

## Aligning QRIS & CCR&R Goals to Support a High Quality Early Learning System: State Survey Results

A total of 35 states and territories responded to a BUILD survey in Fall 2014 related to the alignment of QRIS and CCR&R services in their state. The survey was primarily responded to by QRIS administrators and staff.

### 1. Types of Changes to CCR&R due to QRIS

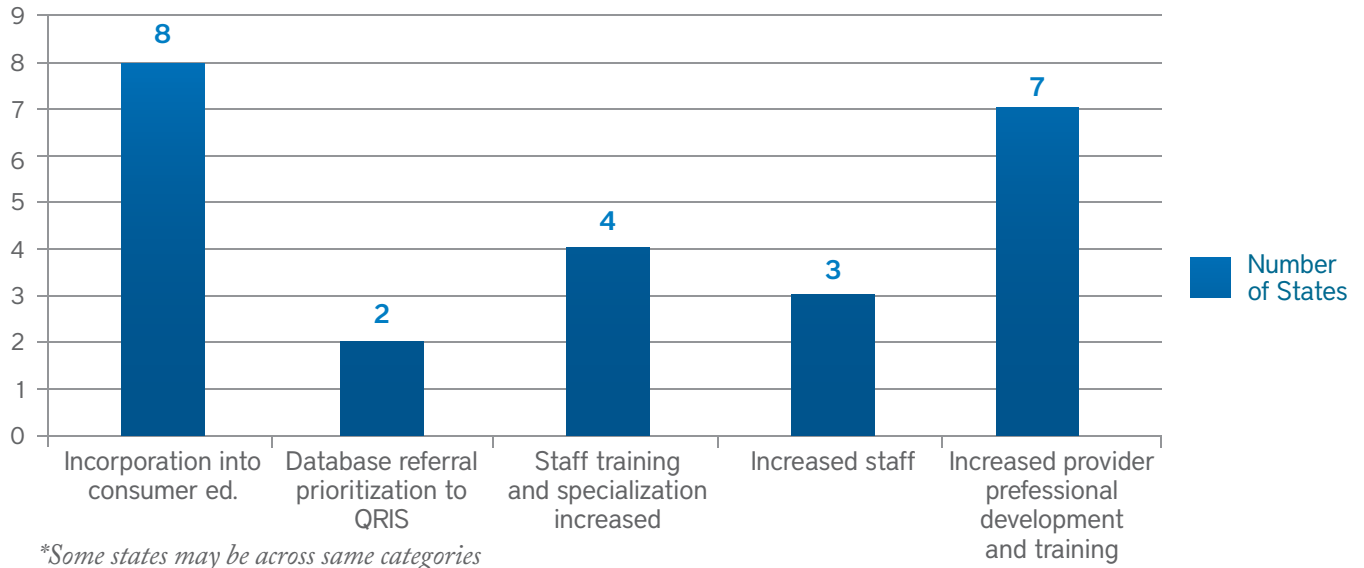
All the responses are organized in common themes as outlined below. The survey question was: *“What changes did you make in terms of the types of services that they provide to better support the implementation and ongoing operation of your state’s QRIS?”*

Types of Changes to CCR&R due to QRIS					
State/Territory	Incorporation into Consumer Education	Database Referral Prioritization	Staff Training and Specialization Increased	Increased Staff	Increased provider professional development and Training
Alaska					
Arizona	✓				
Arkansas					✓
California					
Colorado	✓				
Delaware	✓				
Florida					
Georgia					
Idaho					
Illinois			✓	✓	
Indiana	✓	✓			✓
Iowa					

## Types of Changes to CCR&R due to QRIS

State/Territory	Incorporation into Consumer Education	Database Referral Prioritization	Staff Training and Specialization Increased	Increased Staff	Increased provider professional development and Training
Maryland				✓	
Massachusetts					
Mississippi					✓
Montana					✓
Nebraska					
Nevada	✓				✓
New Hampshire					
New Mexico	✓				
New York					
North Carolina			✓		✓
Ohio			✓		
Oklahoma					✓
Oregon				✓	
Pennsylvania	✓	✓			
South Carolina					
South Dakota					
Utah					
Vermont					
Virgin Islands					
Virginia	✓				
Washington					
Wisconsin			✓		

