, though unlicensed. My 3 month old daughter starts this week. It’s hard enough to leave them, much less in a place with crazy high ratios where you know they won’t receive much love and care. When you consider the cost, it makes you reconsider working. Onsite child care where I can stop by and see that she’s doing well would make a big difference.

It’s impossible

most childcare services want a regular schedule, other than YMCA it is difficult to find a “drop in” schedule which is what I need most since I am part time and don’t always working the same days a week

There is nothing affordable

Childcare in Boulder goes until 3pm. That option doesn’t work for a full time parent. The expense is so overwhelming that I can’t afford to buy a home. Even the BVSD options are not great.

It doesn’t exist. I have 3 toddlers and the cost to be in daycare is more than what I bring home.

Finding a convenient location and somewhat reasonably priced daycare (compared to other places in town) for infant care was relatively easy. I am now looking at preschools, and the ones that provide the type of environment I think would be most beneficial for my daughter are more than we can afford to pay or only cover part of the day. We can barely afford what we are paying for infant care now.

I’m on call 24/7, if my wife is working three days a week. When I get called to work it is difficult to find affordable, quality, child care if family isn’t available.

Quality and affordable are usually not found in the same description when discussing child care in the Boulder area. I’m willing to sacrifice cost for quality, but not quality for cost. When we began trying for children, we also researched daycare programs. Quality infant and toddler programs are extremely difficult to find. Wait lists are very long.

It is impossible. Unless we have family or relatives

It is insane the prices for children that are older it’s outrageous- I have a 7 and 9 year old. To pay $600+ for childcare a month is a lot of money.

It is a challenge. With two kids, it worked financially to get in-home care and have my spouse work a Half-time. It was challenging to find someone who fit with our family, was responsible, and was trustworthy. Summer care continues to be a big challenge.

We had to select a school that had a childcare program that would be available to watch both my youngest and oldest before and after school hours that would accommodate my work restrictions (work 40 miles away from home). The choices were minimal and very, very expensive. We pay almost as much on daycare as we do for our mortgage. And much more during the summers.

Very difficult. Prices are outrageous. It sounds better to stay at home than to pay for one.

On-site child care, or a child care subsidy, would be an incredibly valuable employee benefit. I currently pay over $3,000 a month in day care costs ($36,552/year); this represents 73% of my gross pay, and has led me to consider seeking employment elsewhere that offers more competitive pay for my professional certifications.

Our first child went to our second choice for child care. Our second is attending now. It’s very expensive, for a while it was more than our mortgage. Now we get a break from the center and our oldest has aged out of childcare. Drop off and pick up adds about an hour to my commute each day.
**Child care workers should not have to sacrifice in pay so that it is affordable. This is one of the most important jobs there is.**

However, it is not reasonable to pay 1/2 my salary to cover the expenses of care. We have had quality in-home care for our children and now use the afterschool program at SVVSD for our older child. But in home can be hard to find a quality person who has openings and is located somewhat conveniently.

**Have evening care is very hard to do**

My son has special needs so that has been the biggest obstacle. We have had to hire nannies but in the current job market it’s impossible to find a good one. You didn’t offer a nanny placement service as an option but that might be attractive for some of us with multiple kids.

**Had trouble with an incident with a babysitter and had to find a replacement asap. Found someone else but their home wasn’t the most ideal. But the family was great with them. Just didn’t feel 100% about it.**

We needed childcare quickly as our family formed through foster care. It was a struggle to find childcare that was available when we needed it and met the unique needs of our children and their trauma. Our son was expelled from two different childcare facilities in Longmont, and we were very lucky to find a third that accepted him. He was successful there, but only because the childcare had taken it upon themselves to get trained on impact of trauma on children and behavior.

I live in Boulder and pay $950 for a 5 year old and $1100 a month for a 19 month old. My total check is only $3K a month! It’s very expensive!

**Somewhere affordable happens to be out of the way either too far from work or too far from home.**

There is only 1 center in the mountains that will care for children under age 1. Driving young kids down the mountain everyday was not something we wanted to do or could afford to do.

In order to find a quality daycare it would require all of my paycheck after benefits & taxes are taken out which we can’t afford. We were able to find a family member to watch our daughter but we have to commute 30 minutes out of our way to use the family member which adds up in gas & wear on the car. Having financial assistance which would help to cover those costs would save so much stress & make it much easier to focus on my job & provide even better service to the public. I cannot express how much this would mean to me as an employee.

Based on the hours I work, my monthly income, and other bills due, I am not able to afford a general child care center. A relative has been watching my son for about $20/day to lower the costs for me. It would be ideal if we had a low cost child care center at, or near the sheriff’s office headquarters. If the care could be a 24 hour center it would be very beneficial for those deputies/dispatchers that work the 12 hour night shifts.

Most options don’t cover working hours. Having children in care 9 hours a day (work schedule plus commute) and camp all summer long is not conducive for a healthy family life which leads to less stable children. Having flexible work schedules or 25-30 hour work weeks for parenting adults should be offered for all positions.

For me, before and after school resources that are enriching, learning and play oriented are hard to find. I want my kids to be welcomed and nurtured when I can’t care for them, not to feel warehoused or "less than"

It doesn't exist

As explained earlier in the survey, we have been homeschooling for 6 years now. We’ve researched the costs associated to child care and the education methods offered to determine that this was the best system for us.

My husband and I are shift workers and work weekends. We also often have to work holidays. We have not been able to have days off together because of not being able to find/afford childcare because of our schedules. It is one of the most stressful things about being a working parent. I have had to use a majority of my sick time on my kids, which means I will often have to go to work when I should stay home. We have been very lucky to find an in home care center for our kids. Otherwise, we wouldn’t have been able to afford it!

I was very lucky - I was able to stay home with my kids when they were smaller. I worked part-time in the evenings or on the weekends. If I did need child care, I would ask my parents to watch them. I have participated in before and after school care and I occasionally asked friends to watch them before or after school.

Care is expensive and don’t qualify for financial assistance.
My children go to school in Jefferson county. I have a hard time affording child care and do not qualify for CCAP. I have had to call in due to not having a baby sitter.

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<tr>
<th>Have to work hard to research and coordinate what's best for your family. There are many good resources available to help with this.</th>
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Lately, all we see and hear in the news around the world that many Child Care facilities, grandmother's, family members, etc. abuse children. It is very difficult to find quality affordable childcare which consists of: Honesty, Respect, Trust, Flexibility, Availability, Worthwhile, Costs does not exceed a certain amount per week (making it affordable for all families of all socio-economic statuses, and lastly, where abuse will not be present.

<table>
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<tr>
<th>There are hours of operations, they don't have late hours.</th>
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My children mean everything to me and I want the best for them when I can't be there to watch them myself. The best is expensive, especially when you time expensive by 5.

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<th>Fortunately my kids are old enough to care for themselves after school. Prior to this, I could not find affordable childcare. For middle income earners, affordable childcare does not exist.</th>
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I'm not thrilled with my younger child's center (age 2) and now it is difficult to switch him as other schools are filled up. 5-year is leaving for Kindergarten, which will really wreak havoc on finding childcare on all the days they are out. Will be spending more on care for her than for the younger one even though she is in public school!

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<tr>
<th>I work normal working hours, my husband does not. We end up paying for more care than we need and it is a financial burden.</th>
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CHILD CARE IS SUPER EXPENSIVE APPLYING FOR CCAP IS A JOKE AS YOU EITHER HAVE TO HAVE A MINIMUM WAGE JOB OR BE UNEMPLOYED

We have been using the YMCA at our daughter’s school primarily and YWCA for holidays and breaks. YMCA camps in the summer.

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<th>Since most childcare facilities are too expensive it was hard to find one that was close by and somewhat affordable. I wasn’t able to keep up with childcare and had to find a friend who could only help me out three days a week. Then find someone for the other two. If childcare were to be offered at the job it would help out a lot and allow me to not miss as many days if I can’t find childcare.</th>
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My children are 40+ years old and live in another country

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<th>Luckily, I work in the field, so I had advantages and connections in the childcare world. I also got a scholarship from a preschool I had formerly worked at which allowed me to be able to access high quality preschool for my daughter. Otherwise, child care would have cost me about 40% of my income. With the scholarship, it was brought down to 25% of my income.</th>
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I am a single mom and cannot afford to live in Boulder County. I use an after-school program that is located at my children’s school in Westminster. That works out fairly well during the school year, but is very expensive in the summer and during school breaks. Summer programs are very expensive and if they are focused on an enrichment area such as sports, art, foreign language there are prohibitively expensive and don’t actually cover the full work day. Snow days are particularly challenging if Boulder County employees don’t also have snow days.

