



REPORT

Workload Study and Analysis

Prepared for the

Washington Department of Early Learning
Licensing

By the

National Association for Regulatory Administration

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The project team provided by the National Association for Regulatory Administration for this project comprised the following individuals (in alphabetical order):

- **Sheri Azer**, MA... Ms. Azer is currently an Information Specialist at the National Child Care Information and Technical Assistance Center. She has more than 15 years of experience collecting and analyzing comparative data on child care licensing regulations. Most recently, she was the lead researcher and author of *The 2005 Child Care Licensing Study* by NARA and NCCIC released in February 2007.
- **Harold Gazan**, MSW, ACSW, retired deputy director for child and family services, Michigan Department of Social Services. He also was director of the Bureau of Regulatory Services for the Michigan Department of Social Services. He also taught at the School of Social Work, University of Michigan for five years. He more recently has been a consultant to child welfare agencies and has conducted training of child care licensing staff in a number of states under the auspices of NARA. He is also the co-author of several chapters of the NARA Curriculum for Licensers of Human Service Programs.
- **Kristi Simpson**, MS. Ms. Simpson is currently the Assistant Licensing Coordinator for the state of Oklahoma. She has had 17 years of experience in the regulatory field. She has also conducted a workload analysis for the state of Oklahoma of their licensing program. She has conducted training sessions in regulatory administration for NARA in other states as well as in her own state.

The project team was ably supported by Judy Collins, MS, President of NARA, and by Pauline Koch, MS, the NARA Executive Director. They served as reviewers for the project development and reports.

Finally, and not least a special thank you to Suzanne Grace, BA, who is the Executive Administrator for NARA, for her editorial and administrative support throughout the project. She has also been a constant source of encouragement to the project team.

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PURPOSE OF THE STUDY

The safeguarding of tens of thousands of children who participate in various child care settings is one of the more important undertakings of state government. It is obvious that the citizens of the state of Washington through their state's legislature have given this goal appropriate attention. The establishment of a state department dedicated to early learning and associated programs is strong evidence of that commitment.

The officials of the state of Washington Department of Early Learning are concerned that those resources which are dedicated to the safeguarding of children in child care are being used effectively and efficiently. Efficiency of operations needs to be balanced against the challenge to fulfill legislative intent by ensuring that vulnerable children in child care programs are safe and being served in an age appropriate environment. Therefore, the state undertook to use outside consultants to conduct a workload study that would measure in a comprehensive way the myriad tasks carried out by licensors. The National Association for Regulatory Administration was granted a contract to conduct this study.

The purpose of the workload study was to obtain quantifiable data as to how staff were expending their time, and to determine whether efficiencies of operation could be better achieved. In addition, the study included a comparison of the Department of Early Learning's child care licensing statute and the child care requirements with a selected number of states with the objective of evaluating both the relevancy and effectiveness of these regulations to maximize the protection of children in child care settings.

The determination of the number of licensing staff required to effectively implement a child care licensing program is always a challenge. Governmental administrators have a fiduciary-like responsibility to the tax paying citizenry to implement state programs with utmost efficiency. It is therefore appropriate that the administration of DEL is committed to giving appropriate attention to this goal by conducting a workload study toward the end of determining what is the ideal workload size. The purpose of this study was to identify those activities or tasks that presently occupy the greatest amount of attention and to analyze the data for the purpose of identifying possible disproportionate commitments of time to certain tasks and to evaluate whether increased efficiencies can be accomplished, or whether additional resources may need to be deployed, and if so how and where.

The comparison analysis of Washington's licensing statute and requirements provides the Department of Early Learning with comparative data, and whether or not there are potential gaps in providing basic consumer protection for Washington's citizens. Are the rules reflective of the best research and child care program operations experience? Are the regulations clear and readily understandable? These are among the questions to be answered by this study.

EXECUTIVE SUMMARY

The workload study involved the participation of 74 licensing staff comprising 84% of the total number of staff. The staff completed a comprehensive log of various tasks and activities using a data collection instrument for a designated two-week period. While each participant recorded his or her activities for a two-week period of time, not all participants were designated the same two-week block. Nevertheless, because the workload study was conducted during the summer month, it is probable that this was a contributing factor for staff having recorded large amounts of time in the categories that represented time out of the office. The categories of “leave” are: lunch and other breaks, leave taken (vacation or sick leave), and scheduled time off. In the analyses, the NARA Team has noted when the “leave” categories are included or when excluded from the data.

A total of 6,790 hours were recorded by staff statewide during the workload study. Seventy-four staff working a normal 80-hour, two-week time period would be expected to put in 5,920 hours of work. The number of actual hours recorded represents an increase of 14.6% more than the required number of hours.

When the time spent on leave is excluded from the total, the top five activities on which all staff spent their time were General Licensing, Relicensing, Complaints, Time in Travel, and Responding to New Applications. When one separates center licensors from home licensors, there are differences in what constitutes the top five activities. For home licensors the top five activities are: General Licensing, Relicensing, Time in Travel, Initial Applications, and General Office Tasks. In contrast, center licensors recorded their top five activities as being: Complaints, General Licensing, General Office Functions, Background Checks, and Monitoring which was tied with Relicensing. It is believed that the difference in time spent on complaints is explained by the fact that typically center complaints are more time consuming to investigate due to the fact that there are a much higher number of children and staff to be interviewed as well as a higher number of records to be reviewed. This also would explain why so much more time is spent by center licensors on background checks because of the higher volume of staff for whom background checks need to be made.

The Project Team also conducted a comparison of Washington State’s child care licensing statute and licensing requirements for child care centers and licensing regulations for family child care homes. In summary, the regulations used by the state compare favorably with some of the better state sets of regulations as well as with the standards of accreditation bodies. The state’s licensing statute for the most part is very comprehensive. It is suggested, however, that the statute should include clear authority for DEL to conduct unannounced or unscheduled on-site investigations. Some states have language in the statute that requires that at least one unannounced investigation be conducted once within a two-year period.

Both new applications for licensure and renewal applications are being held in abeyance while staff give priority attention to complaint investigations, monitoring activities and other tasks. The inability of licensors to handle applications in a timely manner may result in the safe-guarding of children being compromised. We would suggest that consideration be given to establishing a standard of promptness for handling new applicants and renewal applications and document when

those standards are not being met to identify barriers and patterns. This will help to document the need for additional licensors.

The NARA consultants who comprised the project team are grateful for the trust that the administration of the Washington Department of Early Learning placed in us to conduct this workload study. We have found the staff to be very responsive and professional in their participation in this study. We believe that the data from the study will be a resource to guide goal setting and refinement of the licensing process for the betterment of the state's children who use child care.



THE REPORT SECTION

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INTRODUCTION

The right of states to regulate out-of-home child care settings (family child care homes and centers) has been a part of the jurisprudence landscape of the United States for more than 120 years in one form or another. It can be concluded, therefore, that the protection of children is a principle of compelling state interest. As such, states have developed over the decades a body of experience and wisdom regarding both the content of licensing requirements and the means by which the licensing processes can be efficiently implemented.

The question may well be asked, how many licensing staff are required to effectively and efficiently regulate child care centers and family child care homes? How does one determine whether or not the staffing is adequate to achieve a baseline of protection of children in out-of-home child care? These are legitimate questions to be addressed, particularly at a time of shrinking resources. The state of Washington Department of Early Learning has raised these questions and is seeking to honestly determine what is needed to ensure that children are provided with appropriate safe guards and optimal developmental opportunities while in child care.

The purpose of this workload study has sought to achieve some baseline data from which a workload assessment may be objectively determined. It is believed that the data collected from the comprehensive time-study conducted by NARA will provide DEL administrators with some answers to the above questions. Based on the analyses made by the NARA Project Team, a number of recommendations have been made and may be found in the Recommendations section of this report.

The development of a workload standard for the state of Washington needs to take into account the following factors: statutory requirements, community expectations, length and scope of the regulations or requirements, and the frequency of license renewals (three years). There are other factors that also need to be taken into account such as the degree of automation and computerization of licensing processes, travel distances required in more rural areas where the concentration of family child care homes and child care centers is less, and the number of enforcement actions required to be taken, which may vary from time to time. Lastly, consideration needs to be given to the projection of new centers and homes that will require licensure in the coming months and years; these projections need to be based on population trends, the number of young families moving into the urban centers of the state of Washington, and an analysis of past trends of new applicants.

The report consists of a number of data sets and charts. Each is self explanatory. Following the summary of the methodology that was used in collecting the data, is a Summary of Workload Data based on statewide data. This is followed by an analysis of staff caseload data. Next are three sets of data charts for each of the three geographical regions of the state. Following the data charts are three different sets of information that evaluate the requirements and statute of the state of Washington by comparing them with a selection of other states or standard-setting bodies. Lastly is a section entitled Recommendations which contains a summary of the recommendations made by the Project Team.

METHODOLOGY

In order to initiate the workload analysis the NARA project team reviewed the 1999 Workload Study completed for the Washington Division of Licensed Resources. Activities from the Daily Time Log completed at that time were compared to the current Washington Department of Early Learning Licensing Processes for Homes and Centers as well as experience from the project team were reviewed. A list of tasks was compiled and submitted to DEL Staff. After the licensing staff of DEL had an opportunity to review the draft list of tasks, the project team refined the list to include additional tasks.

It was agreed that DEL would take this list of tasks and put it in an electronic format for their staff to be able to do their input in that manner. The list of tasks was submitted to DEL Staff and the electronic system for staff input was taken from the submitted list of task codes.

The DEL provided the NARA project team with lists of the licensing line staff in each regional office. It was determined that all staff that had been in their positions for at least one year would participate in the workload study. There are currently 86 licensors across the state; a total of 74 participated in the study.

The timeframe for data collection was done over a period of four weeks (20 business days). The following table shows the start and end dates of each week:

Time Period for Data Collection	Start Date	End Date
Week 1	7/23/2007	7/27/2007
Week 2	7/30/2007	8/3/2007
Week 3	8/6/2007	8/10/2007
Week 4	8/13/2007	8/17/2007

The licensors participating in the study were randomly assigned to one of four groups. Each group recorded its time for a two-week period.

Group Assignment	Week Assignment	Number of Staff Assigned to Group
Group 1	Weeks 1 & 2	21
Group 2	Weeks 3 & 4	18
Group 3	Weeks 2 & 3	17
Group 4	Weeks 1 & 4	18

DATA CHARTS FOR THE STATE OF WASHINGTON

Number of Staff in Regions: Percentage of Staff in Study Statewide

Staff Caseload	Eastern Region		Southwest Region		Northwest Region		Number of Staff Statewide
	Count	Percentage	Count	Percentage	Count	Percentage	
Center Licensors	8	25.8%	10	32.3%	13	41.9%	31
Home Licensors	17	39.5%	12	27.9%	14	32.6%	43
Total	25	33.8%	22	29.7%	27	36.5%	74

Hours Spent on Activities: Percentage of Statewide Total Hours

ID	General Activity	Hours Spent on Activity Statewide	Eastern Region		Southwest Region		Northwest Region	
			Hours Spent on Activity	Percentage of Statewide Total	Hours Spent on Activity	Percentage of Statewide Total	Hours Spent on Activity	Percentage of Statewide Total
1	Initial Applications	434.5	172.9	39.8%	117.1	27.0%	144.5	33.3%
2	Relicensing	496.1	164.9	33.2%	157.7	31.8%	173.5	35.0%
3	Monitoring	394.8	132.3	33.5%	77.3	19.6%	185.3	46.9%
4	Complaints	459.7	176.1	38.3%	152.0	33.1%	131.6	28.6%
5	Enforcement Actions	96.9	18.7	19.2%	52.6	54.2%	25.7	26.5%
6	Appeals	68.7	4.4	6.3%	7.7	11.3%	56.6	82.4%
7	Collegial assistance	145.6	50.6	34.8%	43.5	29.9%	51.4	35.3%
8	Background checks	281.5	98.2	34.9%	81.2	28.8%	102.1	36.3%
9	Provider training	75.2	15.2	20.2%	38.6	51.4%	21.4	28.5%
10	Community/Prof. Meetings	69.7	40.4	57.9%	6.1	8.7%	23.3	33.4%
11	Consultation/TA	339.2	107.2	31.6%	110.6	32.6%	121.5	35.8%
12	Recruitment activities	20.5	2.9	14.0%	9.5	46.4%	8.1	39.6%
13	Supervisory conference	53.3	25.7	48.2%	20.6	38.6%	7.0	13.2%
14	Staff meetings	133.6	29.1	21.8%	30.7	22.9%	73.9	55.3%
15	Staff training/Conferences	52.9	3.5	6.7%	34.6	65.3%	14.8	28.0%
16	Committee assignments	46.0	11.2	24.4%	9.4	20.4%	25.4	55.2%
17	Time in travel	459.0	193.1	42.1%	129.0	28.1%	136.9	29.8%
18	Other tasks not listed	153.5	37.4	24.4%	58.8	38.3%	57.3	37.3%
19	Lunch and other breaks	467.0	134.1	28.7%	187.2	40.1%	145.7	31.2%
20	Leave taken	1,003.7	278.5	27.8%	255.8	25.5%	469.3	46.8%
21	Scheduled Time Off	565.2	326.7	57.8%	119.9	21.2%	118.6	21.0%
22	General Licensing	528.9	214.9	40.6%	128.9	24.4%	185.1	35.0%
23	General Office Functions	406.7	143.6	35.3%	107.5	26.4%	155.6	38.3%
24	Uncategorized Site Visit	38.8	17.1	44.0%	14.1	36.2%	7.7	19.8%
	Total	6,790.7	2,398.5	35.3%	1,950.1	28.7%	2,442.1	36.0%

Note: Shading in the table indicates the office with the highest number/percentage of hours spent on activity.

STAFF CASELOAD ANALYSIS

Number of Staff Participating in Study by Caseload (Statewide)

Staff Caseloads	Number of Staff in Study	Percentage
Home Licensors	43	58.1%
Center Licensors	31	41.9%
Total	74	

Hours on Activities by Staff Caseload (Statewide)

Staff Caseloads	Total Number of Hours on Activities	Percentage
Home Licensors	4,020.8	59.2%
Center Licensors	2,769.9	40.8%
Total	6,790.7	

Number of Hours Spent on Activities by Caseload (Statewide)

General Activities	Home Licensors		Center Licensors		Total Hours on Activity
	Total Hours on Activity	Percentage of Time on Activity	Total Hours on Activity	Percentage of Time on Activity	
Initial Applications	294.7	7.3%	139.9	5.0%	434.5
Relicensing	326.6	8.1%	169.5	6.1%	496.1
Monitoring	225.0	5.6%	169.8	6.1%	394.8
Complaints	221.8	5.5%	237.9	8.6%	459.7
Enforcement Actions	65.6	1.6%	31.4	1.1%	96.9
Appeals	59.4	1.5%	9.3	0.3%	68.7
Collegial assistance	98.9	2.5%	46.6	1.7%	145.6
Background checks	105.8	2.6%	175.7	6.3%	281.5
Provider training	32.0	0.8%	43.2	1.6%	75.2
Community/Prof. meetings	25.3	0.6%	44.4	1.6%	69.7
Consultation/TA	181.7	4.5%	157.6	5.7%	339.2
Recruitment activities	5.4	0.1%	15.1	0.5%	20.5
Supervisory conference	34.1	0.8%	19.2	0.7%	53.3
Staff meetings	74.9	1.9%	58.8	2.1%	133.6
Staff training/Conferences	20.2	0.5%	32.7	1.2%	52.9
Committee assignments	16.2	0.4%	29.7	1.1%	46.0
Time in travel	295.2	7.3%	163.8	5.9%	459.0
Other tasks not listed	93.0	2.3%	60.6	2.2%	153.5

Lunch and other breaks	276.1	6.9%	190.9	6.9%	467.0
Leave taken	600.4	14.9%	403.3	14.6%	1,003.7
Scheduled Time Off	375.3	9.3%	189.9	6.9%	565.2
General Licensing	346.7	8.6%	182.3	6.6%	528.9
General Office Functions	227.6	5.7%	179.0	6.5%	406.7
Uncategorized Site Visit	19.2	0.5%	19.6	0.7%	38.8
	4,020.8		2,769.9		6,790.7

Hours Spent on Activities Statewide: Sorted by Frequency

Statewide – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave taken	1,003.7	14.8%
Scheduled Time Off (Not Leave)	565.2	8.3%
General Licensing	528.9	7.8%
Relicensing	496.1	7.3%
Lunch and other breaks	467.0	6.9%
Complaints	459.7	6.8%
Time in travel	459.0	6.8%
Initial Applications	434.5	6.4%
General Office Functions	406.7	6.0%
Monitoring	394.8	5.8%
Consultation/Technical assistance	339.2	5.0%
Background checks	281.5	4.1%
Other tasks not listed	153.5	2.3%
Collegial assistance	145.6	2.1%
Staff meetings	133.6	2.0%
Enforcement Actions	96.9	1.4%
Provider training	75.2	1.1%
Community/Professional meetings	69.7	1.0%
Appeals	68.7	1.0%
Supervisory conference	53.3	0.8%
Staff training/Conferences	52.9	0.8%
Committee assignments	46.0	0.7%
Uncategorized Site Visit	38.8	0.6%
Recruitment activities	20.5	0.3%
Total	6,790.7	

Statewide – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
General Licensing	528.9	11.1%
Relicensing	496.1	10.4%
Complaints	459.7	9.7%
Time in travel	459.0	9.7%
Initial Applications	434.5	9.1%
General Office Functions	406.7	8.6%
Monitoring	394.8	8.3%
Consultation/Technical assistance	339.2	7.1%
Background checks	281.5	5.9%
Other tasks not listed	153.5	3.2%
Collegial assistance	145.6	3.1%
Staff meetings	133.6	2.8%
Enforcement Actions	96.9	2.0%
Provider training	75.2	1.6%
Community/Professional meetings	69.7	1.5%
Appeals	68.7	1.4%
Supervisory conference	53.3	1.1%
Staff training/Conferences	52.9	1.1%
Committee assignments	46.0	1.0%
Uncategorized Site Visit	38.8	0.8%
Recruitment activities	20.5	0.4%
Total	4,754.9	

SUMMARY AND ANALYSIS OF THE WASHINGTON DEL 2007 WORKLOAD STUDY DATA

Statewide Analysis

- A total of 74 licensing staff was in the sample of staff that participated in the workload study, which is 86% of all of the staff. There is currently a total of 86 licensing staff statewide.
- A total of 6,790.7 of hours were recorded by staff statewide during the workload study.
- When the time spent on leave¹ is excluded from the total, the **top five** activities on which the **all staff** spent their time were the following:
 - General licensing - 11.1%
 - Relicensing - 10.4%
 - Complaints - 9.7%
 - Time in travel - 9.7%
 - Initial applications - 9.1%
- The following table shows the percentage of staff from each region, the number of hours each region recorded, and the percentage of hours from the statewide total for each region. In general, the number of staff and hours were evenly distributed among the regions with slightly fewer staff/hours from the Southwest Region.