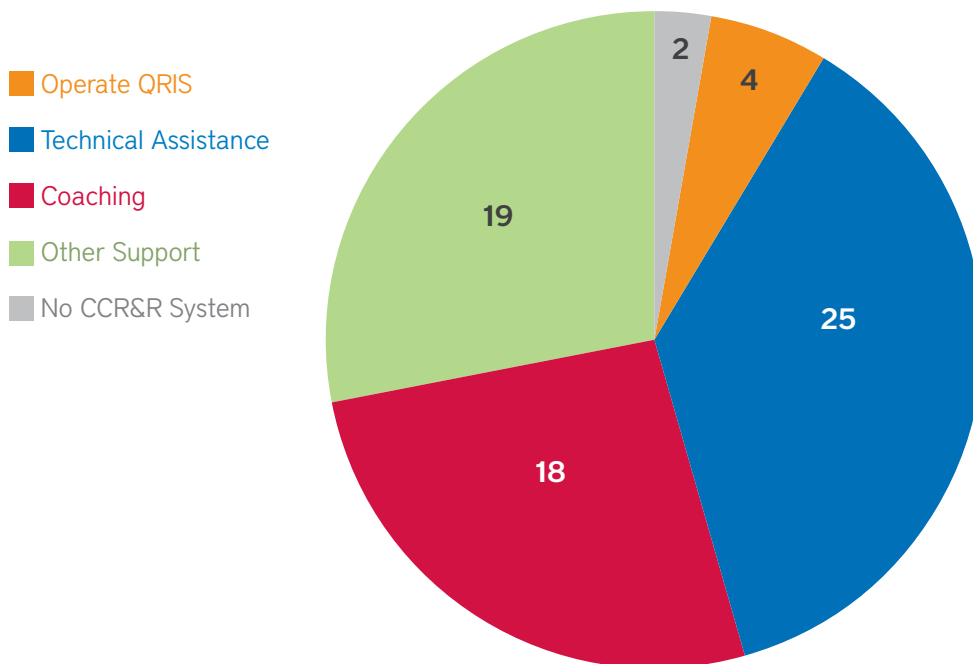
## Types of changes due to QRIS



## 2. Types of Changes to CCR&R due to QRIS

Responses were tallied on the following two charts. The survey question was: *“How are you using your state’s CCR&R network as part of your QRIS?”*

### Number of States Using CCC&R as part of QRIS



*\*Some states may be across same categories*



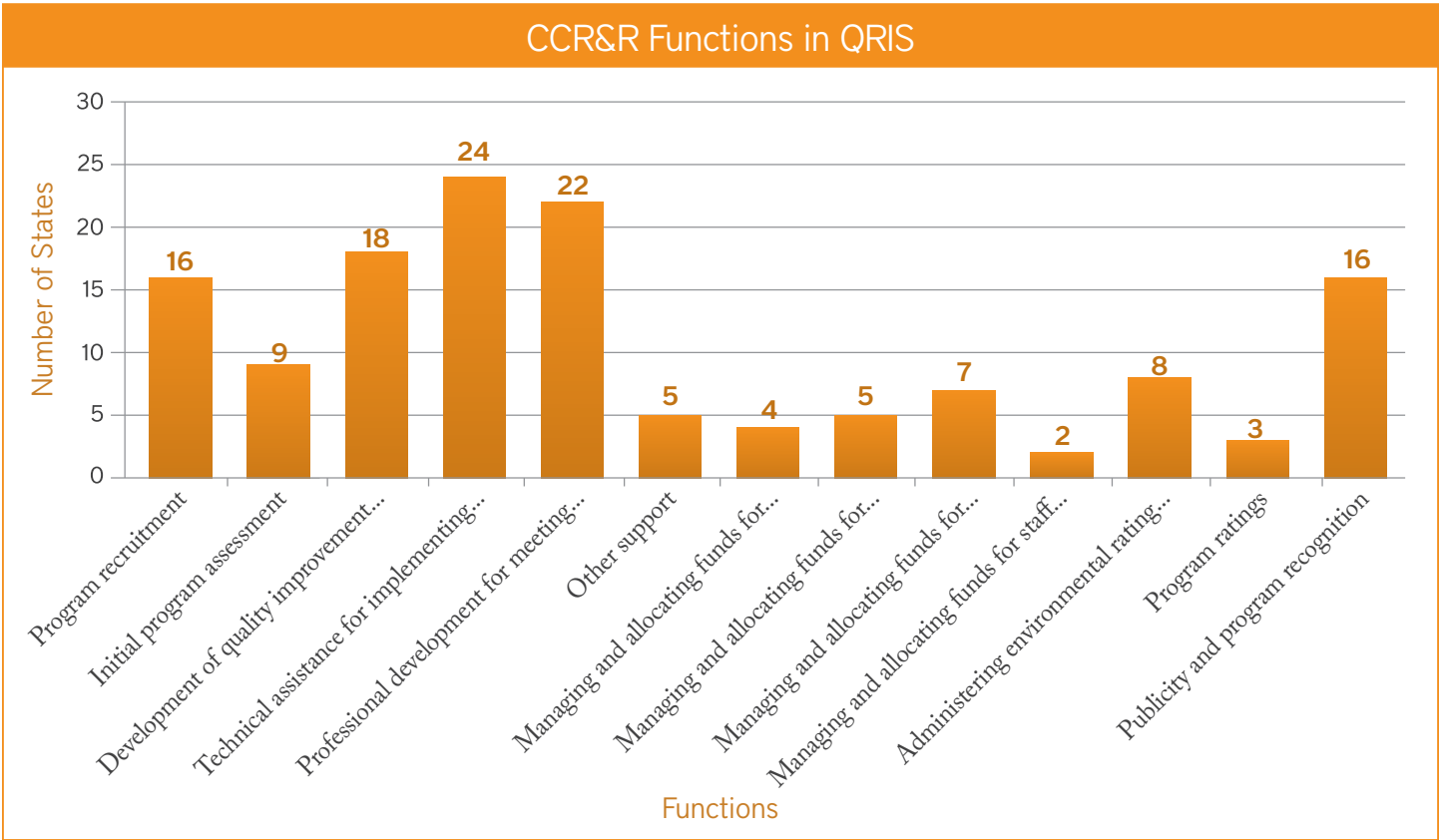
## Number of States Using CCR&R as Part of QRIS