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<th>When I was 20 weeks pregnant, we had to get on several waitlists. It was very stressful, but thankfully we got a spot. Half of my paycheck goes to childcare. My husband and I earn enough to not qualify for CCAP but we live paycheck to paycheck. We have no family in the state to help. We pay $1,000/month for 4 days/week (my daughter is 20 months old). My husband wants to have another child, but we cannot afford to pay $2,000/month for childcare!!</th>
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It all seems very expensive - you start to balance cost verses quality. It’s a tough choice to make when considering your child.

| Most is too expensive and takes too much of the income mad to justify the cost of care - sometimes the cost difference could be defrayed with as little little as a discount. Great outdoors and educational programs are too far away, but they do exist in this county, and could benefit from i.e. BOCO arrange busing to these sites during the day (i.e. Cal-Wood or other). Think Longmont here. Local "group" child care centers are frankly not high quality, these would need to come up in standards and offer deeply enriching, safe and valuable experiences for my child - not just put in a corner with a vast |
I definitely want the best care for my children in a safe place, unfortunately, certified childcare is very expensive. We find it difficult to trust unknown people (even if they are highly recommended) which has left us with driving to South Denver to my parents who watch our kids. When my parents are unavailable, My wife and I have had to take days off in advance or move our schedules around to try to accommodate. Our youngest will be going to school full time in Fall 2017 which will help greatly scheduling-wise, however, summer and school days off will still be a challenge.

We are lucky to have resources to support our 2 boys and firmly believe in early childhood education. We chose a Montessori program for our boys. My wife has somewhat of an irregular schedule and this is difficult to find child care providers for boys that are 2 year and 4 years old outside of the Montessori program (ends at 3:30 p.m.)

Very expensive

I need my child to be in after-school care for about 30 minutes each day. We all pay the same rate however, which is $25 per day (for 2.5 hours of care). It would be worth it if I wanted to keep her in care until 6pm, but I literally only need 30 minutes of care, until is also a challenge for kids as they get older. There are so many young children, that often they find themselves stuck with activities suited for young children.

Wait lists for child care centers of our choice are about a year out, family isn’t close enough to care for children and my income barely covers the cost of childcare.

Trust and comfortable myself and child are paramount. Money is important but I will sacrifice if the program is stellar.

I can’t! I work 20 hours/week and cannot afford to pay for child care in a certified center for both of my children. I drive about 30 minutes out of the way each day (both to and from, so 60 total) driving my child to an “affordable” place. My husband has altered his work schedule to watch our kids on my half day. Ever since I had my second son I am continually evaluating whether or not it is worth it for me to continue working. I love my job and hope to work for Boulder County long term but paying child care (again, only part time) for my two children has made our financial situation very tight. Not only did I find certified child care to be too expensive but could not find any that would take an infant (under 12 months) part time.

Daycare hours do not offer the flexibility needed when working flexible hours. Am VERY concerned about how I plan to juggle pre-school, k-12 in a couple years because I work 25-45 minutes from home and I am the only person that can consistently transport them from school to daycare. Bussing is not an option for Pre-K age children.

I’ve been fortunate to have, generally speaking, good experiences in accessing quality, affordable childcare. The challenge for our family has been filling after school hours and day-off school days.

In Denver, it was either Montessori which is $$$, a moderately priced center (still the same as my mortgage) that is bare bones, or an in-home option that was difficult to evaluate. We also limited ourselves geographically because we didn’t want to drive all over town for daycare before heading into work (I bike/bus to Boulder, my wife tries to bike//bus to downtown Denver).

It has been very difficult, especially with regard to my work schedule and work site. Boulder County does not seem to care about work/life balance; they transfer people to a different worksite without looking at the employee’s situation or consequences.

Childcare and before/after school care is generally very expensive, especially if you have more than one child in preschool or younger. There were very few slots at childcare locations that were affordable and had hours that worked with a normal 8 hour workday. It’s been great having kids all older than kindergarten as the options are better and there are more of them. But still very expensive.

It is very expensive and sometimes I cannot rely on family or friends as they have work also. I just want to feel ok that my kids are taken care of while I am at work. I don’t want to worry that no one will watch them. Or complain about watching them.

Hard to find trustworthy, reputable care that is affordable.
Childcare costs for one child currently comprise 50% of my net pay and I enjoy a 15% discount at what can be considered an affordable preschool in Boulder.

A childcare option which should be the most affordable and accessible in Boulder (YWCA) bases their hourly rate on gross pay (which we know is deeply affected by PERA). Their preschool program which charges a flat fee cannot be considered full time by any working parent’s standard. So, one ends up paying for many additional hours for “early care” and “after care”. In neither circumstance are working parents served. A childcare facility must offer care from 7:30 a.m. (latest opening) until 5 or 5:30 p.m. (earliest closure) in order to accommodate a full time working parent.

Given the fact that quality childcare is so expensive, this is probably the most important factor in my considerations as to whether remaining employed is beneficial or “worth it”.

Finding quality care wasn’t that difficult. We had to wait a bit for an opening. The biggest issue I see is how expensive it is.

I was able to get my child into a provider; however, having said that, I had to stay up until midnight for when registration opened because the spots fill up extremely fast at Legacy (Lion’s Den).

I would like a facility that provides meals for my children.

Child care is a second mortgage for me. We don’t even consider having a second child because of the cost. Our families live in a different state so they aren’t an option. If we were to have another child, one of us would have to become a stay at home parent and then we would have trouble making our bill payments.

Cost and scheduling while keep quality make it tough to find acceptable care.

We were fortunate to get our children into quality, convenient childcare. It’s incredibly expensive, however. And most other families I know have even more trouble getting into childcare (waitlists are really long) and being able to afford it.

Can’t find any!

I use a family member for child care when my child isn’t in school. It works out well most of the time, but I have problems with the arrangement: - I feel like I am taking advantage of my family member's good will. My family member also has difficulty scheduling their own appointments for doctor’s visits, etc. - When my child is sick; I hesitate to send my child to my family members because I worry my child will infect my family member, who is older. - When my family member goes out of town, I have to take time off because other arrangements aren’t available.

Everything is too expensive.

After having my child in a daycare center that later was shut down due to child abuse reports, we are very weary of who we allow to watch our son. There was no indication when we were at this school that it was anything but reputable. Because of this, we proceeded with a nationally known child care center we feel we can trust. This is has proven to cost more than our mortgage, but at least we feel our son is safe.

Impossible.

Long wait list

Too expensive for short days

The cost of the really good centers exceeds what most people can afford. We went with a cheaper center for the first 4 years and now have him in a more expensive one to better prepare him for kindergarten, something lacking in the cheaper school.

We got on 5 separate waitlists when I was 20 weeks pregnant. My child is now 14 months and we just now received a phone call to enroll in a childcare center.

Boulder has a huge shortage of childcare for children 12 weeks to 18 months old. I know of many other families who were in the same situation as us and had to scramble to find care, including scrambling to find nannies or other families to share nannies with in order to make the childcare affordable.

There really isn’t anything affordable in BOCO.

If the following initiatives were available through Boulder County, how likely would you be to use one of them?
Would need to be geared toward middle school aged children. Not a program for younger kids and they "take" kids up to age 11/12. Often camps and after care programs are not prepared to engage older kids who still need some supervision or engagement.

My child already goes to after school childcare and summer and holiday breaks childcare in Erie which is extremely convenient since it is located at his school in Erie. It would be impractical for him to be shuttled closer to me here in Boulder where I work.

These would likely all be great programs. The difficult thing for me is that my kids don't go to school near where I work. So the only thing that can really help is a subsidy to pay for before or after school care at their school.

I am separated from my son's mother. We both live in Arvada and therefore we use a child care facility near there. Working night hours makes it very hard for my wife to work the same days as we cannot find daycare for nights. This means we work on each other's days off.