	Eastern Region	Southwest Region	Northwest Region
Percent of Staff for Region	33.8%	29.7%	36.5%
Number of Hours Recorded (includes leave)	2,398.5	1,950.1	2,442.1
Percent of Statewide Hours (includes leave)	35.3%	28.7%	36.0%

- When compared to the other regions, the staff in the **Eastern Region** spent a higher percentage of time on the following activities:
 - Initial applications

¹ The categories of “leave” that were excluded are: Lunch and Other Breaks, Leave Taken, and Scheduled Time Off (Not Leave).

- Complaints
 - Community/professional meetings
 - Supervisory conference
 - Time in travel
 - Scheduled time off
 - General licensing
 - Uncategorized site visit
- When compared to the other regions, the staff in the **Southwest Region** spent a higher percentage of time on the following activities:
 - Enforcement actions
 - Provider training
 - Recruitment activities
 - Staff training/conferences
 - Other tasks not listed
 - Lunch and other breaks
- When compared to the other regions, the staff in the **Northwest Region** spent a higher percentage of time on the following activities:
 - Relicensing
 - Monitoring
 - Appeals
 - Collegial assistance
 - Background checks
 - Consultation/technical assistance
 - Staff meetings
 - Committee assignments
 - Leave taken
 - General office functions

Analysis by Center and Home Caseloads

- A total of 74 licensing staff were in the sample of staff that participated in the workload study. Of those staff participating in the study, 43 (58.1%) had a caseload of family child care homes and 31 (41.9%) had a caseload of child care centers. Statewide, there is currently a total of 32 center licensors and 54 home licensors.
- A total of 6,790.7 hours were recorded by staff during the workload study. Of those hours, 59.2% were recorded by staff with home caseloads; 40.8% were recorded by staff with center caseloads.
- Although the center licensors recorded fewer hours, they spent a higher percentage of time on some of the activities when compared to the home licensors. These activities included:
 - Complaints
 - Background checks
 - Provider training
 - Community/professional meetings
 - Recruitment activities
 - Staff training/conferences
 - Committee assignments
 - Uncategorized site visits

However, the differences in the percentages were small. For example, when time spent on leave is excluded from the total, center licensors spent 12% of their time on complaints, compared to 8% for home licensors.

- When the time spent on leave is excluded from the total, the **top five** activities on which the **home licensors** spent their time were the following:
 - General licensing - 12.5%
 - Relicensing - 11.8%
 - Time in travel - 10.7%
 - Initial applications - 10.6%
 - General office functions - 8.2%

COMMENTS ON THE DATA

- Relicensing requires more time with home licensors due to the fact that the caseloads are higher and there are more renewals due in any given month than with center licensors.
- Time in travel is justified due to the higher caseloads of these licensors and making more visits would require more travel.
- The high amount of time spent on initial applications is explained to the fluid nature of the family child care homes. Much of a licensors time is spent on opening and closing these facilities.

- When the time spent on leave is excluded from the total, the **top five** activities on which the **center licensors** spent their time were the following:
 - Complaints - 12.0%
 - General licensing - 9.2%
 - General office functions - 9.0%
 - Background checks - 8.8%
 - Monitoring - 8.5%
 - Relicensing - 8.5%

COMMENTS ON THE DATA

- The difference of time spent on complaints is explained by the fact that typically center complaints are more time consuming due to the number of staff and children involved, as well as that centers receive a significantly higher number of complaints than the family homes. In 2006, there were 1160 complaints on homes compared to 1761 complaints on centers.
- The higher number of staff who work in centers also explains the higher amount of time spent on background checks in centers compared to homes.
- Center monitoring should be higher than home monitoring as there are more required monitoring visits for centers than homes.

Analysis by Region and Office: Eastern Region

- A total of 25 staff from the **Eastern Region** were in the sample of staff that participated in the workload study. This was 33.8% of the total number of staff participating in the study statewide.
- A total of 2,398.5 hours were recorded by staff from the **Eastern Region**. This was 35.3% of the statewide total.
- When the time spent on leave is excluded from the total, the **top five** activities on which the staff from the **Eastern Region** spent their time were the following:
 - General licensing - 13.0%
 - Time in travel - 11.6%
 - Complaints - 10.6%
 - Initial applications - 10.4%
 - Relicensing - 9.9%

- The following table shows the percentage of staff from each office in the **Eastern Region**, the number of hours each office recorded, and the percentage of hours from the regional total for each office. In general, the number of staff and hours were evenly distributed among the offices in the region.

	Kennewick	Spokane	Wenatchee	Yakima
Percent of Staff for Region	24.0%	20.0%	28.0%	28.0%
Number of Hours Recorded (includes leave)	594.3	452.7	675.4	676.3
Percent of Hours for Region (includes leave)	24.8%	18.9%	28.2%	28.2%

- When compared to the other offices, the staff in the **Kennewick** office spent a higher percentage of time on the following activities:
 - Initial applications
 - Enforcement actions
 - Recruitment activities
- When compared to the other offices, the staff in the **Spokane** office spent a higher percentage of time on the following activities:
 - Staff training/conferences
- When compared to the other offices, the staff in the **Wenatchee** office spent a higher percentage of time on the following activities:
 - Relicensing
 - Appeals
 - Collegial assistance
 - Provider training
 - Community/professional meetings
 - Committee assignments
 - Time in travel
 - Other tasks not listed
 - Scheduled time off
 - General licensing
 - General office functions
 - Uncategorized site visit
- When compared to the other offices, the staff in the **Yakima** office spent a higher percentage of time on the following activities:
 - Monitoring
 - Complaints
 - Background checks

- Consultation/technical assistance
- Supervisory conference
- Staff meetings
- Lunch and other breaks
- Leave taken

Analysis by Region and Office: Southwest Region

- A total of 22 staff from the **Southwest Region** were in the sample of staff that participated in the workload study. This was 29.7% of the total number of staff participating in the study statewide.
- A total of 1,950.1 hours were recorded by staff from the **Southwest Region**. This was 28.7% of the statewide total.
- When the time spent on leave is excluded from the total, the **top five** activities on which the staff from the **Southwest Region** spent their time were the following:
 - Relicensing - 13.7%
 - Time in travel - 11.1%
 - Complaints - 10.6%
 - Initial applications - 10.0%
 - General licensing - 9.8%
- The following table shows the percentage of staff from each office in the **Southwest Region**, the number of hours each office recorded, and the percentage of hours from the regional total for each office. Close to half of the staff and the hours recorded in this region were from the **Tacoma** office.

	Bremerton	Tacoma	Tumwater	Vancouver
Percent of Staff for Region	22.7%	45.5%	18.2%	13.6%
Number of Hours Recorded (includes leave)	489.9	900.2	286.7	273.3
Percent of Hours for Region (includes leave)	25.1%	46.2%	14.7%	14.0%

- When compared to the other offices, the staff in the **Bremerton** office spent a higher percentage of time on the following activities:
 - Relicensing
 - Community/professional meetings
 - Committee assignments

- When compared to the other offices, the staff in the **Tacoma** office spent a higher percentage of time on the following activities:

<ul style="list-style-type: none"> ▪ Initial applications ▪ Monitoring ▪ Complaints ▪ Enforcement actions ▪ Appeals ▪ Collegial assistance ▪ Background checks ▪ Provider training ▪ Consultation/technical assistance ▪ Recruitment activities 	<ul style="list-style-type: none"> ▪ Staff training/conferences ▪ Time in travel ▪ Other tasks not listed ▪ Lunch and other breaks ▪ Scheduled time off ▪ General licensing ▪ General office functions ▪ Uncategorized site visit ▪ Supervisory conference
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- When compared to the other offices, the staff in the **Vancouver** office spent a higher percentage of time on the following activities:
 - Staff meetings
 - Leave taken

Analysis by Region and Office: Northwest Region

- A total of 27 staff from the **Northwest Region** were in the sample of staff that participated in the workload study. This was 35.1% of the total number of staff participating in the study statewide.
- A total of 2,442.1 hours were recorded by staff from the **Northwest Region**. This was 36.0% of the statewide total.
- When the time spent on leave is excluded from the total, the **top five** activities on which the staff from the **Northwest Region** spent their time were the following:
 - Monitoring - 10.8%
 - General licensing - 10.8%
 - Relicensing - 10.2%
 - General office functions - 9.1%
 - Initial applications - 8.5%

- The following table shows the percentage of staff from each office in the **Northwest Region**, the number of hours each office recorded, and the percentage of hours from the regional total for each office. In general, the number of staff and hours were evenly distributed among the offices in the region except that the Seattle office had significantly fewer staff.

	Bellevue	Bellingham	Everett	King South	Seattle
Percent of Staff for Region	23.1%	19.2%	26.9%	23.1%	11.5%
Number of Hours Recorded (includes leave)	533.1	470.9	630.3	528.3	279.4
Percent of Hours for Region (includes leave)	21.8%	19.3%	25.8%	21.6%	11.4%

- When compared to the other offices, the staff in the **Bellevue** office spent a higher percentage of time on the following activities:
 - Monitoring
 - Complaints
 - Enforcement actions
 - Background checks
 - Provider training
- When compared to the other offices, the staff in the **Bellingham** office spent a higher percentage of time on the following activities:
 - Other tasks not listed
 - Leave taken
 - General office functions
- When compared to the other offices, the staff in the **Everett** office spent a higher percentage of time on the following activities:
 - Initial applications
 - Relicensing
 - Collegial assistance
 - Community/professional meetings
 - Consultation/technical assistance
 - Supervisory conference
 - Staff meetings
 - Staff training/conferences
 - Committee assignments
 - Time in travel
 - Lunch and other breaks
 - Scheduled time off
 - Uncategorized site visit
 - Staff training/conferences

- When compared to the other offices, the staff in the **King South** office spent a higher percentage of time on the following activities:
 - Appeals
 - General licensing

- When compared to the other offices, the staff in the **Seattle** office spent a higher percentage of time on the following activities:
 - Recruitment activities
 - Committee assignments

DATA CHARTS FOR THE EASTERN REGION

Number of Staff in Eastern Region: Percentage of Staff in Study Statewide

Staff Caseloads	Regional Totals		
	# of Staff	% of State	# of Staff Statewide
Center Licensors	8	25.8%	31
Home Licensors	17	39.5%	43
Total	25	33.8%	74

Number of Staff in Offices in Eastern Region: Percentage of Staff in Study Statewide

Staff Caseloads	Kennewick		Spokane		Wenatchee		Yakima	
	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study
Center Licensors	1	3.2%	4	12.9%	1	3.2%	2	6.5%
Home Licensors	5	11.6%	1	2.3%	6	14.0%	5	11.6%
Total	6	8.1%	5	6.8%	7	9.5%	7	9.5%

Number of Staff in Offices in Eastern Region: Percentage of Staff in Eastern Region

Staff Caseloads	Kennewick		Spokane		Wenatchee		Yakima	
	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region
Center Licensors	1	12.5%	4	50.0%	1	12.5%	2	25.0%
Home Licensors	5	29.4%	1	5.9%	6	35.3%	5	29.4%
Total	6	24.0%	5	20.0%	7	28.0%	7	28.0%

Number of Staff in Kennewick Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	1	12.5%	3.2%
Home Licensors	5	29.4%	11.6%
Total	6	24.0%	8.1%

Number of Staff in Spokane Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	4	50.0%	12.9%
Home Licensors	1	5.9%	2.3%
Total	5	20.0%	6.8%

Number of Staff in Wenatchee Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	1	12.5%	3.2%
Home Licensors	6	35.3%	14.0%
Total	7	28.0%	9.5%

Number of Staff in Yakima Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	25.0%	6.5%
Home Licensors	5	29.4%	11.6%
Total	7	28.0%	9.5%

Hours Spent on Activities in Eastern Region: Percentage of Statewide Total Hours

ID	General Activity	Hours Spent on Activity in Eastern Region	Hours Spent on Activity Statewide	Percentage of Statewide Total
1	Initial Applications	172.9	434.5	39.8%
2	Relicensing	164.9	496.1	33.2%
3	Monitoring	132.3	394.8	33.5%
4	Complaints	176.1	459.7	38.3%
5	Enforcement Actions	18.7	96.9	19.2%
6	Appeals	4.4	68.7	6.3%
7	Collegial assistance	50.6	145.6	34.8%
8	Background checks	98.2	281.5	34.9%
9	Provider training	15.2	75.2	20.2%
10	Community/Professional meetings	40.4	69.7	57.9%
11	Consultation/Technical assistance	107.2	339.2	31.6%
12	Recruitment activities	2.9	20.5	14.0%
13	Supervisory conference	25.7	53.3	48.2%
14	Staff meetings	29.1	133.6	21.8%
15	Staff training/Conferences	3.5	52.9	6.7%
16	Committee assignments	11.2	46.0	24.4%
17	Time in travel	193.1	459.0	42.1%
18	Other tasks not listed	37.4	153.5	24.4%
19	Lunch and other breaks	134.1	467.0	28.7%
20	Leave taken	278.5	1,003.7	27.8%
21	Scheduled Time Off (Not Leave)	326.7	565.2	57.8%
22	General Licensing	214.9	528.9	40.6%
23	General Office Functions	143.6	406.7	35.3%
24	Uncategorized Site Visit	17.1	38.8	44.0%
	Total	2,398.5	6,790.7	35.3%

Hours Spent on Activities in Eastern Region: Sorted by Frequency

Eastern Region – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Scheduled Time Off (Not Leave)	326.7	13.6%
Leave taken	278.5	11.6%
General Licensing	214.9	9.0%
Time in travel	193.1	8.1%
Complaints	176.1	7.3%
Initial Applications	172.9	7.2%
Relicensing	164.9	6.9%
General Office Functions	143.6	6.0%
Lunch and other breaks	134.1	5.6%
Monitoring	132.3	5.5%
Consultation/Technical assistance	107.2	4.5%
Background checks	98.2	4.1%
Collegial assistance	50.6	2.1%
Community/Professional meetings	40.4	1.7%
Other tasks not listed	37.4	1.6%
Staff meetings	29.1	1.2%
Supervisory conference	25.7	1.1%
Enforcement Actions	18.7	0.8%
Uncategorized Site Visit	17.1	0.7%
Provider training	15.2	0.6%
Committee assignments	11.2	0.5%
Appeals	4.4	0.2%
Staff training/Conferences	3.5	0.1%
Recruitment activities	2.9	0.1%
Total	2,398.5	

Eastern Region – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
General Licensing	214.9	13.0%
Time in travel	193.1	11.6%
Complaints	176.1	10.6%
Initial Applications	172.9	10.4%
Relicensing	164.9	9.9%
General Office Functions	143.6	8.7%
Monitoring	132.3	8.0%
Consultation/Technical assistance	107.2	6.5%
Background checks	98.2	5.9%
Collegial assistance	50.6	3.1%
Community/Professional meetings	40.4	2.4%
Other tasks not listed	37.4	2.3%
Staff meetings	29.1	1.8%
Supervisory conference	25.7	1.5%
Enforcement Actions	18.7	1.1%
Uncategorized Site Visit	17.1	1.0%
Provider training	15.2	0.9%
Committee assignments	11.2	0.7%
Appeals	4.4	0.3%
Staff training/Conferences	3.5	0.2%
Recruitment activities	2.9	0.2%
Total	1,659.2	

Hours Spent on Activities by Office in Eastern Region

ID	General Activities	Total Hours for Region	Kennewick		Spokane		Wenatchee		Yakima	
			Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours
1	Initial Applications	172.9	49.4	28.6%	38.7	22.4%	41.7	24.1%	43.2	25.0%
2	Relicensing	164.9	38.7	23.5%	39.4	23.9%	45.2	27.4%	41.6	25.2%
3	Monitoring	132.3	36.5	27.6%	31.7	23.9%	21.6	16.3%	42.5	32.1%
4	Complaints	176.1	50.7	28.8%	39.5	22.4%	19.6	11.1%	66.4	37.7%
5	Enforcement Actions	18.7	11.2	60.1%	5.1	27.4%	0.4	2.2%	1.9	10.3%
6	Appeals	4.4	0.0	0.0%	1.5	34.5%	1.6	36.8%	1.3	28.7%
7	Collegial assistance	50.6	17.9	35.4%	2.5	5.0%	22.0	43.4%	8.2	16.2%
8	Background checks	98.2	27.5	28.0%	17.9	18.2%	6.2	6.3%	46.7	47.5%
9	Provider training	15.2	3.9	25.9%	0.3	2.2%	10.9	71.9%	0.0	0.0%
10	Community/Prof. Meetings	40.4	2.1	5.2%	5.1	12.6%	19.2	47.5%	14.0	34.7%
11	Consultation/TA	107.2	17.8	16.6%	21.1	19.7%	29.0	27.1%	39.3	36.6%
12	Recruitment activities	2.9	1.6	55.2%	0.0	0.0%	1.3	44.8%	0.0	0.0%
13	Supervisory conference	25.7	7.0	27.1%	3.4	13.3%	4.9	19.1%	10.4	40.5%
14	Staff meetings	29.1	8.4	29.0%	7.1	24.4%	2.4	8.3%	11.2	38.3%
15	Staff training/Conferences	3.5	0.6	16.5%	1.5	42.5%	1.2	34.0%	0.3	7.1%
16	Committee assignments	11.2	1.4	12.8%	2.3	20.8%	5.4	47.8%	2.1	18.6%
17	Time in travel	193.1	31.0	16.1%	29.9	15.5%	81.1	42.0%	51.1	26.5%
18	Other tasks not listed	37.4	11.0	29.3%	5.1	13.6%	18.1	48.4%	3.3	8.7%
19	Lunch and other breaks	134.1	31.7	23.6%	26.6	19.8%	36.4	27.1%	39.5	29.4%
20	Leave taken	278.5	64.8	23.2%	75.0	26.9%	62.8	22.5%	76.0	27.3%
21	Scheduled Time Off	326.7	109.1	33.4%	50.3	15.4%	114.8	35.1%	52.5	16.1%
22	General Licensing	214.9	38.5	17.9%	19.8	9.2%	78.4	36.5%	78.2	36.4%
23	General Office Functions	143.6	29.3	20.4%	27.4	19.1%	45.2	31.5%	41.7	29.0%
24	Uncategorized Site Visit	17.1	4.4	25.5%	1.5	8.8%	6.0	34.9%	5.3	30.8%
	Total	2,398.5	594.3	24.8%	452.7	18.9%	675.4	28.2%	676.3	28.2%

Note: Shading in the table indicates the office with the highest number/percentage of hours spent on activity.