State/Territory	Operate QRIS	Technical Assistance	Coaching	Other Support	No CCR&R System
Alaska	✓				
Arizona				✓	
Arkansas		✓		✓	
California		✓	✓	✓	
Colorado		✓			
Delaware					✓
Florida	✓	✓	✓		
Georgia		✓	✓		
Idaho		✓	✓	✓	
Illinois	✓		✓		
Indiana		✓	✓	✓	
Iowa		✓	✓	✓	
Maryland		✓			
Massachusetts		✓		✓	
Mississippi		✓			
Montana		✓	✓	✓	
Nebraska		✓			
Nevada			✓		
New Hampshire		✓			
New Mexico				✓	
New York		✓	✓	✓	
North Carolina		✓	✓	✓	
Ohio		✓	✓		
Oklahoma		✓		✓	
Oregon		✓	✓		

Number of States Using CCR&R as Part of QRIS					
State/Territory	Operate QRIS	Technical Assistance	Coaching	Other Support	No CCR&R System
Pennsylvania				✓	
South Carolina		✓	✓	✓	
South Dakota					
Utah	✓	✓	✓		
Vermont		✓		✓	
Virgin Islands					✓
Virginia				✓	
Washington		✓	✓	✓	
Wisconsin		✓	✓	✓	

### 3. QRIS Functions CCR&Rs Provide

Responses were tallied on the following two charts. The survey question was: *“What specific QRIS functions do CCR&Rs perform in your state and is the function exclusive to CCR&Rs?”*



State	Program recruitment	Initial program assessment	Development of quality improvement plan	Technical assistance for implementing the quality improvement plan and meeting quality improvement plan goals	Professional development for meeting quality improvement plan goals	Managing and allocating funds for program improvements
Alaska			✓	✓	✓	
Arizona						
Arkansas				✓	✓	✓
California		✓	✓	✓	✓	
Colorado	✓					
Delaware			✓	✓		
Florida	✓	✓	✓	✓	✓	✓
Georgia	✓	✓	✓	✓	✓	
Idaho	✓	✓	✓	✓		✓
Illinois			✓	✓		
Indiana						
Iowa	✓	✓		✓	✓	
Maryland			✓	✓	✓	
Massachusetts						
Mississippi			✓	✓	✓	
Montana	✓	✓		✓	✓	
Nebraska	✓				✓	
Nevada			✓	✓	✓	
New Hampshire			✓	✓	✓	
New Mexico						
New York	✓			✓	✓	
North Carolina	✓		✓	✓	✓	✓
Ohio	✓			✓	✓	
Oklahoma				✓	✓	
Oregon	✓		✓	✓	✓	
Pennsylvania						
South Carolina	✓		✓	✓	✓	
South Dakota						
Utah	✓	✓	✓	✓	✓	✓
Vermont						
Virgin Islands						
Virginia						
Washington	✓	✓	✓	✓	✓	
Wisconsin	✓	✓	✓	✓	✓	