My children are older now, so it is a bit easier to be flexible about child care, however when my youngest was an infant, I worked in a different county and had him in child care less than 5 minutes from my work. It was great as a new mom and provided my child with some extra time with me after I went back to work because I could visit him during lunch every day. I would recommend anything that helps new parents had their children close to them.

Financial assistance would help out greatly.

Our daughter is likely to age out of these activities within the year, but they would have been helpful when she was a toddler or early elementary school.

Have a teenager and families so don’t need this service.

I would greatly benefit from these options. I currently struggle with child care costs and days of care.

This would all help out TREMENDOUSLY.

My child is of the age where he will be in school so after school care is my primary concern, however if he were younger and needed care it would have been great to have him closer to me.

I'm completely supportive, but my children are past the age of requiring childcare. If I had younger kids, my answer would be "highly likely" to all of the above.

Day care it is very expensive.

I currently work overnights 7pm-7am at the jail. Typically between their mother and other relatives childcare is taken care of.

I would only utilize care on occasional basis due to trainings or meetings outside of my work hours.

I live in Lyons, so try to meet most of my child care needs there. Though summer and holiday coverage would be really helpful.

My office is in Longmont but my residence is in Superior. I would use child care near my residence so my spouse could pick up and drop off my kids too if necessary. She works in Boulder.

It's a bit late for me, but this kind of thing could have changed my whole life. Please make it happen. This is the number one way to provide equality for women in the workplace.

I would be interested in the Child Care center/ family child care home options if my kids were younger.

Pricing and location weigh heavily on the choices above.

If there were any of these types of program(s) offered for employees it would definitely help families with work schedules, timeliness, and emergency base situations that may occur every day.

Assuming my son goes to school near our home in Westminster, afterschool program near my work would not be feasible. Currently, he is in preschool in Boulder so for now, this would work and be helpful.

BEFORE SCHOOL PROGRAMS TOO

This would make work days less stressful, knowing I have reliable care.
Any of these options would be SO EXTREMELY helpful both financially and peace of mind. Comment for questions number 8: I am currently on CCAP due to my sig. other being temporarily disabled. Once he gains employment again (very soon) we will no longer be eligible and go back to paying full price for child care which is quite expensive.

The school-aged questions are currently "never" because my kids are not yet school-aged.

<table>
<thead>
<tr>
<th>Childcare near my home and kids school would be best. Broomfield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obviously, all of these &quot;likely&quot; responses would be dependent on me touring the facility, asking questions of the staff and determining if it would work for our family.</td>
</tr>
<tr>
<td>Any of these options, if not multiple, would be AMAZING support for working families! The unlikely answers are only because of what's age appropriate for my child, not that they aren't great options for other families, so please sort answers by age groups - I'm sure you will.</td>
</tr>
<tr>
<td>I would greatly benefit from all these possibilities as I do not live near Longmont and have a new born and since flex schedule is not offered to me i would need it.</td>
</tr>
<tr>
<td>My child goes to a different school district then where I work. The most ideal would be a county run daycare option at or by central county site- this way you could have kids close to work (for nursing etc.) but also have to advantage of meeting and getting to know other county employee parents (for support/ babysitting/ sharing resources etc.).</td>
</tr>
<tr>
<td>I work at the Hub and my daughter goes to school in Westminster, so the school-age would only benefit me during breaks. My younger child will be in school in two years. I would love a back-up near work.</td>
</tr>
<tr>
<td>My child is retired so he is available for the kids and I usually make too much money to qualify for assistance</td>
</tr>
<tr>
<td>MY biggest concern is not the child care itself, it is the cost. Any financial assistance would benefit my family the most.</td>
</tr>
<tr>
<td>Since I live in Firestone, I would not be able to use a child care site near my work place unless it as during a non-school day/break. Before/after school care would not be useful to me unless it was at/near their school.</td>
</tr>
<tr>
<td>Boulder is out of the way to bring my child for child care. I work nights</td>
</tr>
<tr>
<td>I would have used onsite child care if it was available when he was not in school. Quality, full time care is almost impossible to find in the City of Boulder.</td>
</tr>
<tr>
<td>I have good child care and afterschool options at my local school, but emergency coverage might sometimes be helpful.</td>
</tr>
<tr>
<td>Absolutely would use this. It is a constant struggle to find care that match LE hours and emergencies!!</td>
</tr>
<tr>
<td>I appreciate the opportunity to take this survey. Many of us have to make the choice of child care vs 1 parent staying home due to the extreme costs (especially with 2 parents working).</td>
</tr>
<tr>
<td>Would be nice to have child care onsite</td>
</tr>
<tr>
<td>Personally, daycare would only help during school breaks. Living 45 min - 1 hr. away; I have no option to bring children for before or after school supervision. I would continue to need childcare at or near my children's school. This fact even limits where my children go to school; daycare possibilities.</td>
</tr>
<tr>
<td>I say unlikely because i work from home one day a week and am not full time, though my kiddo is in daycare full-time. Also, because my husband works in Denver.</td>
</tr>
<tr>
<td>Because my children are in school already, it would be much more convenient for the child care to be located close to home/school rather than close to my office. How would I get them here?</td>
</tr>
<tr>
<td>Just wonder about transportation from a school in Longmont to my workplace</td>
</tr>
<tr>
<td>An onsite child care would be amazing. It would save up time in commuting and there wouldn't be an issue on being on time to work.</td>
</tr>
<tr>
<td>I wanted to answer &quot;maybe&quot; for the ones I answered &quot;likely&quot;, as it would really depend on price, hours, teacher quality, food quality, facility quality, transportation, etc. I do find it much more convenient to have a facility near my home instead of near my workplace. E.g. if I were to work out of Longmont one day, but the facility was in Boulder near my workplace, that would be highly inconvenient. I'm not sure what a community child care center is, so I answered &quot;never&quot;.</td>
</tr>
</tbody>
</table>
Financial assistance would be amazing as would having a childcare center on site. If there was something on site that would mean as a nursing mother I would be able to nurse my child on breaks & lunches thus not having to pump as often. That would be amazing & a time saver as well!

My children are older, so we don't need child care. However, if I would have had access to these options when my kids were little, I would have answered "Very Likely" to all of them.

There are many choices available in the existing marketplace.

We are homeschooling our kids partially due to child care expenses (my spouse would make less than it would cost to put the kids in child care) but mainly to give them a more focused, safe, and secular education. So, we may entertain the option, if available, at some point to use some of those mentioned above.

I say unlikely for the last option for my school-age child, as I would have to drive back to my town get her and bring her back to Boulder to take advantage of this opportunity. So unlikely to work for me.

currently use before and after school care at school attending

My family has a nanny that we really like. I would need more information about cost, if kids could be dropped off in an "emergency" situation (i.e. nanny can't take the kids for a day), etc. before I would know if I would use these initiatives.

Having a childcare here at the jobsite would be a huge help and help me save a lot.

Maybe before school, too? There are some child care places in the area that have a transport van to take kids to school and drop them off. Elementary schools in particular have very late start times for working parents.

Our elementary school isn't anywhere near the office, otherwise this would be a great option.

It is very hard to get child care and extremely expensive. Having support would greatly help.

YES TO ALL OF THIS! PLEASE HELP WORKING PARENTS!

It's too much of a haul to bring her up to Boulder from Denver, though it'd be nice to have the financial support.

Since my child attends Legacy in Frederick, it is unlikely I would bring him to a daycare near my work b/c that is just not feasible.

Summer care programs would be very very useful. It's hard to juggle the child care during summer time when most of us are busier than winter months doing our jobs in the field. Also, after school care can also be challenging because school lets out around 3p, and starts at 9:30a! That is a short working day and one parent needs to compromise - this is hard of working families (we are all working families). THANK YOU FOR WORKING ON THIS. To me, this is more important than Wellness Programs, discounts, or any other county assistance for its work force. This is a major stress for working families.

I would have been more likely to use onsite childcare when my kids were younger and not yet in elementary school. With them in school, and working/living in two towns, I couldn't get them from school in Longmont to an onsite childcare facility in Boulder. If there were options in Longmont, and a way to get them there, even though it's not my worksite, which would be helpful.

I very much wish the county would have had onsite childcare for 6mo-5years when my kids were younger.

A summer camp and no-school day camp onsite would be WONDERFUL!