Hours Spent on Activities in Kennewick Office: Sorted by Frequency

Kennewick – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Scheduled Time Off	109.1	18.4%
Leave Taken	64.8	10.9%
Complaints	50.7	8.5%
Initial Applications	49.4	8.3%
Relicensing	38.7	6.5%
General Licensing	38.5	6.5%
Monitoring	36.5	6.1%
Lunch And Other Breaks	31.7	5.3%
Time In Travel	31.0	5.2%
General Office Functions	29.3	4.9%
Background Checks	27.5	4.6%
Collegial Assistance	17.9	3.0%
Consultation/TA	17.8	3.0%
Enforcement Actions	11.2	1.9%
Other Tasks Not Listed	11.0	1.8%
Staff Meetings	8.4	1.4%
Supervisory Conference	7.0	1.2%
Uncategorized Site Visit	4.4	0.7%
Provider Training	3.9	0.7%
Community/Prof. Meetings	2.1	0.4%
Recruitment Activities	1.6	0.3%
Committee Assignments	1.4	0.2%
Staff Training/Conferences	0.6	0.1%
Appeals	0.0	0.0%
Total	594.3	

Kennewick – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Complaints	50.7	13.0%
Initial Applications	49.4	12.7%
Relicensing	38.7	10.0%
General Licensing	38.5	9.9%
Monitoring	36.5	9.4%
Time In Travel	31.0	8.0%
General Office Functions	29.3	7.5%
Background Checks	27.5	7.1%
Collegial Assistance	17.9	4.6%
Consultation/TA	17.8	4.6%
Enforcement Actions	11.2	2.9%
Other Tasks Not Listed	11.0	2.8%
Staff Meetings	8.4	2.2%
Supervisory Conference	7.0	1.8%
Uncategorized Site Visit	4.4	1.1%
Provider Training	3.9	1.0%
Community/Prof. Meetings	2.1	0.5%
Recruitment Activities	1.6	0.4%
Committee Assignments	1.4	0.4%
Staff Training/Conferences	0.6	0.2%
Appeals	0.0	0.0%
Total	388.8	

Hours Spent on Activities in Spokane Office: Sorted by Frequency

Spokane - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	75.0	16.6%
Scheduled Time Off	50.3	11.1%
Complaints	39.5	8.7%
Relicensing	39.4	8.7%
Initial Applications	38.7	8.5%
Monitoring	31.7	7.0%
Time In Travel	29.9	6.6%
General Office Functions	27.4	6.1%
Lunch And Other Breaks	26.6	5.9%
Consultation/TA	21.1	4.7%
General Licensing	19.8	4.4%
Background Checks	17.9	3.9%
Staff Meetings	7.1	1.6%
Enforcement Actions	5.1	1.1%
Community/Prof. Meetings	5.1	1.1%
Other Tasks Not Listed	5.1	1.1%
Supervisory Conference	3.4	0.8%
Collegial Assistance	2.5	0.6%
Committee Assignments	2.3	0.5%
Appeals	1.5	0.3%
Staff Training/Conferences	1.5	0.3%
Uncategorized Site Visit	1.5	0.3%
Provider Training	0.3	0.1%
Recruitment Activities	0.0	0.0%
Total	452.7	

Spokane - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Complaints	39.5	13.1%
Relicensing	39.4	13.1%
Initial Applications	38.7	12.9%
Monitoring	31.7	10.5%
Time In Travel	29.9	9.9%
General Office Functions	27.4	9.1%
Consultation/TA	21.1	7.0%
General Licensing	19.8	6.6%
Background Checks	17.9	5.9%
Staff Meetings	7.1	2.4%
Enforcement Actions	5.1	1.7%
Community/Prof. Meetings	5.1	1.7%
Other Tasks Not Listed	5.1	1.7%
Supervisory Conference	3.4	1.1%
Collegial Assistance	2.5	0.8%
Committee Assignments	2.3	0.8%
Appeals	1.5	0.5%
Staff Training/Conferences	1.5	0.5%
Uncategorized Site Visit	1.5	0.5%
Provider Training	0.3	0.1%
Recruitment Activities	0.0	0.0%
Total	300.8	

Hours Spent on Activities in Wenatchee Office: Sorted by Frequency

Wenatchee - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Scheduled Time Off	114.8	17.0%
Time In Travel	81.1	12.0%
General Licensing	78.4	11.6%
Leave Taken	62.8	9.3%
General Office Functions	45.2	6.7%
Relicensing	45.2	6.7%
Initial Applications	41.7	6.2%
Lunch And Other Breaks	36.4	5.4%
Consultation/TA	29.0	4.3%
Collegial Assistance	22.0	3.3%
Monitoring	21.6	3.2%
Complaints	19.6	2.9%
Community/Prof. Meetings	19.2	2.8%
Other Tasks Not Listed	18.1	2.7%
Provider Training	10.9	1.6%
Background Checks	6.2	0.9%
Uncategorized Site Visit	6.0	0.9%
Committee Assignments	5.4	0.8%
Supervisory Conference	4.9	0.7%
Staff Meetings	2.4	0.4%
Appeals	1.6	0.2%
Recruitment Activities	1.3	0.2%
Staff Training/Conferences	1.2	0.2%
Enforcement Actions	0.4	0.1%
Total	675.4	

Wenatchee - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Time In Travel	81.1	17.6%
General Licensing	78.4	17.0%
General Office Functions	45.2	9.8%
Relicensing	45.2	9.8%
Initial Applications	41.7	9.0%
Consultation/TA	29.0	6.3%
Collegial Assistance	22.0	4.8%
Monitoring	21.6	4.7%
Complaints	19.6	4.2%
Community/Prof. Meetings	19.2	4.2%
Other Tasks Not Listed	18.1	3.9%
Provider Training	10.9	2.4%
Background Checks	6.2	1.3%
Uncategorized Site Visit	6.0	1.3%
Committee Assignments	5.4	1.2%
Supervisory Conference	4.9	1.1%
Staff Meetings	2.4	0.5%
Appeals	1.6	0.3%
Recruitment Activities	1.3	0.3%
Staff Training/Conferences	1.2	0.3%
Enforcement Actions	0.4	0.1%
Total	461.4	

Hours Spent on Activities in Yakima Office: Sorted by Frequency

Yakima - Leave Included		
General Activity	Hours	Percentage
General Licensing	78.2	11.6%
Leave Taken	76.0	11.2%
Complaints	66.4	9.8%
Scheduled Time Off	52.5	7.8%
Time In Travel	51.1	7.6%
Background Checks	46.7	6.9%
Initial Applications	43.2	6.4%
Monitoring	42.5	6.3%
General Office Functions	41.7	6.2%
Relicensing	41.6	6.2%
Lunch And Other Breaks	39.5	5.8%
Consultation/TA	39.3	5.8%
Community/Prof. Meetings	14.0	2.1%
Staff Meetings	11.2	1.6%
Supervisory Conference	10.4	1.5%
Collegial Assistance	8.2	1.2%
Uncategorized Site Visit	5.3	0.8%
Other Tasks Not Listed	3.3	0.5%
Committee Assignments	2.1	0.3%
Enforcement Actions	1.9	0.3%
Appeals	1.3	0.2%
Staff Training/Conferences	0.3	0.0%
Provider Training	0.0	0.0%
Recruitment Activities	0.0	0.0%
Total	676.3	

Yakima - Leave Excluded		
General Activity	Hours	Percentage
General Licensing	78.2	15.4%
Complaints	66.4	13.1%
Time In Travel	51.1	10.1%
Background Checks	46.7	9.2%
Initial Applications	43.2	8.5%
Monitoring	42.5	8.4%
General Office Functions	41.7	8.2%
Relicensing	41.6	8.2%
Consultation/TA	39.3	7.7%
Community/Prof. Meetings	14.0	2.8%
Staff Meetings	11.2	2.2%
Supervisory Conference	10.4	2.0%
Collegial Assistance	8.2	1.6%
Uncategorized Site Visit	5.3	1.0%
Other Tasks Not Listed	3.3	0.6%
Committee Assignments	2.1	0.4%
Enforcement Actions	1.9	0.4%
Appeals	1.3	0.2%
Staff Training/Conferences	0.3	0.0%
Provider Training	0.0	0.0%
Recruitment Activities	0.0	0.0%
Total	508.3	

DATA CHARTS FOR THE NORTHWEST REGION

Number of Staff in Northwest Region: Percentage of Staff in Study Statewide

Staff Caseloads	Regional Totals		
	# of Staff	% of State	# of Staff Statewide
Center Licensors	13	41.9%	31
Home Licensors	14	32.6%	43
Total	27	35.1%	74

Number of Staff in Offices in Northwest Region: Percentage of Staff in Study Statewide

Staff Caseloads	Bellevue		Bellingham		Everett		King South		Seattle	
	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study
Center Licensors	4	12.9%	2	6.5%	2	6.5%	2	6.5%	3	9.7%
Home Licensors	2	4.7%	3	7.0%	5	11.6%	4	9.3%	0	0.0%
Total	6	8.1%	5	6.8%	7	9.5%	6	8.1%	3	4.1%

Number of Staff in Offices in Northwest Region: Percentage of Staff in Northwest Region

Staff Caseloads	Bellevue		Bellingham		Everett		King South		Seattle	
	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region
Center Licensors	4	30.8%	2	15.4%	2	15.4%	2	15.4%	3	23.1%
Home Licensors	2	14.3%	3	23.1%	5	38.5%	4	30.8%	0	0.0%
Total	6	23.1%	5	19.2%	7	26.9%	6	23.1%	3	11.5%

Number of Staff in Bellevue Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	4	30.8%	12.9%
Home Licensors	2	14.3%	2.3%
Total	6	23.1%	6.8%

Number of Staff in Bellingham Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	15.4%	6.5%
Home Licensors	3	23.1%	7.0%
Total	5	19.2%	6.8%

Number of Staff in Everett Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	15.4%	6.5%
Home Licensors	5	38.5%	11.6%
Total	7	26.9%	9.5%

Number of Staff in King South Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	15.4%	6.5%
Home Licensors	4	30.8%	9.3%
Total	6	23.1%	8.1%

Number of Staff in Seattle Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	3	23.1%	9.7%
Home Licensors	0	0.0%	0.0%
Total	3	11.5%	4.1%

Hours Spent on Activities in Northwest Region: Percentage of Statewide Total Hours

ID	General Activity	Hours Spent on Activity in Northwest Region	Hours Spent on Activity Statewide	Percentage of Statewide Total
1	Initial Applications	144.5	434.5	33.3%
2	Relicensing	173.5	496.1	35.0%
3	Monitoring	185.3	394.8	46.9%
4	Complaints	131.6	459.7	28.6%
5	Enforcement Actions	25.7	96.9	26.5%
6	Appeals	56.6	68.7	82.4%
7	Collegial assistance	51.4	145.6	35.3%
8	Background checks	102.1	281.5	36.3%
9	Provider training	21.4	75.2	28.5%
10	Community/Professional meetings	23.3	69.7	33.4%
11	Consultation/Technical assistance	121.5	339.2	35.8%
12	Recruitment activities	8.1	20.5	39.6%
13	Supervisory conference	7.0	53.3	13.2%
14	Staff meetings	73.9	133.6	55.3%
15	Staff training/Conferences	14.8	52.9	28.0%
16	Committee assignments	25.4	46.0	55.2%
17	Time in travel	136.9	459.0	29.8%
18	Other tasks not listed	57.3	153.5	37.3%
19	Lunch and other breaks	145.7	467.0	31.2%
20	Leave taken	469.3	1,003.7	46.8%
21	Scheduled Time Off (Not Leave)	118.6	565.2	21.0%
22	General Licensing	185.1	528.9	35.0%
23	General Office Functions	155.6	406.7	38.3%
24	Uncategorized Site Visit	7.7	38.8	19.8%

Hours Spent on Activities in Northwest: Sorted by Frequency

Northwest Region – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave taken	469.3	19.2%
Monitoring	185.3	7.6%
General Licensing	185.1	7.6%
Relicensing	173.5	7.1%
General Office Functions	155.6	6.4%
Lunch and other breaks	145.7	6.0%
Initial Applications	144.5	5.9%
Time in travel	136.9	5.6%
Complaints	131.6	5.4%
Consultation/Technical assistance	121.5	5.0%
Scheduled Time Off (Not Leave)	118.6	4.9%
Background checks	102.1	4.2%
Staff meetings	73.9	3.0%
Other tasks not listed	57.3	2.3%
Appeals	56.6	2.3%
Collegial assistance	51.4	2.1%
Enforcement Actions	25.7	1.1%
Committee assignments	25.4	1.0%
Community/Professional meetings	23.3	1.0%
Provider training	21.4	0.9%
Staff training/Conferences	14.8	0.6%
Recruitment activities	8.1	0.3%
Uncategorized Site Visit	7.7	0.3%
Supervisory conference	7.0	0.3%
Total	2,442.1	

Northwest Region – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Monitoring	185.3	10.8%
General Licensing	185.1	10.8%
Relicensing	173.5	10.2%
General Office Functions	155.6	9.1%
Initial Applications	144.5	8.5%
Time in travel	136.9	8.0%
Complaints	131.6	7.7%
Consultation/Technical assistance	121.5	7.1%
Background checks	102.1	6.0%
Staff meetings	73.9	4.3%
Other tasks not listed	57.3	3.4%
Appeals	56.6	3.3%
Collegial assistance	51.4	3.0%
Enforcement Actions	25.7	1.5%
Committee assignments	25.4	1.5%
Community/Professional meetings	23.3	1.4%
Provider training	21.4	1.3%
Staff training/Conferences	14.8	0.9%
Recruitment activities	8.1	0.5%
Uncategorized Site Visit	7.7	0.4%
Supervisory conference	7.0	0.4%
Total	1,708.5	

Hours Spent on Activities by Office in Northwest Region

ID	General Activities	Total Hours for Region	Bellevue		Bellingham		Everett		King South		Seattle	
			No. of Hours for Office	Percent of Regional Hours	No. of Hours for Office	Percent of Regional Hours	No. of Hours for Office	Percent of Regional Hours	No. of Hours for Office	Percent of Regional Hours	No. of Hours for Office	Percent of Regional Hours
1	Initial Applications	144.5	17.3	12.0%	18.6	12.8%	80.2	55.5%	18.4	12.7%	10.0	6.9%
2	Relicensing	173.5	38.1	21.9%	17.2	9.9%	55.9	32.2%	46.0	26.5%	16.3	9.4%
3	Monitoring	185.3	81.4	43.9%	19.1	10.3%	32.3	17.5%	43.9	23.7%	8.6	4.6%
4	Complaints	131.6	35.4	26.9%	28.5	21.6%	31.8	24.2%	24.3	18.5%	11.7	8.9%
5	Enforcement Actions	25.7	11.8	45.7%	4.3	16.6%	1.8	6.9%	5.2	20.1%	2.8	10.7%
6	Appeals	56.6	0.0	0.0%	0.1	0.1%	19.2	34.0%	37.3	65.9%	0.0	0.0%
7	Collegial assistance	51.4	15.7	30.4%	3.2	6.2%	24.3	47.2%	8.0	15.5%	0.3	0.6%
8	Background checks	102.1	29.2	28.6%	19.7	19.3%	17.8	17.5%	21.8	21.3%	13.6	13.3%
9	Provider training	21.4	10.9	50.8%	10.0	46.5%	0.1	0.4%	0.0	0.0%	0.5	2.3%
10	Community/Prof. Meetings	23.3	1.4	6.1%	4.5	19.3%	14.8	63.5%	0.6	2.5%	2.0	8.6%
11	Consultation/TA	121.5	28.7	23.6%	15.2	12.5%	41.8	34.4%	19.6	16.1%	16.3	13.4%
12	Recruitment activities	8.1	0.0	0.0%	0.0	0.0%	0.9	10.5%	0.0	0.0%	7.3	89.5%
13	Supervisory conference	7.0	0.6	8.3%	1.3	19.0%	5.0	70.4%	0.0	0.0%	0.2	2.4%
14	Staff meetings	73.9	11.1	15.0%	4.9	6.6%	27.0	36.6%	23.0	31.2%	7.8	10.6%
15	Staff training/Conferences	14.8	1.1	7.1%	0.2	1.6%	7.9	53.0%	5.7	38.3%	0.0	0.0%
16	Committee assignments	25.4	6.4	25.3%	0.0	0.0%	4.5	17.5%	0.0	0.0%	14.5	57.2%
17	Time in travel	136.9	21.2	15.4%	32.0	23.4%	53.8	39.3%	23.8	17.4%	6.2	4.5%
18	Other tasks not listed	57.3	2.8	4.9%	23.1	40.3%	15.3	26.6%	12.4	21.5%	3.8	6.5%
19	Lunch and other breaks	145.7	30.3	20.8%	19.5	13.4%	43.7	30.0%	34.5	23.7%	17.7	12.1%
20	Leave taken	469.3	102.8	21.9%	123.0	26.2%	36.5	7.8%	108.1	23.0%	99.0	21.1%
21	Scheduled Time Off	118.6	17.5	14.8%	40.3	33.9%	46.8	39.5%	8.5	7.2%	5.5	4.6%
22	General Licensing	185.1	52.0	28.1%	39.5	21.4%	23.8	12.8%	56.1	30.3%	13.8	7.4%
23	General Office Functions	155.6	17.0	10.9%	46.5	29.9%	41.7	26.8%	31.5	20.2%	19.0	12.2%
24	Uncategorized Site Visit	7.7	0.7	8.7%	0.5	6.5%	3.8	48.9%	0.0	0.0%	2.8	35.9%
	Total	2,442.1	533.1	21.8%	470.9	19.3%	630.3	25.8%	528.3	21.6%	279.4	11.4%

Note: Shading in the table indicates the office with the highest number/percentage of hours spent on activity.