State	Managing and allocating funds for program awards	Managing and allocating funds for professional development	Managing and allocating funds for technical assistance	Managing and allocating funds for staff compensation	Administering environmental rating and/or other assessment instruments	Program ratings	Publicity and program recognition
Alaska	✓	✓	✓	✓	✓		
Arizona						✓	✓
Arkansas							
California					✓		✓
Colorado							✓
Delaware					✓		
Florida	✓	✓	✓		✓	✓	✓
Georgia		✓	✓				
Idaho						✓	✓
Illinois							
Indiana							
Iowa							✓
Maryland							✓
Massachusetts							
Mississippi							
Montana			✓				
Nebraska							
Nevada			✓				
New Hampshire							
New Mexico							✓
New York							
North Carolina	✓	✓	✓				✓
Ohio							✓
Oklahoma							
Oregon							✓
Pennsylvania							
South Carolina					✓		✓
South Dakota							
Utah	✓	✓	✓	✓	✓		✓
Vermont					✓		
Virgin Islands							
Virginia							✓
Washington							
Wisconsin					✓		✓
Washington							

## 4. Lessons Learned – Working With CCR&Rs as part of QRIS

Comments were summarized from the survey question: *“What challenges or lessons learned could you share in regard to your work with CCR&Rs as part of your QRIS implementation efforts?”*

State/Territory	Lessons Learned
Alaska	
Arizona	
Arkansas	
California	<ul style="list-style-type: none"> <li>• Because of local decisions in implementation, there is no statewide standard for coaching.</li> <li>• Some CCR&amp;Rs have adopted or developed a specific coaching model. Most are generalists.</li> <li>• A state-level contract has been adopted to ensure inter-rater reliability so that there is consistency in ratings across the state.</li> </ul>
Colorado	
Delaware	
Florida	<ul style="list-style-type: none"> <li>• Be sure to get provider input, be willing to revise the system based on provider response and available resources.</li> </ul>
Georgia	<ul style="list-style-type: none"> <li>• There is a need for human resources. Caseloads are high.</li> </ul>
Idaho	<ul style="list-style-type: none"> <li>• Training is crucial specially in content areas of the system, TA/coaching strategies, reflective feedback on coaching and TA.</li> </ul>
Illinois	
Indiana	<ul style="list-style-type: none"> <li>• Having a well-established pre-existing relationship at the local level with providers, families and community partners, through the CCR&amp;Rs has been integral to the success of our QRIS in terms of provider participation, family awareness, leveraging other funding and level advancements.</li> </ul>
Iowa	<ul style="list-style-type: none"> <li>• CCR&amp;R is a very valuable partner in state’s QRIS program.</li> </ul>
Maryland	<ul style="list-style-type: none"> <li>• CCR&amp;R staff benefit from training on the QRIS, intent and rationale of standards, criteria and documentation so that consistent messages are used with providers.</li> <li>• Meet on an ongoing basis to assure consistency of information.</li> </ul>
Massachusetts	<ul style="list-style-type: none"> <li>• Building stronger communications about QRIS with CCR&amp;Rs</li> </ul>
Mississippi	
Montana	<ul style="list-style-type: none"> <li>• CCR&amp;Rs were asked to do too much. This includes being experts at everything with little to no buy in</li> <li>• Change was hard for CCR&amp;Rs and although there was a lot of effort on the states part, some of the CCRR’s were not supportive or capable</li> </ul>
Nebraska	
Nevada	<ul style="list-style-type: none"> <li>• To give yourself time to get your coaches up to reliability and to have a support plan to keep them there.</li> <li>• Market from the beginning about the Continuous Quality Improvement Process to get provider buy-in.</li> <li>• The word “rating” was threatening to providers.</li> </ul>
New Hampshire	
New Mexico	<ul style="list-style-type: none"> <li>• Centralizing CCR&amp;R was an adjustment for families. Ensure that agency continues to provide support such as a public computer and access to the internet so that families could go online and receive information from the CCR&amp;R.</li> <li>• Continue to provide a hotline by the CCR&amp;R so that families who do not have internet service can call and receive personal information</li> </ul>