This would help retain me as an employee with Boulder County.

Don't have kids, but I'd definitely consider all of these if I did.

These sound great - even if I adopt it will likely be a child of 12 or more years of age

I have not thought about childcare for a potential child so these responses are super preliminary. I do value living close to work and the cost of living is already high without children, so childcare affordability will definitely be important.

I don't currently have children, but can see myself/family using these services 10 years down the road!

Anything would be better than what's available now, though onsite or close by care would be the best option!

Childcare would be a HUGE benefit and perk of working at Boulder County and I would imagine a great way to retain employees.

I think the financial assistance for existing childcare options is an excellent idea, and allows all families to choose a provider which suites them and their children best.
For this question: “Financial assistance (i.e. subsidy) to help pay for your choice of child care” I chose very unlikely because I don’t think my income would make me eligible for such a program. I would obviously use it if I qualified though!

These answers are all dependent on whether or not I do have children, which is unclear at this time.

The cost of child care has been a main reason my partner and I have waited to have our own children (or adopt). Any of these incentives would be incredibly encouraging not only as peace of mind of the cost of having children but also feeling supported by my employer.

My husband and I have been putting off having children because even though we both have full time jobs, we don’t know how we could pay for child care. Any subsidy or onsite child assistance would be an absolute blessing.

Anything else you would like to share

WE NEED ONSITE DAYCARE FOR BOULDER COUNTY EMPLOYEES!!!

My challenge is that I live outside the county quite a ways, so child care in Boulder County is not realistic for me on a consistent basis. Any before/after school programs would need to be where my children attend school, or at least closer to where they attend school.

This is great that BOCO is researching this. This is the kind of reason why I love the county workplace!!

Onsite daycare would be amazing. If Boulder County truly prides itself as a breastfeeding friendly environment, what better way than to have babies and moms near one another.

Although there is not much for me to be concerned about as my child will not be needing child care much longer and we currently have a great child care situation, I am glad this is being looked at. I sympathize with parents of younger kids because I know how expensive, difficult, and stressful it is to find quality/convenient child care for babies/toddlers.

I think this is a great place to enhance needs and benefits of the county. I wish the idea had been around when my kids were young.

I appreciate Boulder County Leadership’s support of work life balance. I believe child care support would be an important addition to promoting these values.

I think that the outreach that is being done to inform the public about CCAP, is great, not sure if there is outreach to the Boulder County employees, that I have seen.

My children spend a fortune on child care for my grandkids.

I whole heartedly support efforts to have workers with daycare, especially since it has gotten so expensive and hard to find openings.

I am glad to have an older child/adult as the child care for working parents is a challenge. Thank you for your work!

My children are now older. I sure wish BC had childcare when they were younger. I do not have relatives in the area that could babysit.

I wanted to mention cost, which is our biggest expense next to our mortgage.

I appreciate your focus on childcare.

I support on-site child care for BOCO employees. Boulder County is very expensive place to live and commuting from outside the county is also expensive AND often separates parents from their children.

Thanks for considering this. It would be so helpful.

Childcare is really a challenge for almost all working parents but especially for single parents. We were fortunate that my wife could be a stay at home mom.

Thanks for doing this!

I would have loved to have had my son closer to me when I returned to work. I had to return after 8 weeks, which was extremely difficult for me. We could not afford childcare in Boulder, so we had to find something closer to our home in Westminster. We are very happy with our current arrangement, but that first year was very difficult.
Help with child care is a huge benefit

I do not have children yet but am conscious of the increasing cost of child care. I believe employers who offer benefits such as on-site childcare, especially for free or at a subsidized cost will be seen as more attractive in the job market and will better be able to retain employees.

My child is grown, but if I had the opportunity during the earlier years to have a work-based child care option, I would be interested in researching the facility and most likely bringing my child.

I raised my children by myself and daycare was very expensive then as it now. However now it is hard to find placements for your children.

It would be great to have child care available for parents that share custody of their children. It is hard to find care for children that will not be going to a center on a regular schedule. In my situation I have my child during summer and school breaks and I am not able to find care for those times because a center will not accept my child for short bursts of time.

Thank you for looking at these difficult areas and questions

While I don’t need this service, this is a great service for parents with children and I’m proud to be a part of an organization that offers it.

GO LEADERSHIP ACADEMY!!!

Having a subsidy or support for child care would be an unbelievable benefit.

Hoping that there may be a possibility of child care services available to Boulder County employees. I am in desperate need of these services.

Boulder County should work with the school districts to provide onsite childcare.

I was very lucky to have family for childcare and only work part time. Allowing for part time and flexible schedules makes the biggest difference in the ability to raise children and work.

This is a great initiative and I believe that there will be plenty of response and a need for this type of program. Thank You!!

I believe that in-house child care would be a definite benefit to parents and employer. Parent is more relaxed knowing their child is close and employer benefits with increased productivity.

Although I was never blessed with children, if I had this option at the time I was planning for children it would have been less stressful and I would not have been looking at other job options.

We have, just in our office alone, families that are struggling to afford child care. We also have a number of single mothers that cannot make ends meet with their low pay and the high cost of child care. I’m so happy that finally someone is addressing this issue. I hope something actually happens and soon, not years down the road.

Not a necessarily a bad thing I suppose but one of the big reasons I never had a second child was due to how incredibly expensive child care is (was).

I recognize that this is just a first step, but to know that Boulder County as an employer is looking into childcare and how it impacts its employees is a huge deal. I hope that something comes out of this.

Thank you!

I run the Child Health Promotion Program (CHP) for BCPH. We work extensively with child care providers in Boulder County doing health inspections, training and technical assistance and quality improvement. I would be happy to work on this issue.

CCAP Rocks!

I have several staff that have small children; it's a real hardship for them to find affordable childcare locally. It would be nice if we had something similar to the Junior Jets child care the FAA has in Longmont.

Some providers offer discounts for government employees or employees of specific businesses. I have used this in the past with other jobs I have had by using family member information to get discounts. Maybe the county should look into this option as well.

My kids are 20 and 21 so my childcare experiences are dated but entertaining....

Childcare for holidays and before and after work would be wonderful!

Quality care is very expensive in Boulder County.
Childcare on site would be ideal. It would also be helpful to be allowed to bring small infants with me to work since I could do a lot of what I do during work while my infant sleeps or is held.

I appreciate all the progress we have made in the time that I have been here.

Thank you SO much for asking. Child care is a challenging and expensive puzzle, especially during holidays and summer break.

Thank you for asking.

Once again, I feel remorseful of my past choices in childcare. ;^(

I think it would be a great idea to have onsite daycare for staff.

Not to share but a question, if there is any benefit from boulder county that helps to pay a daycare?

I am FULLY in favor of this kind of program!!!

I want to send my child/children to the top rated preschool I can find and hopefully afford. Offering a subsidy to BOCO employees to use at any childcare facility in Boulder County would allow me to afford the expense and give the money right back into our own community instead of looking in other communities for more affordable child care.

The cost and availability of child care is a major barrier to full-time employment, especially for those of us without family nearby. Thank you for looking into this issue.

As my children grow older I hope for future parents there is better financial resources for working parents. The cost of childcare is rising along with housing, food, and other expenses. As a parent you want the best, safest, and most affordable care for your children.

While I don’t have any children, I think that it should be a high priority to pay for childcare for working mothers (and fathers). The burden of raising children often falls to women, many times forcing them to leave the workforce because the cost of childcare is too high. BC should be doing its best to set an example of providing free childcare for its employees.

If there was a child care at my job I would love that!!!! I would have peace of mind knowing my child is in the same building as me.

I hear both my clients and my colleagues talk about the extremely high cost of daycare and the financial stress this brings. I make a decent wage so I can afford childcare but for others with lower pay, I’m not sure how they do it.

Daycare/preschool costs at least $10,000 per year for full-time care.

Childcare availability was a defining factor when my kids were younger as to whether or not I could work and which jobs I took. At one point the expense for daycare was more costly than what I made so I had no choice but to stay home with them. When you can work 40 hours in a week and still have to borrow money for the sitter, it is just not worth it.

Although we don’t use childcare outside the home right now, we may have to use it in the future and any help is greatly appreciated.

Thank you for offering this to our employees. This is a great benefit.