Hours Spent on Activities in Bellevue: Sorted by Frequency

Bellevue - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	102.8	19.3%
Monitoring	81.4	15.3%
General Licensing	52.0	9.8%
Relicensing	38.1	7.1%
Complaints	35.4	6.6%
Lunch And Other Breaks	30.3	5.7%
Background Checks	29.2	5.5%
Consultation/TA	28.7	5.4%
Time In Travel	21.2	4.0%
Scheduled Time Off	17.5	3.3%
Initial Applications	17.3	3.2%
General Office Functions	17.0	3.2%
Collegial Assistance	15.7	2.9%
Enforcement Actions	11.8	2.2%
Staff Meetings	11.1	2.1%
Provider Training	10.9	2.0%
Committee Assignments	6.4	1.2%
Other Tasks Not Listed	2.8	0.5%
Community/Prof. Meetings	1.4	0.3%
Staff Training/Conferences	1.1	0.2%
Uncategorized Site Visit	0.7	0.1%
Supervisory Conference	0.6	0.1%
Appeals	0.0	0.0%
Recruitment Activities	0.0	0.0%
Total	533.1	

Bellevue - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Monitoring	81.4	22.3%
General Licensing	52.0	14.2%
Relicensing	38.1	10.4%
Complaints	35.4	9.7%
Background Checks	29.2	8.0%
Consultation/TA	28.7	7.9%
Time In Travel	21.2	5.8%
General Office Functions	17.0	4.6%
Collegial Assistance	15.7	4.3%
Enforcement Actions	11.8	3.2%
Staff Meetings	11.1	3.0%
Provider Training	10.9	3.0%
Committee Assignments	6.4	1.8%
Other Tasks Not Listed	2.8	0.8%
Community/Prof. Meetings	1.4	0.4%
Staff Training/Conferences	1.1	0.3%
Uncategorized Site Visit	0.7	0.2%
Supervisory Conference	0.6	0.2%
Appeals	0.0	0.0%
Recruitment Activities	0.0	0.0%
Total	365.2	

Hours Spent on Activities in Bellingham: Sorted by Frequency

Bellingham – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	123.0	26.1%
General Office Functions	46.5	9.9%
Scheduled Time Off	40.3	8.5%
General Licensing	39.5	8.4%
Time In Travel	32.0	6.8%
Complaints	28.5	6.0%
Other Tasks Not Listed	23.1	4.9%
Background Checks	19.7	4.2%
Lunch And Other Breaks	19.5	4.1%
Monitoring	19.1	4.0%
Initial Applications	18.6	3.9%
Relicensing	17.2	3.7%
Consultation/TA	15.2	3.2%
Provider Training	10.0	2.1%
Staff Meetings	4.9	1.0%
Community/Prof. Meetings	4.5	1.0%
Enforcement Actions	4.3	0.9%
Collegial Assistance	3.2	0.7%
Supervisory Conference	1.3	0.3%
Uncategorized Site Visit	0.5	0.1%
Staff Training/Conferences	0.2	0.0%
Appeals	0.1	0.0%
Recruitment Activities	0.0	0.0%
Committee Assignments	0.0	0.0%
Total	470.9	

Bellingham – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
General Office Functions	46.5	16.1%
General Licensing	39.5	13.7%
Time In Travel	32.0	11.1%
Complaints	28.5	9.9%
Other Tasks Not Listed	23.1	8.0%
Background Checks	19.7	6.8%
Monitoring	19.1	6.6%
Initial Applications	18.6	6.4%
Relicensing	17.2	6.0%
Consultation/TA	15.2	5.3%
Provider Training	10.0	3.5%
Staff Meetings	4.9	1.7%
Community/Prof. Meetings	4.5	1.6%
Enforcement Actions	4.3	1.5%
Collegial Assistance	3.2	1.1%
Supervisory Conference	1.3	0.5%
Uncategorized Site Visit	0.5	0.2%
Staff Training/Conferences	0.2	0.1%
Appeals	0.1	0.0%
Recruitment Activities	0.0	0.0%
Committee Assignments	0.0	0.0%
Total	288.2	

Hours Spent on Activities in Everett: Sorted by Frequency

Everett – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Initial Applications	80.2	12.7%
Relicensing	55.9	8.9%
Time In Travel	53.8	8.5%
Scheduled Time Off	46.8	7.4%
Lunch And Other Breaks	43.7	6.9%
Consultation/TA	41.8	6.6%
General Office Functions	41.7	6.6%
Leave Taken	36.5	5.8%
Monitoring	32.3	5.1%
Complaints	31.8	5.0%
Staff Meetings	27.0	4.3%
Collegial Assistance	24.3	3.8%
General Licensing	23.8	3.8%
Appeals	19.2	3.0%
Background Checks	17.8	2.8%
Other Tasks Not Listed	15.3	2.4%
Community/Prof. Meetings	14.8	2.3%
Staff Training/Conferences	7.9	1.2%
Supervisory Conference	5.0	0.8%
Committee Assignments	4.5	0.7%
Uncategorized Site Visit	3.8	0.6%
Enforcement Actions	1.8	0.3%
Recruitment Activities	0.9	0.1%
Provider Training	0.1	0.0%
Total	630.3	

Everett – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Initial Applications	80.2	15.9%
Relicensing	55.9	11.1%
Time In Travel	53.8	10.7%
Consultation/TA	41.8	8.3%
General Office Functions	41.7	8.3%
Monitoring	32.3	6.4%
Complaints	31.8	6.3%
Staff Meetings	27.0	5.4%
Collegial Assistance	24.3	4.8%
General Licensing	23.8	4.7%
Appeals	19.2	3.8%
Background Checks	17.8	3.5%
Other Tasks Not Listed	15.3	3.0%
Community/Prof. Meetings	14.8	2.9%
Staff Training/Conferences	7.9	1.6%
Supervisory Conference	5.0	1.0%
Committee Assignments	4.5	0.9%
Uncategorized Site Visit	3.8	0.7%
Enforcement Actions	1.8	0.4%
Recruitment Activities	0.9	0.2%
Provider Training	0.1	0.0%
Total	503.3	

Hours Spent on Activities in King South: Sorted by Frequency

King South - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave taken	108.1	20.5%
General Licensing	56.1	10.6%
Relicensing	46.0	8.7%
Monitoring	43.9	8.3%
Appeals	37.3	7.1%
Lunch and other breaks	34.5	6.5%
General Office Functions	31.5	6.0%
Complaints	24.3	4.6%
Time in travel	23.8	4.5%
Staff meetings	23.0	4.4%
Background checks	21.8	4.1%
Consultation/TA	19.6	3.7%
Initial Applications	18.4	3.5%
Other tasks not listed	12.4	2.3%
Scheduled Time Off	8.5	1.6%
Collegial assistance	8.0	1.5%
Staff training/Conferences	5.7	1.1%
Enforcement Actions	5.2	1.0%
Community/Prof. meetings	0.6	0.1%
Provider training	0.0	0.0%
Recruitment activities	0.0	0.0%
Supervisory conference	0.0	0.0%
Committee assignments	0.0	0.0%
Uncategorized Site Visit	0.0	0.0%
Total	528.3	

King South - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
General Licensing	56.1	14.9%
Relicensing	46.0	12.2%
Monitoring	43.9	11.6%
Appeals	37.3	9.9%
General Office Functions	31.5	8.3%
Complaints	24.3	6.4%
Time in travel	23.8	6.3%
Staff meetings	23.0	6.1%
Background checks	21.8	5.8%
Consultation/TA	19.6	5.2%
Initial Applications	18.4	4.9%
Other tasks not listed	12.4	3.3%
Collegial assistance	8.0	2.1%
Staff training/Conferences	5.7	1.5%
Enforcement Actions	5.2	1.4%
Community/Prof. meetings	0.6	0.2%
Provider training	0.0	0.0%
Recruitment activities	0.0	0.0%
Supervisory conference	0.0	0.0%
Committee assignments	0.0	0.0%
Uncategorized Site Visit	0.0	0.0%
Total	377.3	

Hours Spent on Activities in Seattle: Sorted by Frequency

Seattle - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	99.0	35.4%
General Office Functions	19.0	6.8%
Lunch And Other Breaks	17.7	6.3%
Relicensing	16.3	5.8%
Consultation/TA	16.3	5.8%
Committee Assignments	14.5	5.2%
General Licensing	13.8	4.9%
Background Checks	13.6	4.9%
Complaints	11.7	4.2%
Initial Applications	10.0	3.6%
Monitoring	8.6	3.1%
Staff Meetings	7.8	2.8%
Recruitment Activities	7.3	2.6%
Time In Travel	6.2	2.2%
Scheduled Time Off	5.5	2.0%
Other Tasks Not Listed	3.8	1.3%
Enforcement Actions	2.8	1.0%
Uncategorized Site Visit	2.8	1.0%
Community/Prof. Meetings	2.0	0.7%
Provider Training	0.5	0.2%
Collegial Assistance	0.3	0.1%
Supervisory Conference	0.2	0.1%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Total	279.4	

Seattle - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
General Office Functions	19.0	12.1%
Relicensing	16.3	10.4%
Consultation/TA	16.3	10.4%
Committee Assignments	14.5	9.2%
General Licensing	13.8	8.7%
Background Checks	13.6	8.6%
Complaints	11.7	7.4%
Initial Applications	10.0	6.4%
Monitoring	8.6	5.5%
Staff Meetings	7.8	5.0%
Recruitment Activities	7.3	4.6%
Time In Travel	6.2	3.9%
Other Tasks Not Listed	3.8	2.4%
Enforcement Actions	2.8	1.7%
Uncategorized Site Visit	2.8	1.7%
Community/Prof. Meetings	2.0	1.3%
Provider Training	0.5	0.3%
Collegial Assistance	0.3	0.2%
Supervisory Conference	0.2	0.1%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Total	157.2	

DATA CHARTS FOR THE SOUTHWEST REGION

Number of Staff in Southwest Region: Percentage of Staff in Study Statewide

Staff Caseloads	Regional Totals		
	# of Staff	% of State	# of Staff Statewide
Center Licensors	10	32.3%	31
Home Licensors	12	27.9%	43
Total	22	29.7%	74

Number of Staff in Offices in Southwest Region: Percentage of Staff in Study Statewide

Staff Caseloads	Bremerton		Tacoma		Tumwater		Vancouver	
	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study	Number of Staff in Office	Percentage of Staff in Study
Center Licensors	2	0.6%	5	16.1%	2	6.5%	1	3.2%
Home Licensors	3	0.6%	5	11.6%	2	4.7%	2	4.7%
Total	5	0.3%	10	13.5%	4	5.4%	3	4.1%

Number of Staff in Offices in Southwest Region: Percentage of Staff in Southwest Region

Staff Caseloads	Bremerton		Tumwater		Tacoma		Vancouver	
	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region	Number of Staff in Office	Percentage of Staff in Region
Center Licensors	2	20.0%	5	50.0%	2	20.0%	1	10.0%
Home Licensors	3	25.0%	5	41.7%	2	16.7%	2	16.7%
Total	5	22.7%	10	45.5%	4	18.2%	3	13.6%

Number of Staff in Bremerton Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	20.0%	0.6%
Home Licensors	3	25.0%	0.6%
Total	5	22.7%	0.3%

Number of Staff in Tumwater Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	5	50.0%	16.1%
Home Licensors	5	41.7%	11.6%
Total	10	45.5%	13.5%

Number of Staff in Tacoma Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	2	20.0%	6.5%
Home Licensors	2	16.7%	4.7%
Total	4	18.2%	5.4%

Number of Staff in Vancouver Office

Staff Caseloads	Number of Staff in Office	Percent of Regional Total	Percent of Statewide Total
Center Licensors	1	10.0%	3.2%
Home Licensors	2	16.7%	4.7%
Total	3	13.6%	4.1%

Hours Spent on Activities in Southwest Region: Percentage of Statewide Total Hours

ID	General Activity	Hours Spent on Activity in Southwest Region	Hours Spent on Activity Statewide	Percentage of Statewide Total
1	Initial Applications	117.1	434.5	27.0%
2	Relicensing	157.7	496.1	31.8%
3	Monitoring	77.3	394.8	19.6%
4	Complaints	152.0	459.7	33.1%
5	Enforcement Actions	52.6	96.9	54.2%
6	Appeals	7.7	68.7	11.3%
7	Collegial assistance	43.5	145.6	29.9%
8	Background checks	81.2	281.5	28.8%
9	Provider training	38.6	75.2	51.4%
10	Community/Professional meetings	6.1	69.7	8.7%
11	Consultation/Technical assistance	110.6	339.2	32.6%
12	Recruitment activities	9.5	20.5	46.4%
13	Supervisory conference	20.6	53.3	38.6%
14	Staff meetings	30.7	133.6	22.9%
15	Staff training/Conferences	34.6	52.9	65.3%
16	Committee assignments	9.4	46.0	20.4%
17	Time in travel	129.0	459.0	28.1%
18	Other tasks not listed	58.8	153.5	38.3%
19	Lunch and other breaks	187.2	467.0	40.1%
20	Leave taken	255.8	1,003.7	25.5%
21	Scheduled Time Off (Not Leave)	119.9	565.2	21.2%
22	General Licensing	128.9	528.9	24.4%
23	General Office Functions	107.5	406.7	26.4%
24	Uncategorized Site Visit	14.1	38.8	36.2%
	Total	1,950.1	6,790.7	28.7%

Hours Spent on Activities in Southwest: Sorted by Frequency

Southwest Region – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave taken	255.8	13.1%
Lunch and other breaks	187.2	9.6%
Relicensing	157.7	8.1%
Complaints	152.0	7.8%
Time in travel	129.0	6.6%
General Licensing	128.9	6.6%
Scheduled Time Off (Not Leave)	119.9	6.1%
Initial Applications	117.1	6.0%
Consultation/Technical assistance	110.6	5.7%
General Office Functions	107.5	5.5%
Background checks	81.2	4.2%
Monitoring	77.3	4.0%
Other tasks not listed	58.8	3.0%
Enforcement Actions	52.6	2.7%
Collegial assistance	43.5	2.2%
Provider training	38.6	2.0%
Staff training/Conferences	34.6	1.8%
Staff meetings	30.7	1.6%
Supervisory conference	20.6	1.1%
Uncategorized Site Visit	14.1	0.7%
Recruitment activities	9.5	0.5%
Committee assignments	9.4	0.5%
Appeals	7.7	0.4%
Community/Professional meetings	6.1	0.3%
Total	1,950.1	

Southwest Region – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Relicensing	157.7	11.4%
Complaints	152.0	11.0%
Time in travel	129.0	9.3%
General Licensing	128.9	9.3%
Initial Applications	117.1	8.4%
Consultation/Technical assistance	110.6	8.0%
General Office Functions	107.5	7.7%
Background checks	81.2	5.9%
Monitoring	77.3	5.6%
Other tasks not listed	58.8	4.2%
Enforcement Actions	52.6	3.8%
Collegial assistance	43.5	3.1%
Provider training	38.6	2.8%
Staff training/Conferences	34.6	2.5%
Staff meetings	30.7	2.2%
Supervisory conference	20.6	1.5%
Uncategorized Site Visit	14.1	1.0%
Recruitment activities	9.5	0.7%
Committee assignments	9.4	0.7%
Appeals	7.7	0.6%
Community/Professional meetings	6.1	0.4%
Total	1,387.2	

Hours Spent on Activities by Office in Southwest Region

ID	General Activities	Total Hours for Region	Bremerton		Tumwater		Tacoma		Vancouver	
			Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours	Number of Hours for Office	Percent of Regional Hours
1	Initial Applications	117.1	37.8	32.3%	15.8	13.5%	62.1	53.0%	1.4	1.2%
2	Relicensing	157.7	51.8	32.8%	39.5	25.0%	49.9	31.6%	16.5	10.5%
3	Monitoring	77.3	26.0	33.7%	8.5	11.0%	33.0	42.7%	9.8	12.7%
4	Complaints	152.0	40.2	26.4%	35.7	23.5%	48.8	32.1%	27.4	18.0%
5	Enforcement Actions	52.6	0.5	1.0%	4.9	9.4%	47.2	89.7%	0.0	0.0%
6	Appeals	7.7	0.0	0.0%	0.7	9.5%	7.0	90.5%	0.0	0.0%
7	Collegial assistance	43.5	15.3	35.2%	5.8	13.4%	20.2	46.3%	2.2	5.1%
8	Background checks	81.2	25.7	31.7%	4.9	6.1%	44.2	54.4%	6.4	7.8%
9	Provider training	38.6	9.3	24.2%	2.3	6.0%	25.3	65.6%	1.6	4.1%
10	Community-/Prof. Meetings	6.1	3.0	49.0%	0.0	0.0%	1.9	31.7%	1.2	19.3%
11	Consultation/TA	110.6	30.3	27.4%	27.3	24.7%	36.6	33.0%	16.5	14.9%
12	Recruitment activities	9.5	0.6	6.3%	0.0	0.0%	7.4	78.1%	1.5	15.6%
13	Supervisory conference	20.6	3.1	15.1%	6.1	29.8%	8.4	40.6%	3.0	14.5%
14	Staff meetings	30.7	4.5	14.5%	2.0	6.5%	11.5	37.6%	12.7	41.3%
15	Staff training/Conferences	34.6	0.0	0.0%	0.5	1.3%	34.1	98.7%	0.0	0.0%
16	Committee assignments	9.4	8.1	86.7%	0.0	0.0%	1.3	13.3%	0.0	0.0%
17	Time in travel	129.0	42.0	32.5%	27.7	21.5%	49.7	38.5%	9.6	7.5%
18	Other tasks not listed	58.8	16.2	27.5%	2.9	5.0%	37.9	64.5%	1.8	3.0%
19	Lunch and other breaks	187.2	44.9	24.0%	21.2	11.3%	102.7	54.8%	18.5	9.9%
20	Leave taken	255.8	31.4	12.3%	54.0	21.1%	81.9	32.0%	88.5	34.6%
21	Scheduled Time Off	119.9	36.0	30.0%	0.0	0.0%	67.9	56.6%	16.0	13.3%
22	General Licensing	128.9	37.0	28.7%	11.9	9.2%	57.3	44.4%	22.8	17.6%
23	General Office Functions	107.5	20.3	18.9%	13.0	12.0%	58.3	54.2%	16.0	14.8%
24	Uncategorized Site Visit	14.1	5.9	41.8%	2.0	14.2%	6.0	42.8%	0.2	1.2%
	Total	1,950.1	489.9	25.1%	286.7	14.7%	900.2	46.2%	273.3	14.0%

Note: Shading in the table indicates the office with the highest number/percentage of hours spent on activity.