State/Territory	Lessons Learned
New York	<ul style="list-style-type: none"> <li>• Change is hard</li> <li>• Regionalization threatens territory and is uncomfortable.</li> <li>• Everyone wants everyone else to improve, but they are not willing to make changes.</li> <li>• It takes a lot of handholding.</li> </ul>
North Carolina	<ul style="list-style-type: none"> <li>• It is important to be intentional about the changing needs of programs and practitioners</li> <li>• Align CCR&amp;R TA investment and strategies accordingly</li> <li>• CCR&amp;R system/partners are necessary.</li> </ul>
Ohio	<ul style="list-style-type: none"> <li>• Communication and collaboration is critical among all professional development delivery networks</li> <li>• Consistency in services is critical amongst all networks.</li> </ul>
Oklahoma	
Oregon	<ul style="list-style-type: none"> <li>• QRIS technical assistance activities should be integrated into all the work CCR&amp;Rs do.</li> <li>• The CCR&amp;Rs excel at having relationships with the child care providers. However, they need the support and increased “self” professional development to understand how to implement QRIS Standards.</li> </ul>
Pennsylvania	
South Carolina	<ul style="list-style-type: none"> <li>• If it’s not a full partnership, it won’t work.</li> </ul>
South Dakota	
Utah	<ul style="list-style-type: none"> <li>• Creating a database specific for the state and acquiring an in-house programmer was essential.</li> <li>• Statewide marketing - i.e. commercials, paid Google search etc. to help promote the newly aligned ‘universal’ services</li> </ul>
Vermont	<ul style="list-style-type: none"> <li>• Direct communication between the state and providers and direct communication with the contracted agency reviewing applications and private funding for peer mentors is beneficial.</li> </ul>
Virgin Islands	
Virginia	
Washington	<ul style="list-style-type: none"> <li>• It is incredibly difficult to move this work and requires buy-in from CCRR leadership. This requires a fundamental shift in the agency’s vision which at times which can be difficult,</li> <li>• Buy-in at the top and from private funders is critical.</li> </ul>
Wisconsin	<ul style="list-style-type: none"> <li>• Close coordination, communication, and trust support effective and reliable service delivery.</li> <li>• Strong automated systems are necessary to collect needed information to ensure valid and reliable ratings.</li> <li>• Reporting mechanisms (narrative and data) are needed on a timely basis to clearly understand the delivery of the program that is occurring in the field, and to quickly identify challenges, and to identify solutions to working through barriers.</li> </ul>



## 5. Lessons Learned - How to Structure CCR&Rs with QRIS

Comments were summarized from the survey question: *“Do you have any closing words of advice or information to share that would assist other states in how they structure the use of their CCR&Rs in their QRIS and/or how they structure the use of federal funds to support and align CCR&Rs with the implementation of QRIS?”*