It would be a great idea to have onsite child care for County Employees

I believe that on sight or even off site employee child care would be extremely beneficial for our employees.

Any assistance with child care would be FANTASTIC!

I agree there should be allocations for children and childcare however it seems to be over-looked that when extensive time off is given it impacts others who will never burden the system. There is negative impact for those people too.

I would like to see child care options be available for employees. As a Manager, I think having assistance to our staff would really help their stress and reduce coverage issues that arise do to child care needs.

having the ability to work part time for many years from birth to age 13 was a huge help for me in balancing the demands of working and parenting

It would be great to have childcare options close to my work place so that I could breastfeed my children and take them to appointments and not have to take time off of work to do so.

AS A MOTHER I UNDERSTAND HOW STRESSFUL IT IS TO FIND AND LEAVE YOUR CHILD IN A DAYCARE FACILITY. HAVING AN ON SITE DAYCARE FOR EMPLOYEES WOULD BE WONDERFUL. I FEEL THIS WILL IMPROVE EMPLOYEE MORAL AND ATTENDANCE.
I am happy this is being surveyed.

I am grateful for the flexibility that I have been allowed as a new hire. It has been difficult to coordinate care for my son and being able to have a later start time & end time has been wonderful.

Having free or reduced fee child care in both Boulder and Longmont would be helpful, especially for infants through preschoolers.

I would like to see the state of Colorado expand childcare services to pick up 100% of kinship children (grandchildren).

I have not had to miss any work because of problems with childcare arrangements but my spouse has had to miss work.

Affordable, quality child care is difficult to find in Boulder County - especially affordable. So many of the younger staff members struggle with work/life balance when they have children. Lack of affordable childcare and a workplace that embraces workers’ families would certainly alleviate that particular stressor. I am glad I am no longer in the child rearing years as I was fortunate that Title XX childcare centers (with sliding scale fees) were available when my son was growing up. Those were my low-earning years, and the affordability definitely impacted quality of life (and parenting).

When I was a kid I stole a pack of cigarettes from my mom and blamed it on my sister. Thank you I feel better now.

I think a stipend would be very helpful or on-site day care that is open the hours that BCDHHS is (8 to 6:30pm)

Will we see results from this survey?

Inventive and helpful ideas seem to be considered - as a manager I would appreciate these being offered to my staff who are parents - I believe it would assist our division considerably

I would love to see onsite day care; it may be a dream presently, but perhaps down the road.

I would love to have a second child but feel I am not able to because I cannot afford childcare for the second child. This makes me very sad. I love my job and HAVE to keep working full time.

Good daycare at affordable prices is hard to find.

I am glad to see that you are looking into this for the employees that are raising children.

My children are in high school and college now but when they were small we struggled to find good quality childcare. Parents who can pay for care end up subsidizing those who can’t. Every family deserves good quality daycare options. Co-workers with small children now are still having the same issues we had. Nothing has seemed to change except the costs have increased. It’s all very expensive and the cost is not indicative of the quality of care. There does not seem to be any consistency in the type of services and the competency of the staff between childcare facilities. Childcare should not be an industry run by for-profit corporations.

I think emergency care that is at or very near work locations would be very helpful. Also with the current sick child program, I know many people who live too far away for it to be used.

Thank you for helping BC employees with quality, trustworthy, affordable childcare!

Help with childcare is a stress relief for a young family

Affordability seems to be one of the highest concerns and because we only get paid once per month providers are not always willing to wait.

I would love to see more nature based child care centers in Boulder.

BC Voice is frequently asked about child care discounts and on-site county-run childcare is always a hot topic on all of our surveys. We as a small volunteer group aren’t able to take on this project but we are glad LA is looking at solutions for the future. If you need any assistance or promotion for whatever plan or arrangements you come to, BC Voice would love to help get the word out if you need it. Thanks!

Thank you for the interest in this! I am not sure there are any easy answers, but I appreciate that it is getting some attention.

Childcare is such an important part of being a working parent. I hope we can find a way to have onsite childcare for staff who need it.
In the current position I'm in, I feel the stipend would be most helpful; however, the onsite or in-home option in the Boulder Community would be really helpful for new moms. Especially new moms choosing to breastfeed. If the stipend were to be an option, I would hate to see restrictions on it such as it has to be a BOCO certified facility as I do not send my child to a facility in the Boulder Community due to not wanting to have to have her in the car for an extra two hours a day just to get her to and from daycare that's close to where I work.

This is a great idea and hope it goes through

It is nearly impossible to be a productive employee if you are worried about your child and where they are.

We will be moving out of Boulder (where I live very close to where I work) because we can’t afford the cost of housing AND childcare.

I love the idea of having in house child care :) This brings families closer and makes it a bit easier for the family as a whole:

It would be awesome if the County could either help with financial assistance or some sort of daycare option. I was once in a county training and over half the class discussed daycare issues as a barrier for people being able work full time schedules or afford a quality of life. Most mid-level county jobs do not pay enough to help families afford daycare. Please come up with something - I would imagine a lot of folks would take advantage of a county daycare option.

I appreciate that your group is looking at this topic. It’s important to have kids in a good, safe environment while parents are working. It’s too bad it is so expensive, especially for people without local family support.

This is a great program. Believe it helps families become more self-sufficient and takes the worry away of how their children are being cared for.

Child care benefits would be very helpful since we rely on family members and friends as a result of the high expense of professional care.

I really appreciate Boulder County caring about this need.

My daughter would probably work part-time if it weren’t for the high cost of child care. She stays at home with her two sons, ages 7 mo and 3 yrs. I am astounded at child care costs today--it can make having children really difficult for anyone that wants to. Sadly, I recently met a young mom who gave up her baby at birth...one of the determinations for this was that she couldn’t afford to have a child due to the high cost of child care....and we supposedly live in a civil, caring society :( If care is provided; we prefer care that does a preschool type program.

The staffs at the Learning Center are highly professional and skilled in the most advanced teaching techniques and applications.

The child care team at Boulder County is super helpful and VERY responsive.

Instead of time off for women that have children (child-care days), can non-menopausal women have one day off a month for PMS/menstrual cycle?

I take care of a grandchild and would be interested in childcare options for this child.

This work is important and the LA team leading this ROCKS! :-)

Thank you for addressing this issue. It seems unbelievable that so many families struggle to find good care in a community that has such abundant resources. Why are there not more employer-based and nonprofit high quality child cares and preschools? It just doesn’t make sense. These years are foundational for a child's development.

I would like very much for Boulder County to offer affordable childcare options to our employees. Please make this happen!

I am glad the county is taking steps to address this problem. Having some reasonable solution will help a lot with employee retention. I know if this issue can get resolved, I will absolutely stay at the county for many years.

Please help families. It's a silent burden that we have and I sometimes think maybe I should just quit my job.

I have been working for the county over 11 years and I am glad we are finally talking about this issue.

Thank you for the Take-a-break program!

I support subsidized childcare for Boulder County employees AND the option of a 32-hour workweek to allow for more family time. Thanks.
If Boulder County is considering this initiative, I would like to make sure they have public safety professionals in mind. None of us work traditional hours, so I strongly urge you to entertain expanded hours for child care. Most people in public safety work 12 hour shifts, nights or days. Daycare can be very challenging without a supportive family. I’m happy to discuss this if you’re interested.

It would be nice to have a facility that worked with BOCO and where we could get a discount

Boulder County is too expensive

Child care has been a very large part of our budget and has caused stress (especially during the summer months).

I just got back from maternity leave and it is so hard to leave my baby at home. I am still struggling with finding a baby sitter and prices are also outrageous. An onsite child care would be a great help.

I sincerely appreciate you bringing this challenge forward for discussion, and for actively seeking input from employees.

Onsite childcare would be amazing!

Thanks for looking into this issue. I think it’s a barrier for women in particular to be effective in the workplace if we’re always worrying about how to manage the child care logistics.

Anything to increase quality options and decrease costs for child care are essential for a thriving community and future generations.

While I don’t have children at this time, I think it is awesome that Boulder County is considering these options. I know that it would ease some concerns if these were options and I choose to have children in the future. I would think that a lot of employees would be interested in this which could hopefully also cut down on childcare costs and even the time and environmental impacts that it takes to shuttle children to daycare, camps, etc. I had also read that the county could be considering 4 - 10 hour workdays and a typical daycare might not be able to accommodate these hours but if there was on-site childcare then the 4 - 10 hour workdays wouldn’t be a problem. I also think it would boost employee morale and employee retention.