Hours Spent on Activities in Bremerton Office: Sorted by Frequency

Bremerton - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Relicensing	51.8	10.6%
Lunch And Other Breaks	44.9	9.2%
Time In Travel	42.0	8.6%
Complaints	40.2	8.2%
Initial Applications	37.8	7.7%
General Licensing	37.0	7.6%
Scheduled Time Off	36.0	7.3%
Leave Taken	31.4	6.4%
Consultation/TA	30.3	6.2%
Monitoring	26.0	5.3%
Background Checks	25.7	5.3%
General Office Functions	20.3	4.1%
Other Tasks Not Listed	16.2	3.3%
Collegal Assistance	15.3	3.1%
Provider Training	9.3	1.9%
Committee Assignments	8.1	1.7%
Uncategorized Site Visit	5.9	1.2%
Staff Meetings	4.5	0.9%
Supervisory Conference	3.1	0.6%
Community/Prof. Meetings	3.0	0.6%
Recruitment Activities	0.6	0.1%
Enforcement Actions	0.5	0.1%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Total	489.9	

Bremerton - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Relicensing	51.8	13.7%
Time In Travel	42.0	11.1%
Complaints	40.2	10.6%
Initial Applications	37.8	10.0%
General Licensing	37.0	9.8%
Consultation/TA	30.3	8.0%
Monitoring	26.0	6.9%
Background Checks	25.7	6.8%
General Office Functions	20.3	5.4%
Other Tasks Not Listed	16.2	4.3%
Collegal Assistance	15.3	4.1%
Provider Training	9.3	2.5%
Committee Assignments	8.1	2.1%
Uncategorized Site Visit	5.9	1.6%
Staff Meetings	4.5	1.2%
Supervisory Conference	3.1	0.8%
Community/Prof. Meetings	3.0	0.8%
Recruitment Activities	0.6	0.2%
Enforcement Actions	0.5	0.1%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Total	377.6	

Hours Spent on Activities in Tacoma Office: Sorted by Frequency

Tacoma - Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Lunch And Other Breaks	102.7	11.4%
Leave Taken	81.9	9.1%
Scheduled Time Off	67.9	7.5%
Initial Applications	62.1	6.9%
General Office Functions	58.3	6.5%
General Licensing	57.3	6.4%
Relicensing	49.9	5.5%
Time In Travel	49.7	5.5%
Complaints	48.8	5.4%
Enforcement Actions	47.2	5.2%
Background Checks	44.2	4.9%
Other Tasks Not Listed	37.9	4.2%
Consultation/TA	36.6	4.1%
Staff Training/Conferences	34.1	3.8%
Monitoring	33.0	3.7%
Provider Training	25.3	2.8%
Collegial Assistance	20.2	2.2%
Staff Meetings	11.5	1.3%
Supervisory Conference	8.4	0.9%
Recruitment Activities	7.4	0.8%
Appeals	7.0	0.8%
Uncategorized Site Visit	6.0	0.7%
Community/Prof. Meetings	1.9	0.2%
Committee Assignments	1.3	0.1%
Total	900.2	

Tacoma - Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Initial Applications	62.1	9.6%
General Office Functions	58.3	9.0%
General Licensing	57.3	8.8%
Relicensing	49.9	7.7%
Time In Travel	49.7	7.7%
Complaints	48.8	7.5%
Enforcement Actions	47.2	7.3%
Background Checks	44.2	6.8%
Other Tasks Not Listed	37.9	5.9%
Consultation/TA	36.6	5.6%
Staff Training/Conferences	34.1	5.3%
Monitoring	33.0	5.1%
Provider Training	25.3	3.9%
Collegial Assistance	20.2	3.1%
Staff Meetings	11.5	1.8%
Supervisory Conference	8.4	1.3%
Recruitment Activities	7.4	1.1%
Appeals	7.0	1.1%
Uncategorized Site Visit	6.0	0.9%
Community/Prof. Meetings	1.9	0.3%
Committee Assignments	1.3	0.2%
Total	647.8	

Hours Spent on Activities in Tumwater Office: Sorted by Frequency

Tumwater – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	54.0	18.8%
Relicensing	39.5	13.8%
Complaints	35.7	12.4%
Time In Travel	27.7	9.7%
Consultation/TA	27.3	9.5%
Lunch And Other Breaks	21.2	7.4%
Initial Applications	15.8	5.5%
General Office Functions	13.0	4.5%
General Licensing	11.9	4.2%
Monitoring	8.5	3.0%
Supervisory Conference	6.1	2.1%
Collegial Assistance	5.8	2.0%
Enforcement Actions	4.9	1.7%
Background Checks	4.9	1.7%
Other Tasks Not Listed	2.9	1.0%
Provider Training	2.3	0.8%
Staff Meetings	2.0	0.7%
Uncategorized Site Visit	2.0	0.7%
Appeals	0.7	0.3%
Staff Training/Conferences	0.5	0.2%
Community/Prof. Meetings	0.0	0.0%
Recruitment Activities	0.0	0.0%
Committee Assignments	0.0	0.0%
Scheduled Time Off	0.0	0.0%
Total	286.7	

Tumwater – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Relicensing	39.5	18.7%
Complaints	35.7	16.9%
Time In Travel	27.7	13.1%
Consultation/TA	27.3	12.9%
Initial Applications	15.8	7.5%
General Office Functions	13.0	6.1%
General Licensing	11.9	5.6%
Monitoring	8.5	4.0%
Supervisory Conference	6.1	2.9%
Collegial Assistance	5.8	2.8%
Enforcement Actions	4.9	2.3%
Background Checks	4.9	2.3%
Other Tasks Not Listed	2.9	1.4%
Provider Training	2.3	1.1%
Staff Meetings	2.0	0.9%
Uncategorized Site Visit	2.0	0.9%
Appeals	0.7	0.3%
Staff Training/Conferences	0.5	0.2%
Community/Prof. Meetings	0.0	0.0%
Recruitment Activities	0.0	0.0%
Committee Assignments	0.0	0.0%
Total	211.5	

Hours Spent on Activities in Vancouver Office: Sorted by Frequency

Vancouver – Leave Included		
General Activity	Number of Hours	Percentage of Time on Activity
Leave Taken	88.5	32.4%
Complaints	27.4	10.0%
General Licensing	22.8	8.3%
Lunch And Other Breaks	18.5	6.8%
Relicensing	16.5	6.0%
Consultation /TA	16.5	6.0%
Scheduled Time Off	16.0	5.9%
General Office Functions	16.0	5.8%
Staff Meetings	12.7	4.6%
Monitoring	9.8	3.6%
Time In Travel	9.6	3.5%
Background Checks	6.4	2.3%
Supervisory Conference	3.0	1.1%
Collegial Assistance	2.2	0.8%
Other Tasks Not Listed	1.8	0.7%
Provider Training	1.6	0.6%
Recruitment Activities	1.5	0.5%
Initial Applications	1.4	0.5%
Community/Prof. Meetings	1.2	0.4%
Uncategorized Site Visit	0.2	0.1%
Enforcement Actions	0.0	0.0%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Committee Assignments	0.0	0.0%
Total	273.3	

Vancouver – Leave Excluded		
General Activity	Number of Hours	Percentage of Time on Activity
Complaints	27.4	18.2%
General Licensing	22.8	15.1%
Relicensing	16.5	11.0%
Consultation /TA	16.5	11.0%
General Office Functions	16.0	10.6%
Staff Meetings	12.7	8.4%
Monitoring	9.8	6.5%
Time In Travel	9.6	6.4%
Background Checks	6.4	4.2%
Supervisory Conference	3.0	2.0%
Collegial Assistance	2.2	1.5%
Other Tasks Not Listed	1.8	1.2%
Provider Training	1.6	1.1%
Recruitment Activities	1.5	1.0%
Initial Applications	1.4	0.9%
Community/Prof. Meetings	1.2	0.8%
Uncategorized Site Visit	0.2	0.1%
Enforcement Actions	0.0	0.0%
Appeals	0.0	0.0%
Staff Training/Conferences	0.0	0.0%
Committee Assignments	0.0	0.0%
Total	150.3	

**NATIONAL ASSOCIATION FOR REGULATORY ADMINISTRATION
COMPARISON OF STATE REQUIREMENTS
CHILD CARE CENTERS
October 2007**

TABLE A-GENERAL PROVISIONS

Sub-category	Washington	Pennsylvania	Oregon	New York (Sub-sections 413 and 418)	Maryland	Delaware	Oklahoma
Legal Authority	RCW 43.215.200	Statute: 62 P.S. Sec. 901 et seq and 1001 et seq (Nancy the prior legal cite I gave you was for FCC only) Rules: 55 Pa.Code Ch. 3290	ORS 657A.030,657A.250 through 657A.310, 657A.350 through 657A.460 and 657A.990	Social Service Law 390	Family Law Title 5 Part VII Child Care Centers	Delaware Code, Title 31, Chapter 3, Subchapter II, Subsections 341-345 and Title 29, Chapter 90, Subsection 9003	Oklahoma Statutes 10 O.S. Sec. 401 through 414
Definitions	Comprehensive list of definitions.	Very good	Comprehensive list.	Section 413 of NY code dedicated to definitions and enforcement	Comprehensive list of definitions	Comprehensive list of definitions.	Comprehensive list of definitions
Type of care	Applies to child care center care for a group of children one month of age through 12 years who attend less than 24 hours a day	Out of home care provided for part of a 24 hour day, for seven or more children (Requirements for “Group Child Day Care” homes are found in Chapter 3280)	Applies to child care facilities certified to care for 13 or more children or a facility that is certified to care for 12 or fewer children in a building other than a single-family dwelling.	Applies to child care center care for 6 or more children from 6 weeks of age thru 12 yrs. Also small day care centers, family day care, group family day care and school age programs. Each	Child care center, preschool, child development center, nursery school, before and after school, school age programs, early learning center, by whatever name known, whether	Day Care Centers provide care for 13 or more children for less than 24 hours	Applies to child care arrangements for more than 30 hours weekly

Sub-category	Washington	Pennsylvania	Oregon	New York (Sub-sections 413 and 418)	Maryland	Delaware	Oklahoma
Type of Document Issued Suggested edit	License and Certification	Certificate of Compliance	Certification.	License	License	License	License
Exemptions	Yes, licensed by an Indian tribe, certified by Federal Department of Defense, approved by superintendent of public instruction	Not Specified	Yes	Not Specified	Yes	Yes	Care provided less than 15 hours weekly.
Application Fee	Fees based on capacity \$48 for the first 12 children plus \$4 for each additional child.	Not Specified	Initial \$100 plus \$2 a slot. \$2 a slot for renewal	Not specified	Not Specified	Not specified	None
Application Process	Yes, adequately addressed.	Yes, Procedural rules are located in separate rules	Yes	Yes – very good section	Yes	Yes	Yes

Sub-category	Washington							
	Washington	Pennsylvania	Oregon	New York (Sub-sections 413 and 418)	Maryland	Delaware	Oklahoma	
Term of license	3 years	1 year	1 year	2 years	24 months if licensed after 1/1/05 (Previously 1 yr.)	1 year	Non-expiring	
Renewal process	Yes, addressed	Yes, Procedural rules are located in separate rules	Yes	Yes	Yes	Yes	None	
Inspections	Yes, addressed but limited	Yes, Procedural rules are located in separate rules	Twice a year, but not specified in requirements.	Yes	Yes, specifies announced and unannounced and minimum requirements	Addressed in statute and distributed with code.	Yes – Procedural rules are located in separate policy document.	
Complaints	Not specified	Yes, Procedural rules are located in separate rules	Not specified	Not Specified	Yes, briefly addressed	Yes	Yes, Procedural rules are located in separate rules	
Separate section for night-care requirement	Yes	Yes	Yes	Not Specified	Not Specified	Yes	Yes	
Separate section for infant/toddler requirements	Yes	Yes, in regard to activities	Yes, brief section.	Not Specified	Yes	Yes	Yes	
Separate section for school age requirements	Separate regulations for school-age requirements, not specified in center regulations	Yes	Yes, brief section.	Not Specified	Identified but dispersed under topics	Yes	Yes and also found in separate set of requirements.	
Special Needs	Yes	Yes	Not specified.	Not Specified	Yes	Yes, identified as “specialized care?”	Yes	

Sub-category	Washington	Pennsylvania	Oregon	New York (Sub-sections 413 and 418)	Maryland	Delaware	Oklahoma
Parent Access	Yes	Yes	Yes	Yes	Yes	Yes	Yes

TABLE B – ENFORCEMENT PROCESS AND POWERS

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Criteria for negative enforcement	Yes, extensive list	Yes, Procedural rules are located in separate rules	Yes	Yes, in code 413	Yes	Yes	Yes with more in separate rules.
Penalties for violations	Yes, suspensions, denials, revocations, and fines	Yes, Procedural rules are located in separate rules	Yes. Denials, revocations, suspensions	NY code section 413.3 has a thorough list of enforcement options. NY code section 413.3 has an excellent description of enforcement options which range from meetings and phone calls to license revocation. It also includes the newspaper publication of child care programs who have been the subject of any administrative, civil or criminal actions.	May restrict the ages and numbers of children enrolled. Reduce capacity Require increased training or inspections Denial, revocation, suspension.	In statute	Yes, Procedural rules are located in separate rules

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Fines	\$250 for each violation	Not Specified	No	Yes – defines 3 classes of fines, ranging from \$50 to \$500 per day per violation	Yes, up to \$1000	Yes, “not more than \$100 or imprisoned not more than 15 days or both”	No
Denial	Yes	Yes, Procedural rules are located in separate rules	Yes	Yes, Section 413	Yes	Yes	Yes
Revoke	Yes	Yes, Procedural rules are located in separate rules	Yes,	Yes	Yes, includes process and time frames	Yes	Yes
Suspend	Yes	Not Specified	Yes	Yes	Yes, includes process and time frame	Yes	Called Emergency Orders of Closure
Refuse renewal	Yes	Yes, Procedural rules are located in separate rules	Not specified	Yes	Not specified	Not specified	No renewals as non-expiring
Hearing Rights	Addressed in separate document	Yes	Yes, addressed in other statute	Yes	Yes	Yes	Yes
If Administrative Action becomes final...	Addressed in separate document	Yes, Procedural rules are located in separate rules	May not reapply for 3 years	Not specified	Parent’s notified of revocation	Not specified	May not reapply for five years.

TABLE C – SAFETY, HEALTH AND PHYSICAL ENVIRONMENT

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Discipline	Yes	Yes	Yes	Yes	Poor – only requires facility to have discipline policy	Yes	Yes, very good section
Inappropriate Restraint of Children	Yes	Yes	Yes	Infants should not be left in high chairs more than 15 min. and left more than 30 min. in crib, playpen or other confined space.	Not Specified	As it relates to discipline and the program must insure that children do not spend excessive units of time sitting or confined to cribs or playpens	Yes
Nutrition	Yes	Yes	Yes	Yes	Yes	Yes	Yes
First Aid materials	Yes,	Yes	Yes	Yes	Yes	Yes	Yes
Release of children	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Evacuation/Fire Drills	Monthly	Yes, at least every 60 days	Monthly	Monthly	Monthly	Monthly	Monthly

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Smoking/ Alcohol use	Prohibits any staff from being under the influence of, consuming, or possessing alcohol or drugs on the premises Prohibits smoking unless off the premises and out of view of children.	Yes, for smoking No mention of alcohol	No person shall smoke or use smokeless tobacco in child care area or field trips. Alcohol should not be consumed or stored in child care area. Staff or volunteers shall not be under influence of alcohol.	Yes	Yes	Staff may not allow drugs or alcohol use to affect their job performance or have it in the workplace. Smoking prohibited in all areas inside and outside the facility and all field trips.	Yes
Transportation	Yes, detailed	Yes	Yes	Yes	Yes, but limited	Yes	Yes
Indoor area	50 square feet of usable space per infant, 35 sq. ft. per toddler and older	40 sq. ft. per child	35 sq. ft. per child	35 sq. ft. per child	35 sq. ft. per child* (*waiver can be granted for lesser sq. footage)	35 sq. ft. per child	35 sq. ft. per child, 40 sq. ft. per child in infant only rooms
Outdoor area	75 square feet per child at any time.	65 sq. ft. per child	75. sq. ft. per child when in use with at least 1/3 of capacity	Readily accessible and adequate outdoor space	Readily accessible, ample space and free from hazards	75 sq. ft. per child for 1/4 of licensed capacity	75 sq. ft. per 1/3 of licensed capacity
Children's health and Immunizations	Yes, good coverage	Age appropriate screening in accordance with AAP	Yes	Yes	Yes	Yes	Yes

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Lead screening of children	Not Specified,	Not specified.	Yes, annually for all children between 9-12 months up to 48 months; also required for all if lead paint is detected	Yes	Yes	Yes	Not specified
Adult staff health	Yes, good coverage	Yes	Not specified	Yes	Yes	Yes	Yes
Medications	Yes, extensive	Yes	Yes	Yes	Yes	Yes	Yes
Provisions for Sick Children	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Reporting Communicable Diseases	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Isolation area	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Reporting Injury to Children	Yes	Yes	Yes	Yes	Yes	Yes	Yes

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Toilet facilities	1 per 15 children and staff	1 per 15 for 36 months or older	1 per 20 children	1 per 15 children	1 per every 15 children over age 18 months	1 per 10 children 24 months up to school-age. 1:15 for school-agers	1 per 15 children
Pets	Yes	Yes	Yes	Yes	Not Specified	Yes	Yes

TABLE D – ADMINISTRATION

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Child admissions	Yes	Yes	Yes	Not Specified	Yes, to a limited degree	Yes	Yes
Information for Parents	Yes	Yes	Yes	Information should be posted	Yes Consumer education packet	Yes – center must have written policy regarding parent communication and involvement. This policy is presented at enrollment	Yes
Policies	Yes	Not specified	Yes	Not specified	Not specified	Yes	Yes
Liability Insurance	Auto liability with other liability addressed in other documents	Yes	Not specified	Yes	Not Specified	Insurance covering fire and general liability Plus vehicle insurance	Auto liability only
Record Management	Yes,	Yes	Yes	Not specified	Not specified	Yes	Yes

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Relationship with Parents	Yes	Yes	Not specified	Not specified	Not specified	Yes	Yes