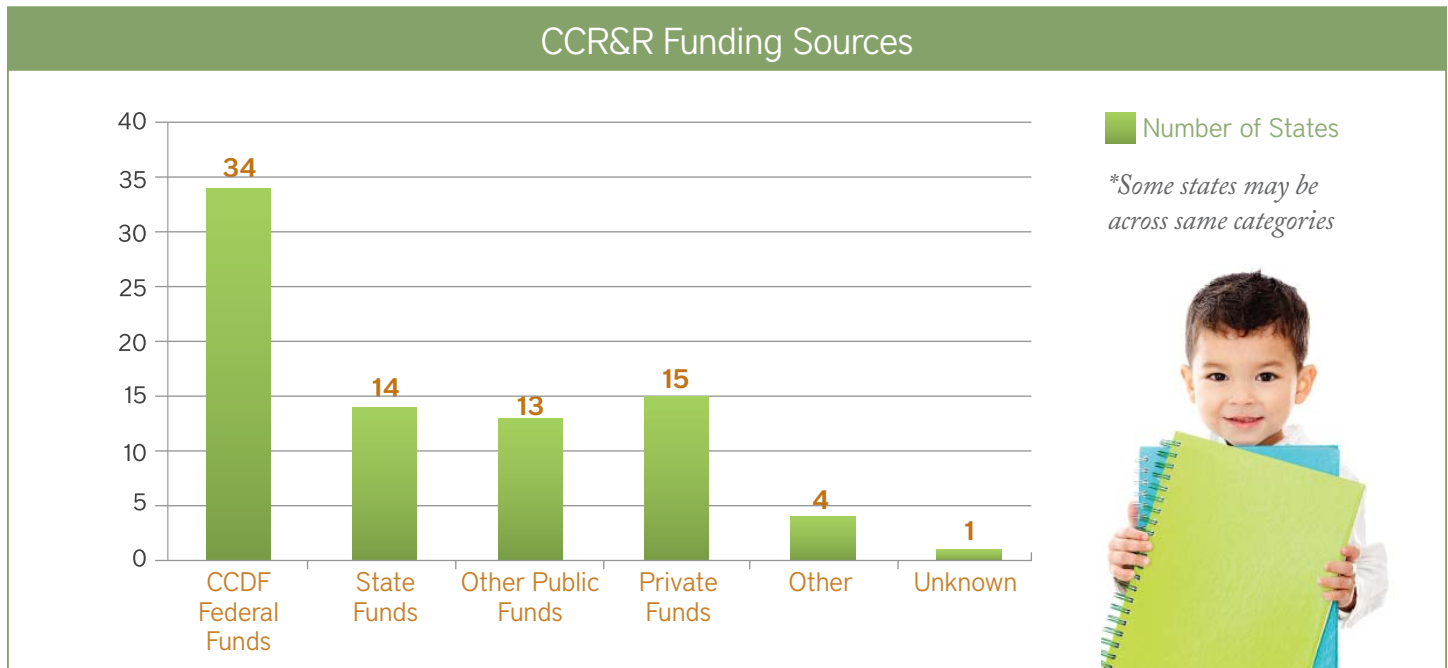
State/Territory	Lessons Learned
Alaska	
Arizona	
Arkansas	
California	
Colorado	
Delaware	
Florida	
Georgia	
Idaho	
Illinois	
Indiana	<ul style="list-style-type: none"> <li>• Leverage the resources that are already in place - not just within the local CCR&amp;Rs but also within and across other partners and initiatives by realigning the current work with the needs of the QRIS.</li> <li>• Require that contracted partners work together in order to promote system coordination and collaboration. This approach helps to draw other, non-contracted partners to the table because they want to be involved in a successful initiative that provides accountability to funders.</li> </ul>
Iowa	<ul style="list-style-type: none"> <li>• Having one point person in each region has cut down on inconsistency and increased overall QRIS performance.</li> </ul>
Maryland	<ul style="list-style-type: none"> <li>• Plan</li> <li>• Determine specific responsibilities.</li> <li>• Put things in writing so that there is no misunderstanding of requirements, responsibilities, and reporting requirements.</li> </ul>
Massachusetts	
Mississippi	
Montana	<ul style="list-style-type: none"> <li>• Do not implement a new structure for providers and families without structuring the framework that supports this QRIS program. This was learned in a QRIS field test.</li> </ul>
Nebraska	
Nevada	<ul style="list-style-type: none"> <li>• Only focus on indicators that really make a difference in the quality of care.</li> <li>• Do not overwhelm providers with a lot of requirements that do not really matter.</li> <li>• Stay open to changing your model based on what current research says regarding quality care and what really matters.</li> </ul>
New Hampshire	
New Mexico	
New York	



State/Territory	Lessons Learned
North Carolina	<ul style="list-style-type: none"> <li>• A high performing CCR&amp;R system is of critical importance to increasing consumer demand for higher quality programs and supporting programs in achieving higher levels of quality.</li> <li>• A flexible and accountable contracting construct and a respectful and engaged partnership enables both the child care administration agency and the CCR&amp;R system to maximize the state’s available funding to achieve and exceed quality improvement goals.</li> <li>• With CCR&amp;Rs as a key partner, NC has a predominantly four- and five- star market across the state, with the majority of programs, spaces, and child enrollment (including children receiving child care subsidies) at the highest levels of quality as defined by its QRIS.</li> <li>• CCR&amp;R is a key partner and contractor to the Division of Child Development and Early Education and significantly enhances the Division’s reach to programs and families across the state.</li> </ul>
Ohio	<ul style="list-style-type: none"> <li>• Increasing the quality of a program takes patience, support, and money.</li> </ul>
Oklahoma	
Oregon	<ul style="list-style-type: none"> <li>• Talk about licensing as the foundation for the QRIS standards and how compliance of those standards weaves across the tiers.</li> <li>• Message the work to have it be more integrated into the work they already do but with a broader focus.</li> <li>• Create a “new normal” of how CCR&amp;Rs interact with providers that uses the QRIS as the Framework for ALL their work.</li> </ul>
Pennsylvania	<ul style="list-style-type: none"> <li>• A critical element for success is the relationship between various parts of the system - QRIS, Subsidy, and Certification (Licensing).</li> <li>• Frequent and ongoing communications at all levels has been essential.</li> </ul>
South Carolina	
South Dakota	
Utah	<ul style="list-style-type: none"> <li>• Each CCR&amp;R has a director that meets and reports directly to the lead agency (CCDF). The lead agency conducts site-monitoring visits of the CCR&amp;Rs and develops the contracts/scope of works.</li> </ul>
Vermont	
Virgin Islands	
Virginia	
Washington	<ul style="list-style-type: none"> <li>• CCR&amp;R is a trusted source so it is important that they are at the table.</li> <li>• Ensure they have a vision around promoting quality - if this is not a priority for them, including them in a meaningful way can be difficult.</li> </ul>
Wisconsin	<ul style="list-style-type: none"> <li>• Open communication, clear expectations, and transparency are key.</li> </ul>