Affordable full-time summer care is a big concern to our family, once the kids are too old to attend their regular daycare/preschool.

The cost of childcare is the main reason my husband and I haven’t had a second child. The costs are so high; we would not be able to afford one, let alone two. If there was a low cost option close to work, it would help to make the dream of having another child more of a reality.

Financial assistance or a child care center on site would absolutely relieve stress & make for a happier workplace.

This is a pretty important part of life- glad you are thinking about how it fits with our work environment.

I do not have children AND I have staff that do have children. This is a common request to have on site affordable child care. When I asked if the onsite has to be in our building the answer was no, although ideal. The key thing I heard is the ability to watch what is occurring in the day care center; cameras would be critical. I am excited about this possibility and if our staff requests this I hope the County will back it up.

Thanks for putting this out there. Very important stuff!

I wish there accessible child care when my children were young. Coming from a very small community the resources were limited.

Providing onsite child care for County workers and the public when space is available would be considered best practice. However, it is an expensive proposition and must be done right i.e. high quality and utilizing best practice for children, families and staff. Infant and toddler care requires low adult child ratios to be considered high quality (1:3 for infants and 1:4 for toddlers are the NAEYC recommendation). Continuity of Care should also be practiced. It would be awesome if Boulder County were to take this on but only if we are willing to create a model program that provides the highest quality of care. My recommendation would be to give first priority to county employees and then fill the remaining openings with CCAP and CLIFF children. The “CLIFF” tier would be for families who fall off of CCAP due to income but still can’t afford the full cost of private pay child care. I would be happy to participate in the development of the program if the decision is to go forward. I am also large center director qualified with the state of Colorado.

No, but thanks for asking.
Thank you for looking into this! While my kids are almost old enough to both be in school and after school care full-time, I am really glad that employees may have better options than I did! This and the new parental leave policy are really heading in the right direction!

I did raise my children while working for the county and the flexibility and sick days provided made that infinitely easier than my friends experienced! As a manager now, I make every effort to afford the young parents this time and flexibility that was afforded to me.

If my kids were little, and my work offered an onsite day care center, I would totally use it.

I used to work shift work and it is nearly impossible to find care when you are working graveyards. For those employees who struggle with childcare and shiftwork a viable, safe alternative would be greatly appreciated.

Offering childcare for working mamas is really fantastic. Yay Boulder County!

I think this would be a fabulous incentive to attract quality staff and would also be a wonderful support of early childhood efforts, setting a standard for other employers throughout the county.

My spouse and I are college educated and in fact we are both in Master's programs, yet we are playing hokey pokey with the poverty line. Due to the high cost of child care in having two non-school aged children, it is actually more lucrative for one of us to stay home to care for them, especially during the summer months when all 5 children are home. Having a safe and affordable way to ensure my children were taken care of during times when my spouse and I are at work would be a life changer for our financial stability and stress levels.

No kids yet, but hopefully someday!

Summer and school vacation child care is the biggest challenge and expense. The cost is more than what I could cover with my pretax dollars with the DSA. If the county could help in any way with that aspect of child care, it would be wonderful. Thank you for reaching out on this issue!

When my kids were in daycare it was impossible to find daycare close to work. There were either not openings or the cost was so much higher than in Lafayette. At that time, we could hardly make end meet because the high cost of daycare.

I am pleased that the Leadership team is looking at this issue.

I would really like to thank Boulder County Leadership for looking into flex scheduling. This has helped alleviate some of the struggles my wife and I have dealt with in the past when it comes to childcare.

I appreciate that this issue is being looked at seriously. It is a big cost burden to working parents. Thank you.

Part of the reason we haven't started a family yet is because of the horror stories from colleagues/friends about how expensive childcare is here. Without family nearby who would be willing to provide ongoing care, it doesn't make financial sense to have a baby yet. If it was more affordable, I'd consider it sooner!

I have worked for Boulder County since 1989 and found that I was able to find good childcare facilities when my children needed care through lists of licensed facilities provided by DHHS.

As a woman/mother working full time in Boulder, every year I weigh the cost/benefit of working vs. the cost of childcare. And while I would prefer to be a working Mom, now that I have two children to pay for childcare for, I wonder how long it will be feasible for me to continue working. If Boulder County is interested in retaining a balance of women in their workforce and/or for middle class families to be able to afford to live in Boulder - childcare support in some way (either reduced cost, more flexible work schedules/0.75 FTE positions, or other) would be a HUGE benefit. The County is already so supportive of pregnancy, lactation and maternity/parental leave which serves a discrete, short term need, but for parents to stay in the workforce, childcare is a huge hurdle in the long term.

Living in Denver and working in Boulder is a challenge made possible by a variety of County policies: Eco Pass makes it affordable and easy to take the bus versus driving, my supervisor is flexible with my work schedule when I need to leave early for daycare pickup, working from home is possible without sacrificing productivity thanks to IT, etc. We can't afford to live anywhere near my office despite a good salary and benefits, so on-site or local child care isn't as attractive as these policies (though I'll definitely take a subsidy, Colorado child care is insane expensive).
While the idea of "take a break" sick child care is great, I have found that for myself and the staff in my program it is rarely used. I have not been able to get child care when I need it and twice my calls were returned too late to be useful. If this program could be more responsive, I think it would be a great help.

I would love to have a compiled list of BoCo summer camp opportunities. I live in Frederick, and work in Boulder - with Longmont being our 1/2 way point. I find myself scouring the internet for months to try to find a place for my child over the summer.

Thank you for doing this - astounding and wonderful and progressive. As important as lactation rooms, LGBTQ rights, wellness programs, or any other employee benefit/assistance program. This is a BIG one.

Thank you for working on this!

I would be more trusting of care I could get within my own work community as opposed to strangers in my own area that I live in.

Most of my coworkers have young children. I see a GREAT need for on-site childcare due to cost and employee absences due to childcare issues.

Childcare also becomes difficult when it is necessary to attend non-office hour meetings. Childcare facilities are only open during the workday and it's not easy finding babysitters in the evening.

The Lion's Den at Legacy is an excellent provider. My residence is extremely close to this provider and I do not foresee moving my son to another provider even if the care costs less somewhere else. Financial assistance would be nice as a Boulder County employee.

Thank you for researching this topic!

An onsite childcare facility would be of tremendous help and alleviate stress for many employees.

Thank you for doing this survey. I would be so grateful if the county can do something to ease the burden of securing quality and affordable childcare.

Child care is an essential service for families. Quality, affordability, and proximity contribute to lifelong happiness and health for parents and children. Thank you for taking this topic on.

I think it's great doing this survey maybe understand how difficult it can be for working families.

It's difficult for me to answer these questions because we have planned out our child's daycare in relation to my wife's work. Since I work in downtown Boulder I do my best to commute by bus to keep our costs down. However if the County offered daycare services we would take them into consideration.

PLEASE do not go to a 4 day/10 hour work week! I've seen this idea floating around as "family friendly", but I can't for the life of me figure out how that would work. 1. I wouldn't see my kids at all on the days I worked (they get up at 6:00am and go to bed at 7:00) and 2. Our childcare covers 7:30am to 5:30pm, so we would have to find additional childcare to cover the extra hours. Do not do this!!

I think it'd be interesting to explore the idea of childcare provision through our healthcare options. Not sure if it's possible...but seeing parents in my office, you could easily make a case for childcare being an important part of mental health.

Thank you so much for considering Child Care Assistance for Boulder County Employees.

Child care has been my family’s biggest challenge since having our son. We do not have any family that lives in Colorado, and the cost is fairly expensive. I had friends when I worked in HHS that left due to the high cost of childcare. It was sad to lose great staff, but the income they took home was just a little more than they were paying to daycare so it wasn't worth continuing to work.

Thank you for your efforts. Onsite childcare would be a dream come true.

I'm glad there is some conversation about this. I currently feel that it would be incredibly difficult to have a child while working for Boulder County right now.
There is a very high demand for quality childcare, especially for infants. This unmet demand has created an incredibly difficult situation for my family; we have had to reduce work hours at the expense of our careers and, in one instance, change jobs.