TABLE E – STAFF QUALIFICATIONS AND TRAINING

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Director Qualifications	<p>Director must be at least 21 years of age and have a CDA or other combination of education and training based on the capacity of the center.</p> <p>In addition, they must have at least 2 years experience working with children the same age level as the center serves.</p> <p>Meet the STARRS requirement and be listed on the state training and registry system</p>	<p>a) Bachelor's degree in early childhood education, child development, special education, elementary education or human services field with 1 year exp.</p> <p>b) Bachelor's degree including 30 credit hrs in early childhood education, child development, special education, elementary education or human services and 2 years experience;</p> <p>c) AA/AS degree in early childhood education, child development, special education, elementary education or human services field and 3 years experience</p> <p>d) AA/AS</p>	<p>One year of training and/or experience in management of supervision of adults or child development</p> <p>Or</p> <p>Documentation of attaining level four in the Oregon registry</p>	<p>Required for facilities with 45 or more children enrolled.</p> <p>Bachelor's degree including 12 credits in Early Childhood or related field</p> <p>AND one (1) year of teaching experience in a early childhood program AND one (1) year experience supervising staff</p> <p>OR</p> <p>NY State Children's Program Administrator Credential and same experience as above</p> <p>OR</p> <p>AA degree in Early Childhood</p>	<p>Director shall be present at least 1/2 of the operating hours.</p> <p>Must be 21 years old</p> <p>HS diploma or equivalent 6 semester hours or 90 clock hours of their equivalent or employment training or hold CDA</p> <p>And provide evidence of having completed continued training at the rate of 6 clock hours per full year of employment as director</p> <p>Specifically for preschool with 20 or fewer children, just 1 year experience or 2 yrs. as</p>	<p>At least 21 yrs. old, and meets one of following:</p> <p>1) Four year college degree with 15 credit hours of child development etc. and 2 years of experience working with children in a group setting;</p> <p>Or</p> <p>2) Associates degree in a field related to child development including 15 credit hours in ECE, CD, etc. and 24 months of experience working with children in group setting</p> <p>And</p> <p>3 college credits or 45 clock</p>	<p>Must be 21 yrs old, have a HS diploma/GED, min. of 3 years experience working with children in a licensed program or school AND meet one of these requirements:</p> <p>1) 6 credit hours in ECE/ CD</p> <p>2) A CDA or CCP</p> <p>And</p> <p>A Minimum of 40 formal hours in administration and management</p>

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
		degree including 30 hours in early childhood education, child development, special education, elementary education or human services field and 4 years experience.		or related field and a plan of study leading to a Bachelor's degree or NY State PA Credential and 2 years of experience as above OR CDA with plan for Bachelor degree and 2 years of experience as above.	registered FDCH operator For preschools with more than 20 children, Director needs to have earned 60 semester hours from accredited institution of higher learning and 2 yrs. experience working under supervision in a licensed child care program, Or 4 yrs. at FDCH operator	hours in Administration	
Lead/Head Teacher Qualifications	Must be at least 18 years of age and completed high school or equivalent, and documented child development education or work experience or complete STARKS training within 6 months of	Called "Group Supervisor": One of following a) Bachelor's degree in early childhood education, child development, special education, elementary education or	Head Teacher must be at least 18 years of age. And At least 2 years of experience Or Attained Level 3	<i>For less than 45 children, a "Head of Group" may take responsibility.</i> Head of Group of preschoolers: AA degree in Early Childhood, or related field	Called "Senior staff" – must be at least 19 yrs. old, have HS diploma and successfully completed 90 hrs. of curricula towards CDA and have one year of experience.	Early Childhood Teacher is at least 18 years of age. At least a high school degree with specified additional training and one year experience	Master teacher at least 18years, with minimum of Oklahoma Competency Certificate in Early Care and Education. Qualifications specified in

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
	becoming a lead teacher.	human services field. b) Bachelor's degree including 30 credit hrs in early childhood education, child development, special education, elementary education or human services and 1 year experience; c) AA/AS degree in early childhood education, child development, special education, elementary education or human services field and 2 years experience d) AA/AS degree including 30 hours in early childhood education, child development, special education, elementary education or human services	of professional Development Registry Or 20 college credit hours and one year of experience	OR CDA or 9 college credits towards CDA and 2 yrs of experience caring for children.	Must complete training at 3 clock hours per full year of employment as senior staff.	in group care. Ratio of Early Childhood Teacher to Assistants, caregivers, and Interns is 1:4.	Oklahoma Professional Development Ladder included in requirements.

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
		field and 3 years experience.					
Group Teacher Qualifications	Not specified	See above	At least 18 years of age And Level 2 of the Registry	For infants and/or preschoolers see above. Group teacher for school age requires AA in related field OR HS diploma and 2 years experience working with children under 13 years.	Group leaders for School age center requirements listed. Similar to Senior staff without CDA training portion.	At least 18 and a high school degree with additional training and 6 months of experience in group care.	Teacher Must be 18 yrs. old, HS/GED, or completed 10 th grade and be in process of working on GED for no more than 12 months.
Staff Qualifications	Assistant or aide must be at least 16 years of age.	a) HS/GED b) 8 th grad and enrollment in training program (CDA) with the classroom portion completed c) 8 th grade ed. And 2 years experience with children	At least 15 years of age under the direct supervision of a teacher	Must be 21 years old and min. of 2 years exp for children 6 wk to 6 yrs. OR 1 year exp for Nothing spec and 6 hrs. training in early childhood development All staff must be familiar with the regulations	“Aides or substitutes” must be at least 16 yrs old and under direct supervision	Early childhood intern must be at least 16 and receive specific training.	Assistant teachers are at least 16 years of age

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
				governing the child care program and regulations must be readily accessible to staff for reference			
Staff under 18 years of age	Must not have sole responsibility of a group of children.	Volunteers under 18 Staff to be 18 UNLESS A 16+ yr old is enrolled in approved training course approved by DOE	Yes, see above	Must be at least 16 yrs. old and never left alone with children. Must be supervised by staff at least 18 yrs. old.	Staff members may not be younger than 16 years	15 year olds can be hired if they are attending a vo tech. program. They must be at least 4 years older than children they care for.	Must be at least 16 yrs. old and work under the on-site supervision of qualified director or teacher who is readily available.
Disclosure of previous history, i.e. denial, revocation, suspension etc.	Not specified.	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified
Orientation for staff	Yes.	Not Specified	Yes	Not Specified	Not Specified	Yes	Yes
Medical exam	TB test only.	Yes (health assessment)	No, unless concern exists	Also health statement which addresses their "fitness" to provide care for children including no	Yes	Yes	No, unless concern exists

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
				diagnosed emotional and psychiatric disorders.			
TB test	Yes, for all staff	Yes	Not specified	Yes	Not stated	Yes	No, unless an outbreak is reported.
References	Not specified.	Not Specified	Yes	Yes	Not stated	Yes	Yes
Disclosure of criminal information	Yes, for owner and all staff	Yes, criminal history clearance required under separate law	Not Specified	Yes for applicant and staff	Not Specified	Yes	Yes
Child Abuse Records check	Not specified n requirements but addressed in separate document	Yes, child abuse check required under separate law	Not specified	Yes	Yes	Yes	Only for director and owner
Background Screening	Yes, for owner and all staff	Yes, criminal history and child abuse clearances required under separate law	Yes	Yes	Yes	Yes	State Record check
Initial Training	Director, program supervisor, lead teacher must have 20 hours within first 6 months	Not Specified	Orientation within first 2 weeks	15 hours of training in first 6 months	Not Specified	Orientation	Prior to or within 3 months of employment

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Ongoing training	Director, program supervisor, lead teacher must have 10 hours annually.	6 hours annually	15 hours per year	30 hours every 2 years	Not Specified	If they work 25 or more hours weekly, 18 hrs. annually Work less than 25 hours weekly, 9 hours annually	12 hours a year
First Aid/ CPR	Yes, requires one certified person with each group of children	Yes	Requires all staff be trained within 90 days of employment	Yes	Yes	Yes, within 6 months of hire	Yes, requires one certified person in premises at all times children are present

TABLE F - STAFFING REQUIREMENTS

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Staff/Ratio during sleep and napping	Staff ratios to vary during napping as long as staff remain on the premises, and children are under visual and auditory supervision	13 - 24 mo 1:1:10 25– 36 mo 1:1:2 37 mo. to 6yrs.1:20 Staff persons on duty shall remain on premises.	Yes, with toddlers and above, one staff in each room. All other staff remain in facility.	Not specified	Not specified	At least one-half of the normal required staff must be present for children one year and older.	Ratios for infants, toddlers, 2s the same for naptime. Other ages sufficient staff must be in center and available.
Staff/Ratio Special Needs Children	Not specified.	Yes, in separate rules; Additional ratios apply of more than 20% children with disabilities	Not specified	Not specified	Not specified	Staff/child ratio set by needs of the children	Staff/child ratio set by needs of the children
Staff/Child Ratio and Groups	See next page	See next page	See next page	See next page	See next page.	See next page	See next page

Staff/Child Ratio Comparison

Washington

Age of Children	Staff/Child Ratio	Maximum Group Size
One month through 11 months	1:4	8
12 mo. to 29 months	1:7	14
30 months through 5 years	1:10	20
5 years through 12 years	1:15	30
	Mixed Ages	
Staff-to-child ratio designated for youngest child in the mixed group		

Pennsylvania

Age of Children	Staff/Child Ratio	Maximum Group Size
Birth -12mo.	1:4	8
13mo - 24 months	1:5	10
25 mo – 36 months	1:6	12
	1:10	20
1 st to 3 rd grade	1:12	24
4 th grade to 15 yrs	1:15	30
	Mixed Ages	
0-36 months	1:4	8
0 to 1 st grade 6 yrs.	1:4	8
13 mo. to 1 st grade	1:5	18
25 mo. to 1 st grade	1:6	12
37 mo. to 15 yr. old	1:10	20

Oregon

Age of Children	Staff/Child Ratio	Maximum Group Size
6 weeks to 23 mo.	1:4	8
24 mo. to 35 mo.	1:10	20
36 mos. To attending kind.	1:10	20
Attndg kind and older	1:15	30
	Mixed Ages	
Determined by	youngest age in group	

New York

Age of Children	Staff/Child ratio	Maximum Group Size
6 weeks to 18 months	1:4	8
18 months to 36 months	1:5	12
3 years	1:7	18
4 years	1:8	21
5 years	1:9	24
School age thru 9 yrs	1:10	20
10 – 12 years	1:15	30

Maryland

Age of Children	Staff/Child Ratio	Maximum Group Size
6 wks to 18 months	1:3	6
18 mo. to 2 yrs	1:3	9
Up to 2 years	1:6	12
3 or 4 year olds	1:10	20
5 and up	1:15	30
	Mixed Ages	
Group size of 6	1:6	6
Group size 7-10	1:10	10
Group size 11-12*	2:12	*With 3 or > aged 2
Group size 13-20*	3:20	*With 4-6 2 yrs olds

Oklahoma

Age of Children	Staff/Child Ratio	Maximum Group Size
0 up To 12 months	1:4	8
12 mo. to 23 months	1:6	12
Two-year-olds	1:8	16
Three-year-olds	1:12	24
Four-and five-year-olds	1:15	30
Six-year-olds and older	1:20	40
	Mixed Ages	
0-35 months	1:6	12
Infants and older	1:8	16
Twos and older	1:12	24
Threes and older	1:15	30
Fours and older	1:18	36

Delaware

Age of Children	Staff/Child Ratio	Maximum Group Size
Under one year	1:4	8
1 to 2 years	1:6	12
2 – 3 years	1:8	16
3 – 4 Years	1:10	20
5 years or older	1:15	30
Mixed Ages		
Ratio for youngest child in	the group.	

TABLE G – DAILY ACTIVITIES AND RELATIONSHIPS

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Structured Activities	Yes, requires centers to develop and provide a variety of children's activities and have a daily schedule as well as lesson plans that are designed to meet the developmental needs of each child..	General statement about daily activities and experiences.	Program must provide a written program of activities which allows opportunities to choose from a variety of activities.	Program of self-initiated, group-initiated and staff-initiated activities	Self selected and staff-directed Include quiet and active Include periods of rest	Provide daily schedule program of varied activities which includes active and rest, indoor and outdoor activities, etc. Good general section on activities and parent communication	Staff shall plan and provide experiences that meet children's needs and stimulate learning in all developmental areas.
Literacy	Provide opportunities for reading readiness skills.	Not specified	Not specified	Not specified	Not specified	Language and literacy area	Not specified
Math/Science	Provide opportunities for counting, sorting, matching, sorting, etc.	Not Specified	Not specified	Not specified	Must have materials available	Activities provided for science and math	Not specified
Music/Art	Yes, specifically required	Must have materials available	Activities provided	Not specified	Must have materials available	Activities provided	Must have materials available

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
Cultural diversity	Honor all children's race, religion, culture, gender, physical ability and family structure.	Daily experience	Not specified	Not specified	Not specified	Yes	Not Specified
Dramatic Play and Language Development	Activities provided.	Must have materials available	Activities provided	Not specified	Must have materials available	Activities provided	Must have materials available
Visual and Auditory Development	Activities provided.	Must have materials available	Activities provided	Not specified	Not specified	Activities provided	Not specified
Small and Large Muscle Development	Yes, specifically required	Must have materials available	Must have materials available	Not specified	Materials available for vigorous play, socialization and individual pursuits	Activities provided	Must have materials available
Self-help skills, independence, problem solving, etc.	Yes, specifically required	Not Specified	Not specified	Not specified	Not specified	Activities provided	Not specified
Playroom arrangement	Not specified.	Not Specified	Implied	Must be arranged to allow children to actively manipulate toys	Not specified	Not specified	Not Specified

	Washington	Pennsylvania	Oregon	New York	Maryland	Delaware	Oklahoma
				while interacting with peers and adults Environment designed for opportunities for quiet and active play.			
Engages infants in face to face social interactions	Talk to and interact with each infant and toddler often and encourage them to respond..	Infant/toddler stimulation by being holding, rocking talking and playing with infant.	Each infant shall receive physical contact and individual attention.	Not Specified	Not specified	Offers frequent face to face interactions with awake infants	Not specified

**RULE ANALYSIS – CHILD CARE
NATIONAL ASSOCIATION FOR REGULATORY
ADMINISTRATION
SUMMARY AND RECOMMENDATIONS FOR WASHINGTON**

The challenge of embracing quality standards is the writing of an effective code. In Caring for Our Children, published by the National Health Resource Center for Health and Safety in Child Care, Recommendation 9.009 states:

“The state child care regulatory agency should formulate, implement, and enforce regulations that reduce risks to children in out of home child care. Regulations describe the minimum performance required of a facility. Regulations must be:

- Understandable to any reasonable citizen;
- Specific enough that any person knows what to be done and what is not to be done;
- Enforceable, in that they are capable of measurement;
- Consistent with new technical knowledge and changes in public views to offer necessary protection.”

We recommend the following:

- There are areas that are not addressed in requirements but in separate documents. These items should be included in the requirements.
 1. Address complaints
 2. Hearing rights for providers
 3. Administrative actions final
 4. Liability insurance addressed in requirements
- Increase center monitoring to at least twice annually (unless some type of indicator checklist technology is utilized – see recommendation number three in the recommendations section of this report).
- Add group teacher requirements to the document as seen in the Oklahoma, Oregon, and Delaware rules.
- Add obtaining references for facility staff to requirements as seen in Delaware and Oklahoma.
- Increase number of hours of required training for all staff as seen in Oregon, New York, Oklahoma and Delaware.

**NATIONAL ASSOCIATION FOR REGULATORY ADMINISTRATION
COMPARISON OF STATE REGULATIONS OF APPROVED
FAMILY HOME CHILD CARE
October 2007**

TABLE A -GENERAL REQUIREMENTS

(Key: NAFCC - National Association for Family Child Care; CWLA – Child Welfare of America;
NHSPS – National Health and Safety Performance Standards)

(Recommendations under NAFCC/CWLA apply to both agencies unless otherwise noted. NHSPS recommendations are specifically identified.)

Sub-category	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
Type of Regulation/	Licensure and Certification	Registration (mandatory)	Certification	Registration (mandatory)	Licensure	Licensure	NAFCC: Licensured, registered, or certified and in compliance with all state regulations.
Legal Authority	RCW 43.215.200.	Statute: 62 P. S. Sec. 1070-1080 Rules: 55 Pa.Code Ch. 3290	ORS 657A.030,657A.250 through 657A.310, 657A.350 through 657A.460 and 657A.990	Social Services Law 390	Statute 10 O.S., Section 401 through 415	Delaware Code, Title 31, Chapter 3, Subchapter II, Subsections 341-344 and Title 29, Chapter 90, Subsection 9003	N/A
Definition	“Family Home Child Care” means a facility licensed to provide direct care, supervision and early learning opportunities for 12 or fewer children, in the home of the licensee where the licensee resides and is the primary provider.	“Family child day care home” – a home other than the child’s own home, operated for profit or not-for-profit, in which child day care is provided at any one time to four, five or six children unrelated to the operator	“Family child care home” – a home that provides care for no more than 16 children in a single-family dwelling	“Family home means a program caring for children for more than 3 hours per day per child in which child day care is provided in a family home for 3 to 6 children. (NY offers Group Family Day Care for 7-12 children in residential settings. The requirements are addressed	Family child care home means a family home that provides care and protection for seven or fewer children for part of the 24 hour day. Large family child care home provides care and supervision for eight to twelve children for part of the 24 hour day.	“Family Child Care home” means a private home in which child care for one to six children, unrelated to the caregiver, is provided..	Not specified

Sub-category	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
				separate regulation.)			
Fee	\$24,00	No fee	Initial \$25 plus \$2 a slot. \$2 a slot for renewal	Not specified	No fee	No fee shall be charged.	Not specified
Disclosure of previous history, i.e. denial, revocation, suspension etc.	Not specified	Not specified	Not specified	Not specified	Not specified	Not specified	CWLA: Yes
Health care statement	None unless concern exists.	Yes	None unless concern exists.	Yes	None unless concern exists	Yes	CWLA -Yes – Prior to approval and every 2 years thereafter
Safe Location	Home must be located in an area that is well-drained and is free from hazardous conditions.	Not specified	Not specified	Yes, applicant must certify that dwelling, property and premises and the surrounding neighborhood that the location are free of environmental hazards. Such hazards include gas stations, nuclear or power plants, or any ground known to be contaminated etc.	Not specified	Not specified	CWLA: Family Child Care home should be located in safe location that is friendly and welcoming to children and families.
Initial Inspections of home	Home inspection by Licensing.	Self-inspection and a registration system Fire inspection req.	Home inspection 1st required..	Licensing, health and sanitation inspections required.	Home inspection by Licensing	Electrical inspection required by an approved inspection agency	CWLA: Family Child Care homes should be sound in structure and in compliance with state and local building codes, health, fire and

Sub-category	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
							sanitation regulations.
Duration of License, Registration/ or Certification	3 years	24 months	1 year	2 years	Non-expiring	1 year	CWLA: 2 years
Monitoring visits	Every 18 months.	Monitoring visits conducted on a random sample; upon request of an operator, or in response to complaint. Provider must allow access to agents of Dept.	Only mentions initial inspection prior to licensure.	Generally annual inspections but not required. By statutes, announced and unannounced inspections can be done at any time.	Unannounced visit 3 times annually.	HCCH shall allow Department representative to inspect all aspects of operation related to compliance with licensure requirements, making either announced or unannounced visits.	NHSPS: Recommends <u>minimum</u> of one prior to approval and one annually – authorized unannounced inspections
Home Business/ Employment of Applicant	Equipment and physical structure , inside and outside of the home, must be safe and clean. Licensed space cannot be used for other business purposes during operating hours.	No employment either in or out of the home during the hours care is being directly provided.	Yes May not combine any other business with child care during hours of operation unless another caregiver is present in the home. Must obtain written approval for other home-based businesses	Yes Indoor and outdoor areas of the home where the children are being cared for must not be used for any other business or social purpose when children are present.	The caregiver is prohibited from conducting business in the home during hours children are in care. The primary caregiver is not employed outside the home during hours of child care.	Caregiver may not be licensed or approved for nursing care of aged, etc. May not serve dually as foster parent without Department permission.	Not specified
Renewal application	Renewal forms need to be returned to licensing at least 90 days in advance of expiration	Application must be submitted within 30 days of expiration of certificate.	Applicant must file a written application for renewal no less than 30 days before expiration of existing	Applicant must file a written application for renewal no less than 60 days before	None—non-expiring license.	Caregiver must request application at least 90 days before expiration of existing license.	Not specified

Sub-category	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
			license.	expiration of existing license.			