## 6. CCR&R Funding Sources

Responses were tallied on the following two charts. The survey question was: *“How are your CCR&Rs funded (both state and local/regional)?”*



**CCR&R Funding Sources**

State	CCDF Federal Funds	State Funds	Other Public Funds	Private Funds	Other	Unknown
Alaska	✓	✓	✓	✓		
Arizona	✓					
Arkansas	✓	✓			✓	
California	✓	✓	✓	✓		
Colorado	✓	✓	✓	✓		
Delaware	✓					
Florida	✓	✓	✓	✓		
Georgia	✓					
Idaho	✓					
Illinois	✓	✓				
Indiana	✓					

## CCR&R Funding Sources

State	CCDF Federal Funds	State Funds	Other Public Funds	Private Funds	Other	Unknown
Iowa	✓	✓	✓	✓		
Maryland	✓	✓	✓	✓		
Massachusetts						✓
Mississippi	✓					
Montana	✓			✓		
Nebraska	✓	✓	✓	✓	✓	
Nevada	✓					
New Hampshire	✓					
New Mexico	✓					
New York	✓			✓		
North Carolina	✓	✓	✓	✓		
Ohio	✓		✓	✓		
Oklahoma	✓		✓	✓		
Oregon	✓	✓	✓	✓		
Pennsylvania	✓	✓				
South Carolina	✓					
South Dakota	✓				✓	
Utah	✓					
Vermont	✓	✓	✓			
Virgin Islands	✓	✓				
Virginia	✓		✓	✓		
Washington	✓				✓	
Wisconsin	✓			✓		