It would be great if the county could open up a childcare center for employees, provide guaranteed spots for infants of county employees at other facilities, or provide subsidies for nanny referral services and subsidies to help pay for nannies, who are significantly more expensive than daycares.

I love that you are looking into these options!

My clients must use CCAP and are having difficulty finding openings in day care that take CCAP.

I have grandchildren - from my perspective, cost is the biggest challenge faced by parents when looking for quality childcare. The second is the difficulty of obtaining quality childcare when working non-traditional hours.

All I keep hearing from friends with children in the area is how expensive childcare is! I think this is a great initiative, even if only exploratory at this point.

There are many solo parents that work for the county. I am all in favor of programs that support this difficult balancing act. (FYI, mine are 14, 16 and 20 years old and still need attention...)

It would be great for a county supported program for government employees on a sliding fee scale.

I am expecting in October and am planning on starting my child in daycare in January. In my city (Arvada), it is very hard to find openings. There is a ton of new residential building and not enough child care facilities.

As a caseworker, I attempted to find daycares for families I was working with and found it very difficult. Many of them were full for children 5 and under.

Early childcare and education is a major issue in our community. There are not enough quality providers at an affordable cost. Also the requirements for people working in this sector continue to increase while funding for school, and pay increases do match the cost required to be effective in the line of work.

Thank you for considering onsite, or work-related childcare assistance. I do not have children yet, but childcare is a major expense that weighs in on my family's decision of when and how many kids to have.

Anecdotally I hear that child care is extremely expensive in this area and that there are too few slots for too many children.

I don't think parents should get special privileges the rest of us don't get- it's discriminatory.

Because of the national economy, social trends, and local cost of living, nearly all new families need two full-time working parents. Offering childcare at work would be a huge way to support for working families!

Child Care is so important for working parents. It is not cheap or affordable as many of the working parents I know need two incomes in order for them to have child care. It I was to adopt at this time I do not think I could manage to afford childcare.

Children should not be allowed in the workplace.
We are here to work!

I can, but what I said in previous "fill-in the box" fields sums up everything with my situation and experience. Email in #18.

My son went to preschool in Nederland from 2.5 yrs. until he started Kindergarten in Nederland. Affordable child care solutions are absolutely necessary in Boulder County beyond CCAP which can be restrictive with its guidelines. I didn't have it but had friends that did and it was challenging. Quality child care options are very challenging to find due in part to preschool staff/teachers being paid very low wages with few benefits if any making turn over high.

I know that the families we serve struggle to find quality care. We provide 8 hours of care, however many of them work and need extended hours.

I have worked with CCAP to help with how it works along with Child Support. I don't think that it is being messaged that it is available for employees, maybe down the road there can be day care center for employees. I do not have young children, with the cost of day care, the county employees would use the day care it the cost was reasonable. Doing child support and reviewing cases, it amazes how much these Day Care facilities charge.
As a single parent when my son was young I remember that cost was the biggest barrier. I was lucky to be able to rely on some friends to help me out.

As a case worker in Boulder County, I have had experiences with client's receiving childcare. I have been told Boulder County offers excellent childcare services. As a previous child protection case worker, my personal experiences with Boulder County's child care facilities and workers were superior.

I have 3 teenagers so I did at one time struggle with daycare issues. I'd be happy to share problems with logistics, schedules, etc.

When in middle school, during the summer I participated in a head start program.

I have been to other county's combined agency facility and they offer temporary childcare for clients' children while the client meets with their case managers. This would be an awesome service because I find the productivity and focus of an appointment is less when children attend.

I paid for child care when my daughter was younger, privately and at the YMCA...camps, etc. I used my Flex fund as a resource. And received tax deduction.

Our child care center is great. But they run the daycare aspect of their center like the school part of their center. So frequently they have in-service days or other school related breaks which mean either my wife or I have to use leave to cover the day off or scramble to find a backup. It's not the end of the world, but it's annoying.

My son and daughter and law have one child and the cost for childcare is almost greater than her teacher's salary. She has a Master's Degree in K-12 in the Jefferson County School District. She works her full day at school with 30 kindergarteners in one class and then puts in another 4-5 hours after they leave.

For a number of years I have contacted various county offices regarding the crucial need to affordable child care for county employees. I was shocked but pleased to see that someone has finally paid attention to this issue. Thanks!!!!

I have not had to use childcare.

I was more of a stay at home mom because childcare was expensive and unpredictable, and I lived rural. If I could have then worked only half time, it would have been a very good balance for the whole family and myself. My daughter is now 20 and I hope she will have family close when she has children. But the socialization of a good group of other families is invaluable, whether coop or paid or what have you.

I think that the nursing room provided at the POS building is insufficient. I have known women who have chosen to pump in the restrooms rather than the room provided and I don't think that is acceptable.

I've heard that childcare in Boulder County is very expensive--quality or not--more costly for early childhood than college which is unfortunate. How can it be made more economical and a more fulfilling experience for all?

Child care is very expensive in the County, and sometimes not available

When my kids were young, I did not earn a lot of money and felt like I only worked to buy childcare and food without much more to spare.

I always tried out a place (even if only once) for a day to see how my kids liked it along with how I felt about the safety of my child within facility or home, also taking into account the amount of children per caregiver. Sometimes, I had to take a person living nearest my home when kids were young. As they grew into late elementary school, I was able to choose a homecare that was nearest their school to eliminate long walks alone.

My choices (due to factors noted above) were not always what were best for my children's social and academic growth. Many times, I was sacrificing those features for convenience and cost savings. Neither of which are good when comparing the needs of your developing child.

In hindsight: It does not make sense to leave the safety, wellbeing, social growth of your child's development up to 'Good Luck' parenting performed by those you choose to act in your place while you exit them for the next 10 hours out of convenience for time/cost savings.

Please help make childcare more affordable.

When my son was 12 and younger he went to after school care and summer day camp so I could work.
I don't have young kids, I have done presentations teen moms and dads and unwed mothers through contacts woot CCAP, there is a much need for the CCAP Program.

The emergency sick child care is outstanding and a great benefit. However during holidays or transition periods of schools it is difficult to get reasonable arrangements. shawn sdgust@hotmail.com

I have past experience as a child care manager with the svvsd - while I know this may not be the experience you are referring to I have many different views on child care because of my past experience. I would be happy to assist in any way if needed.

I think onsite child care is a good benefit to provide to employees.

I do not have children. Some of my staff, working in Head Start, have income eligible children, who cannot enroll their children in our program. They cannot afford preschool in Boulder and are forced to enroll their children in Head Starts in other cities. This causes extra strain on the family, with working different days than their child is out of school.

Two working parents with three kids 6, 8, 10 require a lot of coordination and sacrifice by everyone. Drop-off and pickup times can be challenging with evening work responsibilities. And, the price tag is painful.

I have not used them but my employees have and are very appreciative of the current pro-childcare policies.

I used take a break sick care a few times. I was able to flex times if needed and did not encounter huge difficulties. I also had decent personal supports to help as needed. Childcare was expensive prior to school age. An option I would have liked would have been a work child care location.

I would be very hesitant to use a drop in facility that my child is not familiar with. Furthermore, if my kid is sick... I or my wife will be home with them. They take priority!

Having childcare would have been so helpful when my kids were little!

I do have two kids and when they were younger they were in day care. Any support, assistance Boulder County can provide is huge. Working full time and raising kids is difficult. Not only day care options but also options to leave work for kid functions is critical.

When I had young children, offering childcare as a benefit (or onsite) would have been a deciding factor in choosing my employer. Being able to reach children when they are sick in a timely matter is so important.

I have no children, but I see the toll that the stress of managing/juggling childcare takes on coworkers. It's a terrible burden they have, and don't get me started on parental leave! Finland and Denmark give great priority to parents of newborns and those caring for elderly parents as well as children who are sick or in need of special care. Why don't we? I don't have kids of my own, but consider our children a great local and national asset and think they should be cared for as such. I don't know where you're going with this survey, but if it includes a change towards more flexible work hours, more time off (sick leave or childcare leave) and more compassion for valued county workers with children, then I'm all for it!

When I worked for the University of Colorado, their Housing Department had an onsite child care facility which we utilized and really appreciated having that opportunity. It would have also been nice if there was a list of certified (background checked etc.) emergency care workers for when a child is ill and you either don't have sick time to use or cannot take the day off due to work commitments.