TABLE B – BUSINESS PRACTICES AND RECORDKEEPING

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
Child's Health Records	Includes child's health history, date of the last physical exam, immunization record.	Yes	Yes	Yes, plus the provider conducts a daily health check	Yes	Yes	CWLA: Provider keeps updated medical information on each child
Emergency information	Yes.	Yes	Yes	Yes	Yes	Yes	Recommended
Record of incidents	Provider maintains record of accidents and injuries sustained by the child	Yes	Yes	Yes	Yes	Yes	Recommended
Release of children	Yes.	Yes.	Yes.	Also requires visitor control by having a sign in at entry and departures, citing reason for visit. Yes	Yes	Yes	Recommended
Provider's action when injury to a child	Yes	Yes	Yes.	Not specified	Yes	Not specified	Recommended

TABLE C – PROVIDER AND STAFF REQUIREMENTS

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
Provider Characteristics	Understanding of how children develop socially, emotionally, physically, and intellectually. Physical ability to respond immediately to the health, safety, and emotional well-being of a child. Reliability and dependability. Truthfulness. Ethical business practices with clients, staff, the department, and community. A respectful disposition.	Not specified	The caregiver must have competence, sound judgment, and self-control when working with children. Be mentally, physically, and emotionally capable of performing assigned duties related to child care.	Must be capable of providing and agree to provide safe, and suitable care to children which is supportive of their physical, intellectual, emotional, and social well-being.	The caregiver is a responsible, mature, healthy adult who is capable of understanding and complying with minimum licensing requirements and meeting the needs of the children in care. The caregiver demonstrates good judgment as evidenced by prudent and responsible behavior that reasonably ensures the health, safety, and well-being of children in care.	Must be physically and emotionally capable of performing activities and meeting children's needs – supportive, calm, relating to children with courtesy, respect, patience and affection, with an understanding and respect for child's family and culture.	CWLA: Special knowledge and understanding of children in addition to skills to enable children to benefit from the child care experience.
Ability to Speak English	Not specified	Not specified	Not specified	Not specified	Not specified	Not specified	CWLA: Non-English speaking providers must be able to communicate basic emergency and medication directions.
Provider and Staff Health requirements	Yes.	All staff must have health assessment every 24 months Excludes sick adults and those with skin lesions or herpes infection from providing care.	Caregivers shall Be mentally, physically, and emotionally capable of performing assigned duties related to child care.	Extensive section on Health and Infection control	Yes	Yes	NAPCC: Physical exam required for Provider, co-provider & assistants within 2 years of request for accreditation assessment

First Aid/CPR	FA/CPR certification for anyone counted in the staff-child ratios.	Someone with FA must be on site when children are in care	First Aid and CPR certification required with application	Yes	First Aid and CPR certification required prior to initial permit and provider must always hold current certification.	Pediatric First Aid training	NAFCC: Current certificate required for Provider, co-provider & assistants
Background screening	Yes, criminal history and background check.	Yes, state police criminal history and child abuse (not finger-print based- no FBI)	Yes, enrolled in CCD's Criminal History Registry	Yes, FBI, state criminal check and child abuse	Yes, state criminal check and child abuse check for applicant, adults in home and any employee.	Yes, FBI, state criminal check and child abuse	NAFCC: Provider and co-provider – state and FBI check within 3 years of request for accreditation assessment
Pre-Service Training	CPR/First Aid, HIV/Aids, and bloodborne pathogen training	Not specified	Infant/child first aid/cpr, current food handler certification, and 2 hours of training on child abuse and neglect issues.	15 hours of competency based pre-service training	CPR/First Aid training and health and safety training including disease and injury prevention measures, use of a fire extinguisher, and health and safety issues within six months of application.	6 Hour Orientation	comprehensive training thru the accreditation project; up to 18 hrs. college coursework Provider knows how to detect child abuse
Inservice training	Yes	12 hrs every two years	15 hrs. annually	30 hrs. every 2 years	12 hours annually	15 hours during 1 st year, 12 hrs. in subsequent years	Recommended
Substitute Qualifications	Same as provider.	18 years. Must comply with training requirements	Must be at least 18 years of age, current cpr/first aid, orientation and training on requirements, current food handlers if preparing food.	Same as Provider	Must be 18 yrs. or older for small homes and 21 years old or older for large homes. Must have CPR/First Aid prior to being left alone with children.	Must be oriented to licensing requirements. Parents must be notified in advance that substitute will be providing care	CWL A: Substitutes should receive all relevant reports and information on the children in care.

TABLE D - SAFETY, HEALTH AND PHYSICAL ENVIRONMENT

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Maximum Number of Children	Maximum of 12. Capacity established on license.	Maximum of 16 children	Maximum of 6 children including those living in home. Capacity noted on license	6 Children	Maximum of 7 children in a small family child care home. Maximum of 12 children for large family child care home. Capacity established on license.	Level I FCCH may have maximum of 4 or 5 children, depending on the age combination	CWLA: Maximum of 6 children
Ages of Children	A provider may have no more of the following children unless a second caregiver is present: 1) 2 children below 2 yr. of age, 2) more than 8 children ages 2 to 11 3) More than 10 children ages 5-11 All children 1 and under are counted in the capacity.	No more than 5 infants and toddlers at one time; no more than 2 infants at a time; limits on the combination of infants and toddlers	Number of caregivers is determined by number and age the youngest children in the group. If infants and toddlers are included, group size cannot exceed 8. Child care child is defined as 6 weeks to under 13 years unless it is an older child that may have special needs.	Not specified	One caregiver: 7 children with no more than 2 younger than 2. 6 children with no more than 3 under 2. Five children of any age. Must have 2 caregivers if 7 children are in care and more than 2 are under age 2.	No maximum age mentioned	Not specified
Supervision	Provider is ensuring that they are aware of what the children are doing at all times and can promptly assist or redirect activities when necessary.	Supervised at all times	Children shall be within sight and/or sound of a caregiver at all times. Caregiver shall be near enough to respond when needed. Children out of direct visual contact shall be monitored regularly and frequently.	Yes – children never left without competent supervision at all times. Written permission from parents for unsupervised times.	Provider is aware of and responsible for the ongoing activity of each child and being near enough to intervene if needed. They also provide frequent observation of children in cribs and playpens.	Direct supervision at all times	Provider can see or hear children at all times

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Supervision at naptime	Not addressed separately.	Not addressed separately	Not addressed separately.	Not addressed separately	Not addressed separately.	Not addressed separately	Provider can see or hear children at all times
Restraint of Children	Yes.	Yes	No child shall be routinely left in a crib except for sleep.	Children are not left crib for more than 30 minutes at a time High chair – 15 min.	Children are not left for more than 30 minutes while awake in playpens, swings, high chairs, or stationary activity centers.	Limits infants to max. of 1 hour in crib or playpen	Children not left in equipment which restrains them more than 20 min. at a time except when eating or sleeping
Discipline	Stresses positive guidance and discipline. Restricts use of corporal punishment	Yes	Shall provide positive guidance, redirection, and setting of clear boundaries.	Yes	Yes. Stresses positive guidance and has list of prohibited acts.	Yes	No form of physical punishment
Indoor Space	Indoor play area must contain a minimum of 35 square feet of usable floor space per child.	Not specified	If certified for 12 or fewer, must have 35 square feet per child. If more than 12, 50 additional square feet per child. Space must be available for use at all times.	Yes	Minimum indoor space available for routine use by children of not less than 35 square feet per child exclusive of hallways, bathrooms, kitchen, and space not intended for children's use. Rooms used exclusively for napping are not counted toward capacity.	Yes	NAFCC: The environment is pleasant, not over-stimulating or distracting. CWLA: Should have sufficient space to meet the needs and purpose. Family Child care home should have a playroom & separate from bathrooms, food preparation and diaper changing. Recommended 35 sq. ft. of usable floor space (excluding bathrooms and kitchens)

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Drinking water safety	Drinking water must be from public water supply or acceptable to the local health authority.	Safe and adequate water supply made available throughout the day	Must have drinking water from a water supply system approved by DHS or if from private source must be tested.	Yes	Yes. When not on a public water supply, water is tested initially and annually for lead, bacteria, and nitrates.	Not specified	CWLA: Should be safe and satisfactory quality for drinking and bathing
Food storage and preparation	Yes	Not specified	Yes.	Yes	Yes	Yes	CWLA: Should have refrigeration and dry ventilated storage. Dishwasher safe and sanitary – proper temperatures reached for all aspects of storage and sanitizing.
Firearms	All firearms, weapons and ammunition are stored in locked areas out of reach of children and unloaded.	Same but includes notification to parent that weapons are present	Firearms must be locked, unloaded, kept in an area not used by children with ammunition stored separately.	Not specified	All weapons are stored unloaded in a locked container, cabinet, or closet with ammunition stored in a separate locked area.	Yes	Unloaded firearms and weapons inaccessible
Pest Control	Yes	Yes	Yes.	Must give parents 48 hour notice on application of pesticides.	Not specified	Yes	Exterminator services should be used to control insects and pests. Children's exposure to pesticides should be avoided.
Smoking/ Alcohol use	No drinking of alcohol during operating hours No smoking indoors during operating hours Smoking allowed outdoors if out of the sight of children	Cigarettes, pipes and cigars prohibited. Ashes, cigarette or cigar butts prohibited	No person shall smoke, use smokeless tobacco, or drink alcohol in the home during hours of care. No one under the influence of alcohol shall be in the home during hours of care.	Yes	No smoking anywhere within the home during child care hours or in the presence of children When children are in care, no caregiver is under the influence of alcohol.	May not be under the influence of illegal drugs or alcohol – may not take any substance or medication that affects ability to provide care. Parents must be informed of the presence of smokers in the home.	No smoking or drinking of alcohol in the presence of children

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Emergency Plan	Provider shall have a written evacuation plan posted	Yes, but detailed requirements in plan and notification to parents. Staff also trained on emergency plan.	Must have a plan for handling emergencies and/or evacuations.	Yes written plan and ensuring children are familiar with plan. Operable flashlights available Door open from either side	Caregiver has a written plan for reporting and protecting from outside threats, and evacuating in case of fire, flood, tornado, blizzard, power failure, or other natural and man made disasters that could create structural damage to the facility or pose health hazard.	Yes	Written emergency plans which include clear instructions for contacting parents, when to evacuate and where to go. Parents should be provided a copy of the written plans.
Smoke Detectors	Yes, in all sleeping and napping rooms and on each level of the home.	Yes, on each level of home used by children	Installed on each floor and in any napping area.	Yes	Yes	Yes	Yes
Evacuation/Fire Drills	Yes, monthly.	Yes – 4x a year	Yes, monthly.	Yes. Evacuation drills monthly	Yes, monthly	Yes, practiced monthly	Should be conducted monthly
Carbon Monoxide detectors	Not specified	Not specified	Not specified.	Not specified	Yes if there are fuel burning appliances in the home.	Not specified	Recommended
Outdoor space	75 square feet of outdoor usable play space for each child licensed for.	No space requirements	Must have access to at least 75 sq. ft. for each child using the area at one time. Outdoor hazards must be inaccessible to children.	No space requirements	75 square feet of outdoor play area on the premises of the home.	No space requirements	Outdoor area should allow ¼ of space for children to run and play.
Outdoor equipment	Yes.	Yes, play surfaces	Equipped to provide age-appropriate activities for gross motor development.	Yes	Not specified	Yes	Outdoor Play equipment is spaced to avoid safety hazards for active children

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
							Equipment must be safe and sturdy
Trampolines	Yes, not allowed in licensed space.	Not specified	Not specified.	Not specified	Yes. The use of trampolines by children in care is prohibited	Not specified	Yes, Trampolines should not be accessible to children
Bicycles skateboards etc.	Not specified.	Not specified	Not specified	Not specified	Not specified..	Not specified	Children always wear a helmet while riding bicycles, skateboards, scooters and in line or roller skates
Swimming Pool/Hot Tub Safety	Swimming and wading pools, and other bodies of water shall be physically inaccessible to children except when they are supervised. Hot tubs are spas are not used during hours of care.	Same as NJ plus staff ratios, supervision and life guards addressed – includes sanitizing wading pools	Yes, extensive requirements Spas locked during hours of care.	Yes	Children shall be continuously supervised in the water with specified staff-child ratios. Only pools which qualify as public bathing places can be used by child care children. The use of hot tubs by children in care is prohibited.	Yes	Yes
Swings, slides and monkey bars	Not placed on hard surfaces and fall zones.	Not specified	Suitably surfaced with a resilient surface	Yes	Not located on a hard surface.	Large outdoor equipment firmly anchored and not located on asphalt or concrete.	Cushioning materials are used under climbers, swings and slides
Transportation	Provider must be in compliance with all states laws including use of infant seats, child passenger restraint, etc.	Yes	Provider must be in compliance with all state laws. Children never left unattended in vehicle.	Driver with valid driver's license and at least 18 years old. Must never be	Parents must sign permission for transporting in vehicle. Drivers must be at least 21 years of age. Child care seats or	Yes	Babies and toddlers never sit in front seat Proper restraints and car seats used, Must never be left in a vehicle alone

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Nutrition	If a child is in care for 10 hours or less, 2 or more snacks and a meal or 2 meals and a snack. In care for more than 10 hours—a minimum of 2 or more meals and 2 snacks. Meals and snacks meet the requirements of USDA Child and Adult Food program.	Yes	Provider will provide or ensure availability of adequate and nutritious meals according to USDA guidelines.	Yes Infants must be held during bottle-feeding.	Yes A child in care for more than 4 hours must be served a balanced meal that provides at least 1/3 of the child's daily nutritive requirement. Snacks are available for children. List of prohibited food.	Yes – more prescriptive	CWLA: Meals should be planned around child's 24 hr. need. Mealtime atmosphere should be comfortable
Rest Periods, and individual sleeping safety and sanitation	Daily rest or sleep period of at least 30 minutes Bedding must be clean. Individual sleeping and bedding materials	Yes	Supervised rest period made available with alternate quiet activities provided for those who do not want to nap. Individual bed and bedding provided.	Yes	Each child to have individual place to rest not used by any other children with clean individual bedding. Overnight care mentioned	Yes	Recommended
Infant sleeping	Infants are placed on their back to sleep. No pillows or soft bedding when occupied. Head and face remain uncovered during sleep.	No	Infants shall be put to sleep on their backs. Each infant shall have a crib, portable crib, or playpen with a clean, non-absorbent mattress.	Yes	For each child under 1, a portacrib, crib or playpen must be provided. No soft bedding for children under 12 months. Children under 12 months are placed on their back to sleep. Children's heads and faces are not covered.	No	NHSPS/CWLA: Placed on their backs. No pillows or quilts placed around or under child.

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
Nighttime Care	Yes	Yes	Yes	Yes	Yes	Yes	Not specified
Sick Children	Yes.	Yes	Yes	Yes	Yes	Yes	NHSPS: Sick children should be isolated from others but within hearing and sight of provider Isolation area should be designated.
Personal Hygiene	Yes.	Yes	Yes.	Yes	Yes.	Not specified	Recommended
Stairs, etc.	Stairways, walkways, and steps are well-lit and equipped with a securely mounted handrail within reach of young children.	Yes	A movable barrier shall be placed at the top and or bottom of all stairways accessible to infants and toddlers..	Yes	Every stairway is maintained free of obstructions and provides safe passage. Stairways within exits with 4 or more steps have a railing.	Yes	Secure gates or barriers are present at the top and bottom of all stairs in play areas of children under 3 years
High Chairs and Boosters	Not specified	Yes	Yes	Yes	Not specified	Yes	NAFCC: Highchairs and booster seats are secured and have a T-shaped restraint strap
Pets	Patrons notified of presence of animals. They must be in good health and friendly. All contact with pets is	Friendly and vaccinated	Must be in good health and vaccinated Potentially aggressive animals must not be in the same physical space as the children.	Yes	Patrons notified of presence of animals. They must be in good health and friendly. All contact with pets is	Yes, Parents must be informed of the presence of pets.	Home should have written policy on pets. All pets should be domesticated and non-aggressive. Pets should not

	Washington		Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA/ NHSPS
	supervised. Documentation of current rabies vaccination. Area separate from outdoor play area for pets to relieve themselves.		Caregivers must be physically present if children are interacting with animals.		supervised. Documentation of current rabies vaccination.		include ferrets, turtles, iguanas and reptiles, birds of the parrot family or wild animals. Pets must be immunized and pet supplies and litter boxes should be kept out of reach of children.