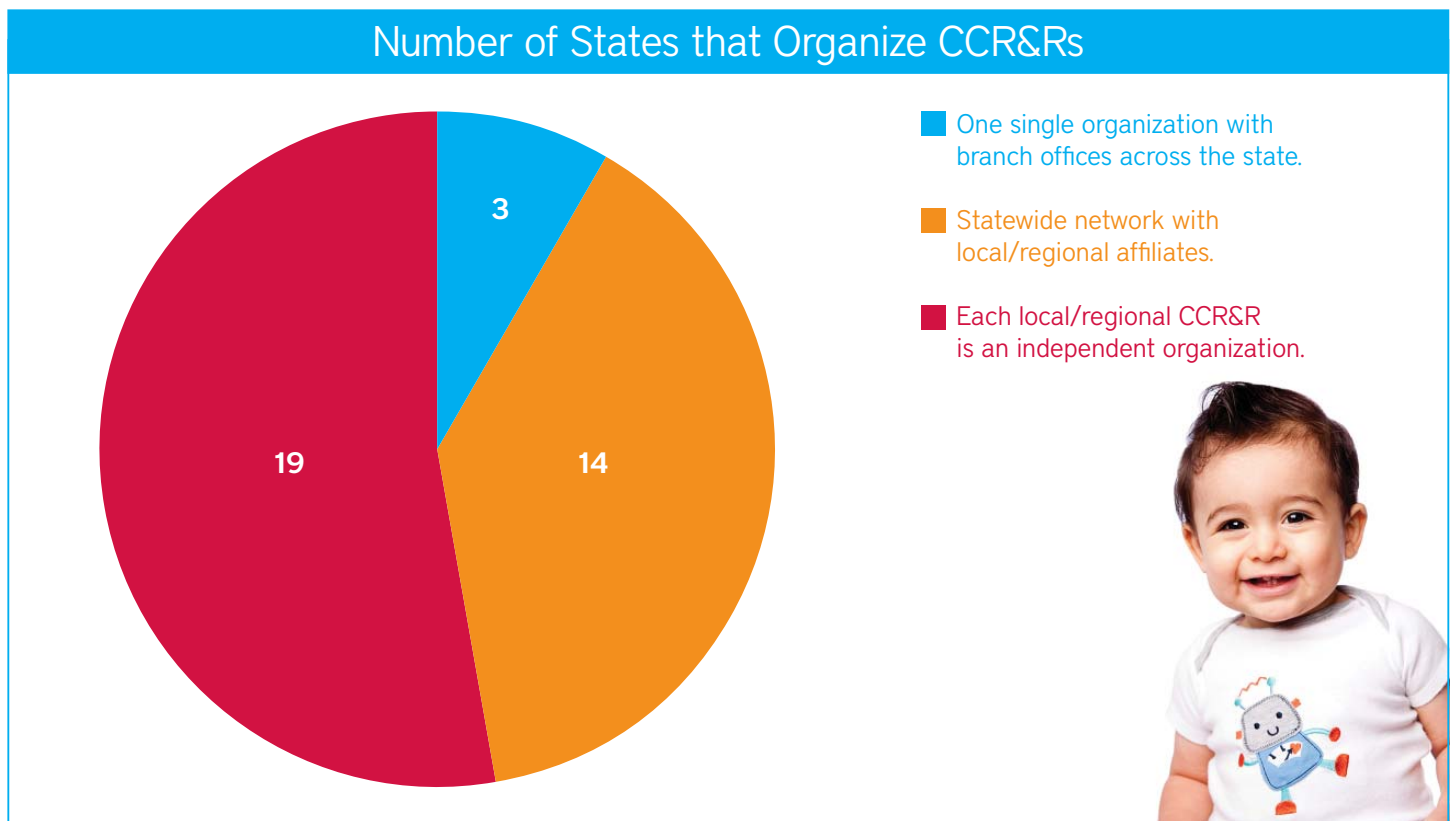
## 7. Number of CCR&Rs

Responses were gathered on the following chart. The survey question was: *“How many local or regional CCR&R agencies are in your state?”*

State/Territory	Number of CCR&Rs	Notes
Alaska	3	
Arizona	1	
Arkansas	6	
California	68	
Colorado	17	
Delaware	1	
Florida	35	
Georgia	6	
Idaho	7	
Illinois	16	
Indiana	9	
Iowa	5	
Maryland	13	To correspond with the number of licensing regions
Massachusetts	7	
Mississippi	1	1 agency with 14 sites covering all 82 counties
Montana	11	
Nebraska	7	
Nevada	2	
New Hampshire	5	
New Mexico	1	
New York	35	
North Carolina	62	14 regional lead CCR&R agencies and a total of 62 organizations (which include the 14) offer CCR&R services
Ohio	7	
Oklahoma	8	
Oregon	13	
Pennsylvania	43	
South Carolina	1	R&R staff are employed by the state network and out stationed to cover the 4 licensing regions in the state.
South Dakota	5	
Utah	6	R&R staff are employed by the state network and out stationed to cover the 4 licensing regions in the state.
Vermont	12	
Virgin Islands	0	
Virginia	5	
Washington	7	
Wisconsin	10	

## 8. CCR&Rs Organized

Responses were gathered on the following chart. The survey question was: *“How are your local/regional CCR&R agencies organized?”*



**How CCR&Rs are Organized**

State/Territory	Statewide network with local/regional affiliates	Each local/regional CCR&R is an independent organization.	One single organization with branch offices across the state.
Alaska	✓	✓	
Arizona			✓
Arkansas		✓	
California		✓	
Colorado		✓	
Delaware			
Florida		✓	
Georgia		✓	
Idaho			✓
Illinois	✓		

## How CCR&Rs are Organized

State/Territory	Statewide network with local/regional affiliates	Each local/regional CCR&R is an independent organization.	One single organization with branch offices across the state.
Indiana	✓		
Iowa		✓	
Maryland	✓		
Massachusetts			
Mississippi			✓
Montana		✓	
Nebraska	✓		
Nevada		✓	
New Hampshire	✓		
New Mexico			
New York		✓	
North Carolina	✓	✓	
Ohio		✓	
Oklahoma	✓	✓	
Oregon		✓	
Pennsylvania	✓		
South Carolina	✓		
South Dakota		✓	
Utah	✓		
Vermont	✓	✓	
Virgin Islands			
Virginia	✓	✓	
Washington	✓		
Wisconsin		✓	