Childcare expenses can financially burden a family

My children are older and starting to have children. Their biggest concern is locating someone they can trust and interested in hearing from other people's experiences about a certain provider. Also lists that are provided are not always kept up to date.

As more couples remain childless and don't need childcare benefits, it would be nice to offer a flexible benefits package that could be used as best fits the individuals.

My 'children' are 30, 21 and 18 years of age. I have two grandchildren. I support your efforts to gauge the critical need of child care for working parent(s).

I think having an onsite day care, especially for those who are coming back from maternity leave would be amazing. It would give mothers and babies the opportunity to continue to grow their bond as the mother could go to the day care center and breastfeed (if they choose to do so) their child and not have to worry about pumping.
When our son was younger, we lived in Lincoln Nebraska and all the schools had before and after school care. It wasn't cheap, but it really worked well for working families. We really struggled with that when we moved to Colorado, as there wasn't much available at all and that made it hard to make it with a normal 8:00-4:30 work schedule. Very fortunately Boulder County is more flexible with scheduling, so we could work it out between me and my husband’s schedule and child drop off and pickups from school.

My Childcare experiences are with the Learning Center in Boulder they have the best Staff and Learning program in the Western Hemisphere.

My family did not use childcare. I stayed home with my children when they were little. When they were school age, their dad adjusted his schedule to be home after school.

As a single person w/o kids, I'm always slightly resentful of time off and maternity leave afforded to parents. The rest of us get both workload and bad duty sometimes - and no corresponding benefit leave. We flat-out work more hours than parents and make the organization hold together - because we never miss time/projects for children's needs, births, or long summer vacations - without acknowledgment/recognition.

I had a great experience bringing my child into the office from age 2 months to 7 months, in 1994. My boss at the time was very flexible, and I was able to extend that flexibility for two other moms when I led that office.

I'm happy to answer any questions--or be available for input.

It would be nice to have a child care facility available for our employees with children. I think this could significant impact our ability to hire and retain employees with families, particularly single parents. Our employees need to be available 24/7 and it is very challenging for a parent to find assistance with daycare with short notice or odd hours.

I think it would be great to have child care for employees on site.

Affordable, quality childcare is in short supply. Middle income parents (my son and daughter-in-law) struggle to find safe, affordable childcare with programming that stimulates the minds of children. Quality childcare should be available to everyone, not just the children of wealthy parents.

I have done Child Care Resource & Referral work within Boulder County for the past 17 years. For the past year I have been providing referrals for families. There is a tremendous need for quality child care serving low income CCAP families throughout Boulder County however the greatest need is in the City of Boulder followed by the Louisville/Lafayette area. There is a need countywide for infant toddler care (both CCAP & private pay), and there is a need county wide for evening and weekend care. Child care providers need to be incentivized to provide this type of care because it is both expensive to provide and difficult to staff.

My child is now an adult but I would have loved to have any available child care assistance when he was younger. A child care incentive or even an in-house daycare would be a huge incentive to draw people to the county. Childcare is so expensive that I see more people (including BOCO employees) decide to stop employment because it can be more economic to work part-time around your spouse’s working hours.

No, but what item you mentioned earlier that really intrigued me was county sponsored or discounts for school aged children for summer school camps/programs and/or days that the school district is out, but I have to work (which is like 10-15 days/year). My older one is starting school in a few weeks and I’m in a panic in all the days they have off. You can pay extra for the after school care, but you still need to reserve weeks in advance.

I have worked in early childhood all of my life. I would be glad to talk to you about trends in public and private child care and the lack of adequate child care for low income people in spite of programs like Head Start and district preschool

When I worked at StorageTek, there was a very popular on-site daycare run by a third party. It was hugely successful and was in high demand. It allowed parents to deal with small issues without having to leave the workplace and also helped in bad weather and other emergency situations because the children were nearby.

I would love to have a day care summer camp for my kids. Very expensive, and I can never afford it.

Infant care is so expensive that combined with my school-aged child’s after care, paying for childcare consumes 1/2 my monthly paycheck. Summers are difficult with school aged children because many summer camps don’t go for the entire summer or operate on truncated daily schedules. Summers then become more stressful than the school year.
I think the biggest difficulties and gap in care happen with the 6mo-5yr range. The school districts have decent programs once kids are in kindergarten, but prior to that it can be extremely difficult to find a slot, let alone an affordable one with the right hours and a good environment for your child. Preschool can easily cost $800-$1000 per child, and that's pretty cheap. If I'd have had onsite options when my kids were 5 and under, I would have absolutely used it. Now, at school age, care on school holidays or summer time would be my top priority.

I live outside of Lyons, Colorado, and we're worried that our childcare options that we can afford won't be well regulated/licensed.

I've delayed having children due to the expensive child care costs that I know are associated. I feel like I need to work more years to get an increase in pay before financially stable.

The affordable childcare scarcity for dual income families has postponed having children until we can afford to work less or qualify for support in some way.
Appendix C. Counties with On-site Child Care Centers and Assistance Nation Wide
<table>
<thead>
<tr>
<th>Fairfax County, VA</th>
<th>Oakland County, MI</th>
<th>Salt Lake City, UT</th>
<th>San Mateo, CA</th>
<th>County of Ventura, CA</th>
<th>Arlington, VA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of slots (total and breakdown) and highest need</strong></td>
<td>100 total; 40 preschool (part-time and full); 2 infants (6 and 7); 2 toddler (8 in each); 2 rooms (11 and 10); preschool is 3 classrooms (40); waitlists depend on years (sometimes 100 for infants, typically infant in higher demand)</td>
<td>114-infant 32 toddler 26 2-18; pre-18, kprep-20</td>
<td>6 classrooms; 2 infant, 2 toddler and 2 older children; large waitlist for infant; grandparents allowed as well</td>
<td>7 classrooms; Infants 6 weeks-12 months - 12 children; Toddlers 12-24 months- 16; Young Preschool 24 months-36 months- 24; Older preschool 36-48 months - 20; Kindergarten Prep 4 years till entering Kinder. -20; highest demand is infants and two year olds</td>
<td>64 slots total (32 reserved for county employees); 9 infant slots, 10 age 2, 16 age 3, 20 ages 4-5; Waiting list for all slots, infant slots most in demand</td>
</tr>
<tr>
<td><strong>NAEYC accreditation</strong></td>
<td>Yes and Virginia quality (state, star rating 4 out of 5)</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Not facility</td>
</tr>
<tr>
<td><strong>Ages served</strong></td>
<td>6 weeks – age 5</td>
<td>6 weeks – 6 and summer camp up to 12</td>
<td>6 weeks – age 5</td>
<td>6 weeks – age 5</td>
<td>6 weeks – age 5</td>
</tr>
<tr>
<td><strong>Funded</strong></td>
<td>Employee only</td>
<td>Employee only</td>
<td>Third party vendor and gives discount</td>
<td>Third party vendor and gives discount</td>
<td>Third party vendor and gives discount</td>
</tr>
<tr>
<td><strong>Subsidy</strong></td>
<td>No; Rates around the same as other centers in the area</td>
<td>No; Rates lower because county owns building</td>
<td>Yes, 10% benefit eligible employee; preference to county employee, if can’t fill (never fill spot) would have non-county employee</td>
<td>Yes, employees lower rate than community. Preference to county employee, if can’t fill would have anyone from community</td>
<td>A variety of child care centers and preschool programs offer discounts to County employees. The Discount Program Listing is updated each year in August. <a href="http://vcportal.ventura.org/CEO/benefits/work-life/docs/16-17_Preschool_DISCOUNT_PRGM.pdf">http://vcportal.ventura.org/CEO/benefits/work-life/docs/16-17_Preschool_DISCOUNT_PRGM.pdf</a></td>
</tr>
<tr>
<td><strong>Operated by (Outside vendor, nonprofit, or co-managed)</strong></td>
<td>All employee through county</td>
<td>Bright Horizons-county owns center, manages facility</td>
<td>Third party vendor</td>
<td>Third party vendor (Bright Horizons)</td>
<td>Vender runs daycare with free space, discount; Employees discount 25% AA Daycare Inc.</td>
</tr>
</tbody>
</table>
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