TABLE E – RELATIONSHIPS

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC
Provider encourages parents to visit any time their children are present.	Yes	Yes	Yes	Not specified	Yes	Parents shall have free access to home while their child in care	Yes
Provider keeps parents informed daily (for babies)	Not specified.	Operator shall establish oral and written communication which is understandable to the parent	Not specified	Not specified	Not specified	Yes	Yes
Provider and parents work together on child related issues	Yes – toileting, etc.	Not specified	Not specified	Yes	Yes.	Not specified	Yes
Information provided to parents at enrollment	Yes Must also tell parent of pets and smokers	Not specified	Guidance and discipline policy provided to parents	Yes	Yes. Good section on written policy for parents.	Yes	Yes
Providers offer ways for parent involvement	Not specified	yes	Not specified	Not specified	Not specified	Not specified	Yes
Provider helps children learn to respect each other's possessions and activities	Not specified	Not specified	Guidance and discipline policy designed to help child develop respect for others.	Not specified	Yes.	Not specified	Yes

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC
Provider shows affection to each child in some way.	Offers each child individual attention, affection and comfort.	Not specified	Not specified.	Not specified	Not specified	Yes	Yes

TABLE F – TEACHING

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWLA
Structured Activities	Active & quiet play Indoor & Outdoor Rest or Sleep Meals & Snacks	Written plan of activities including time for free play	There shall be activities for the children based on their ages, interests, and abilities..	Yes	Not specified	Yes	CWLA: Daily program of developmental learning and recreational activities that encompass individual needs. NAFCC: The provider reads to the children at least 15 mins. In each half of the day.
Literacy	Yes	Not specified	Not specified.	Not specified	Recommended play equipment.	Not specified	Children have access and are encouraged to look at books every day.
Math/Science	Yes.	Not specified	Not specified.	Not specified	Recommended play equipment.	Not specified	NAFCC: Children learn math and science concepts in the context of everyday activities. Children have opportunities to explore nature
Music/Art	Yes.	Not specified	Yes	Not specified	Recommended play equipment	Not specified	NAFCC: The provider uses music in a variety of ways Most art activities are open-ended and child directed
Cultural diversity	An environment of respect for individuals and cultural diversity.	Activities shall recognize cultural background	Not specified but implied	Yes	Not specified but implied	Not specified but implied	Recommended

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC/CWIA
Dramatic Play and Language Development	Play opportunities provided	Play opportunities provided	Yes	Not specified but implied.	Recommended play equipment.	Not specified but implied.	Recommended
Visual and Auditory Development	Not specified.	Play opportunities provided	Not specified	Not specified but implied.	Not specified	Not specified but implied.	Recommended
Small and Large Muscle Development	Play opportunities provided	Play opportunities provided	Indoor and outdoor activities provided	Not specified but implied.	Indoor and outdoor activities provided	Indoor and outdoor activities provided	Recommended
Self-help skills, independence, problem solving, etc.	Not specified	Not specified but implied	Opportunities to be provided.	Yes	Not specified but implied	Not specified but implied.	Recommended

TABLE G – DEVELOPMENTAL LEARNING ACTIVITIES

	Washington	Pennsylvania	Oregon	New York	Oklahoma	Delaware	NAFCC
Daily Activities	Activities shall be structured to include: Active and quiet play Indoor and outdoor play Rest or sleep Meals and snacks.	Daily activities shall promote the development skills, social competence and self esteem. They should recognize the child as an individual and give some choice of activities that respect personal privacy, lifestyle and cultural background.	Daily activities shall include balance of active and quiet play, individual and group activities, indoor and outdoor play, and free choice of activities by children.	Must establish a daily schedule of program activities which offers regularity in routines, snack and meal periods, nap and rest periods, indoor activities and outdoor play time.	Provider shall provide each child in care with indoor and outdoor activities that are appropriate to the age, needs and capabilities of the individual child.	Varied activities designed to promote the development of language, thinking skills, large & small muscles, social skills, self-esteem and positive self image as appropriate to the ages and functioning levels of children in care.	Children have free play at least 30 min. each half day to explore their own interests
No more than one hour of TV or video watching	Television used at discretion and not as substitute for planned activities. It must be educational and age-appropriate.	Not specified	No child may view television or videos or play computer or electronic games for more than 2 hours per day.	Not specified	Television, videos, computers, and video games, if used, are age-appropriate and used with discretion and selectivity.	No more than 2 hours of television or videotape No adult programming may be viewed by children.	Yes
The provider clearly and positively explains to the child what is expected of them.	Yes	Not specified	Yes	Not specified	Yes.	Not specified	Yes
Playtime and Toys	Provider will provide a supply of safe toys, play equipment and creative materials to ensure each child	Yes	Provider shall have indoor and outdoor play equipment and materials..	Yes	A variety of indoor and outdoor play equipment that meets the varied developmental needs and interests of children in care is readily accessible.	A variety and sufficient supply of play equipment and materials that are appropriate to ages, developmental needs and individual interests.	The provider support's children's play without dominating, and plays interactively When used, all computer software promotes active involvement No toy guns or violent, inappropriate or stereo-typed materials are available

**RULE ANALYSIS – FAMILY HOME CHILD CARE
NATIONAL ASSOCIATION FOR REGULATORY ADMINISTRATION
SUMMARY AND RECOMMENDATIONS FOR WASHINGTON**

Overall, the regulations governing Family Home Child Care are very comprehensive and provide a floor of protection that, if followed, will ensure safe care of children in family homes. They are thorough in most aspects as compared to the other states in the study. Focusing now on the specific requirements of the family child care provider, we found that RCW 43.215.200 is, on the most part, thoughtful, thorough and organized appropriately. It is commendable to note that these regulations incorporate many elements consistent with Child Welfare League of America Standards of Excellence for Child Care, National Association of Family Child Care Accreditation Standards and National Child Health and Safety Standards.

We recommend the following:

- Require at least one (1) inspection a year as seen in Oklahoma (3 visits annually) and NHSPS.
- Add ongoing training with at least 12 hours of training annually as seen in the Pennsylvania, Oklahoma, and Delaware rules.
- Require carbon monoxide detectors as recommended by Child Welfare League of America Standards of Excellence for Child Care, National Association of Family Child Care Accreditation Standards, and Oklahoma requirements.
- Make stairways inaccessible to children in care as seen in Oregon, Child Welfare League of America Standards of Excellence for Child Care, and National Association of Family Child Care Accreditation Standards.
- Address provider notification to parents of infant care on a daily basis as noted in Pennsylvania and NAFCC.

**NATIONAL ASSOCIATION FOR REGULATORY ADMINISTRATION
STATUTE ANALYSIS
FOR
WASHINGTON DEPARTMENT OF EARLY LEARNING
CHILD CARE STATUTES
October 2007**

TABLE A – AUTHORITY AND DEFINITIONS

	<p>Washington RCW 43.215.010 through RCW 43.215.340</p>	<p>New York Social Service Law 390</p>	<p>Massachusetts General Laws of Massachusetts Chapter 28A</p>	<p>Wisconsin Statute 48.599 - 48.77.</p>	<p>Minnesota Chapter 245 A MS AKA "Human Services Licensing Act"</p>	<p>Maryland Family Law Title 5 Part VII Child Care Centers</p>	<p>Florida Chapters 402- 302.26 to 402.316 Florida Statutes</p>
Purpose	To implement early learning policy and child care programs and standardize criteria for licensing	Not Specified	Yes – a general statement	Yes – extensive AKA The Children's Code	Not Specified	Yes – a general statement	Yes – a general statement
Scope/Types of facilities (definitions)	Authorizes licensure of private child care centers and family homes serving 12 or fewer children. Excludes any governmental, military child care and child care programs on Indian Reservations that are licensed by the Indian Tribe.	Licensure and registration of child day care, family day care, child placing agencies, foster care Definitions are limited	Licensing or approval of day care centers, school age child care programs, family day care homes, large family day care homes, and family day care systems. Definitions are limited.	Comprehensive of all child care, child placing, foster care, and residential care programs Definitions extensive	Very comprehensive and includes child welfare, child care, family day care and adult care programs and facilities Definitions are extensive	Applies to child care centers (Family Day Care registered)	Applies to all child care programs which include centers, registered and licensed family day care homes and large and family child care programs. Definitions are comprehensive.

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Exemptions	No additional exemptions other than those mentioned above.	Not Specified	Not Specified	Not Specified	Not Specified	Yes Religious organizations receive a "Letter of Compliance" (Note: Dept. of Education is licensing authority)	Yes, Religious and Public/Non Public Schools
Prohibition from operating w/o license	Yes – (RCW 43.215.250, & .300 & .340). Operating without a license is considered a misdemeanor and is subject to civil monetary penalties.	Yes	Yes	Yes	Yes	Yes	Yes
Application process defined	Must apply in the manner and on the forms prescribed by the department DEL must act within 90 days.	Not Specified	Not Specified	Yes	Yes – Very specific in process and time lines	Only in very general terms	Yes
Application fee	No However, the Statute (RCW 43.215.040 grants the director of DEL broad powers and probably could institute a fee structure.	Yes Provides authority to request fees	Yes Provides authority to request fees	Yes Biennial fee of \$60.50 for centers serving 4-8 children; \$30.25 biennial fee for centers serving more than 8 children plus \$10.33 per child based on licensed capacity.	Yes – Fee based on capacity Range from \$300 to \$2500 Family day care homes may also be charged fees	Not Specified	Yes Fee based on capacity with minimum of \$25 and max of \$100.
Free and full access – right of inspection.	Authority to enter to make inspections is clearly stated. RCW 43.215.210 for fire safety purposes and RCW 43.215.240 for	Yes Announced or unannounced inspection whether or not facility is licensed or registered.	Yes Dept may, at any reasonable time, inspect facilities subject to licensure or approval.	The licensee is to provide the department with "unrestricted access."	Not Specified	Not Specified	Yes, to licensing agents and parents or guardians

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
	DEL personnel.			Parental access to child			
Title/content /term of license	3 years	2 years	Does not specify	Valid until revoked or suspended, but reviewed every 2 years	2 years	24 months Applies to license and Letter of Compliance	Annual

TABLE B – RULES AND INSPECTIONS

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Authority to write rules	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Subject areas for rules	Size and suitability of facility; health, safety, and cleanliness of facility; the education, good character of staff – criminal background checks required; the provision of early learning, food, supervision, discipline, well-being of children; quantity of food; the number and qualifications of staff; developmentally appropriate program; Maintenance of records, financial viability of applicant.	Yes, similar	Admissions; Transportation; Physical plant & equipment; Staff qualifications and numbers; Nature of program and care Rights and responsibilities of parents, children and staff; Recordkeeping; Imposition of fines	Yes, general	Yes, general	Also includes: -Prohibiting a child to stay in care longer than 14 hours in one day -having one person on premises with FA/CPR at all times -Parents receive notice of contaminated drinking water supply -monitoring of infants and children with special needs	The identification of areas in which rules should be developed is comprehensive and incorporate many specific requirements outlined in statute, such as: -square footage -education and training of staff - staff ratio Sanitation and safety admissions and recordkeeping transportation discipline etc. (Statutory requirements are more prescriptive than most states.)
Rulemaking process	DEI to consult with public and private agencies and specialists. To review requirements every two years.	Not Specified	Requires consultation with Education, Public Safety, mental health, public health and other applicable state agencies in	Yes	Not Specified	Not Specified	In statute elsewhere

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
			promulgation of rules				Yes
Inspections	<p>Yes</p> <p>Provides for right to inspect</p> <p>Provides right to request appropriate state inspectors as needed to make inspections in</p>	Yes	Yes	Yes	<p>Yes,</p> <p>Requires inspection of physical plant</p> <p>Records and documents</p> <p>Evaluation of the program by consumers and</p> <p>Observation of program in operation.</p> <p>Fire inspections required – FDCH not required to pay more than \$100 to meet fire standards</p>	<p>Yes</p> <p>Also requires fire inspection for licensure or Letter of Compliance</p>	<p>Same rights are afforded to Department for any premises believed to be operating without a license, but also requires permission of the person in charge.</p> <p>Annual fire and environmental health inspections.</p> <p>Statute also authorizes ability to charge inspection fees –</p> <p>(while there are no inspection fees for licensing staff, some local fire or environmental health offices charge fees)</p>
Announced/unannounced	<p>Not specified.</p> <p>However, under the broad powers granted the director of DEL, a policy could be instituted.</p>	Yes	Yes	Licensee must provide unlimited access	Yes – both authorized	<p>Announced prior to licensure.</p> <p>Unannounced inspections required at least once every 12 months.</p>	Yes

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Parental Access	Not Specified	Not Specified	Not Specified	Yes	Not Specified	Not Specified	Yes
Complaints	Not Specified	Yes	Yes Shall promptly investigate and evaluate any notice of violation.	Yes	Yes	Not Specified	Not Specified
Advertising	Not specified	Not Specified	Yes, same as NJ	Not Specified	Not Specified	Not Specified	Yes – Licensed or registered providers must advertise using their approval #

TABLE C – CONSULTATION, WAIVERS, PUBLIC NOTICE

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Training/ consultation	Yes - Statute grants authority to “consult with public and private agencies in order to help them improve their methods and facilities.”	All Dept. and municipal staff responsible for <u>licensure, registration or conducting inspections</u> shall receive training in: -regulations promulgated pursuant to 390; -Child abuse prevention and identification; -safety and security procedures in child day care; -principles of childhood develop; -laws, regulations and procedures governing the protection of children from abuse and neglect.	Shall provide consultation to assist applicants Requires state rules to include training and technical assistance	The Dept. must provide each child care provider with a brochure containing basic child care, licensing and certification* information. (*Refers to certification levels I and II of day care providers in Chapter 49 W.S.)	Required training for child care providers on cultural dynamics and disabilities and clarifies what that entails Sudden Infant Death training Statute very specific about training requirements	Not Specified	Directs the state to contract with a statewide resource for providing assistance and consultation to child care centers and family child care homes to include a statewide toll free telephone # “Warm line”. Also requires mandatory 40 hour training for child care providers
Waivers and variances	Not Specified	Not Specified	Not Specified	Not Specified	Yes	Not Specified	Not Specified
Public notice of violations/enforcement actions	Not Specified	Not Specified	Not Specified	Yes in annual report	Not Specified	Not Specified	Must post each citation for a violation which resulted in disciplinary action along with explanation and corrective action. Required to be posted for one year.

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Posting of license and violations at facility	License must be posted.	License must be posted.	Not Specified	Yes (see below)	Not Specified	Not Specified	Yes, license must be posted (see above)
Other included requirements	Pesticide – notice of use must be given to parents or guardians of children.	Prohibits use of electronic monitors as sole means of supervision Prohibits care of children under 6 weeks of age except in extenuating circumstances Requires establishment of a toll free statewide number to receive inquiries and complaints. Must implement a statewide education of public. Also, the Department must make available to registered FDCH information on liability insurance Start-up grants USDA food programs, Tax information, Support services and their hearing rights if action registration denied or revoked.	Pesticide applications Establishes an "Office of Child Care Services	Requires the Dept. to provide each day care center and annual report which includes: -Violation of laws and reg. by day care center; -Telephone # of a person at the Dept. to receive complaints of any violations - Results of most recent inspection Day Care center must post report next to license where it can be seen by parents. The center must also post with the report any notices received from the Dept related to the violations. Each day care center which receives a report (including previous 2 years), shall make it available to the parent, guardian or legal custodian of a children receiving care or a prospective recipient of care and supervision.	Includes section on swimming/wading pools	Lead poisoning screening within 30 days for every child under age 6 Immediate notification to Dept. for criminal history checks of convictions	Requires applicants to disclose if they have ever had a license denied revoked or been the subject of administrative action or sanctions

TABLE D – ENFORCEMENT PROCESS AND POWERS

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Penalty for operating w/o license	Yes Misdemeanor and subject to civil fines	Yes	Yes	Yes	Yes	Yes	Yes- civil and criminal sanctions may occur
Criteria for negative enforcement addressed	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Due process/ appeals	Yes	Yes	Does not mention here	Yes	Yes	Yes	Yes
Discovery	Not specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Hearing conducted in accordance with Administrative Procedure Act
Search warrants	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Yes	If denied entry, must obtain warrant through circuit court.

TABLE E – BASIC ENFORCEMENT OPTIONS

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Initial probationary license (new facility)	May issue what is called an Initial license if certain requirements are not met that are unrelated to health, safety and general well-being.	Not Specified	Yes	Yes, -same as NJ	Yes – conditional licensure	Not Specified	Yes, -same as NJ
Violation report and plan of correction	Yes, a Corrective Action is required	Yes	Yes	Yes	Not Specified	Not Specified	Yes
Provisional license (number, term)	A Probationary License may be issued for up to 6 mo, but may be re-instituted for an additional 6 months.	Not Specified	Yes, (no time period cited)	Yes – provisional up to one six month period.	Yes, Conditional licensure may not extend past 2 years	Not Specified (Rule has conditional license issued up to 120 days – renewed once)	Yes, 1 provisional license of 6 months – may not have consecutive provisional licenses
Denial of initial license	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Revocation of existing license	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Non-renewal of existing license	Yes	Not Specified	Yes	Not Specified	Yes	Not Specified	Not Specified

TABLE F – SPECIALIZED ENFORCEMENT OPTIONS

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
Civil Administrative Fines	Yes	Yes, may impose civil penalty up to \$500 per day	Yes May range from \$50 to \$1000	Yes Not less than \$10 or more than \$1000 per violation per day Includes suspension as discipline option	Yes \$200 to \$1000 Includes suspension as discipline option	Yes – up to \$1000 for each violation each day (Max. penalty in an action is \$5000) Includes suspension as discipline option	Yes May range from up to \$500 a day for child care centers and \$100 a day for family day care homes Includes suspension as discipline option
Ban on Admissions	Not Specified	Not Specified	Not Specified	Yes	Yes	Not Specified	Not Specified
Appointment of master	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified
Court injunction	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Criminal penalty	Yes	Yes	Yes Can be incarcerated up to 6 months	Yes	Misdemeanor for illegal operation	Yes Misdemeanor and fine up to \$1000	Yes First degree misdemeanor for: False statements, misrepresentation in application process; Operating without proper licensure or registration, Falsely advertising, Making misrepresentations to a parent or licensing

	Washington	New York	Massachusetts	Wisconsin	Minnesota	Maryland	Florida
							<p>authority or law enforcement about the number of children in care, the locations of their care and qualifications of personnel.</p> <p>Also creates a 2nd degree felony for any caregiver who makes a misrepresentation and a child severely injured or dies while in care.</p>
Restriction from reapplication	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified	Not Specified

**STATUTE ANALYSIS – CHILD CARE
NATIONAL ASSOCIATION FOR REGULATORY ADMINISTRATION
SUMMARY AND RECOMMENDATIONS FOR WASHINGTON DEPARTMENT OF
EARLY LEARNING**

The Statutory requirements contained in the Revised Code of the state of Washington are excellent. The powers granted the Director of DEL also enable him or her to develop the necessary procedures to improve the administration and implementation of the statutes.

There are a few suggestions that we would make, however.

- There is no requirement that a license be posted for reasonable viewing and access to the public. We would suggest that this be added.
- This absence of any clear authority to conduct unannounced inspections may prove to be problematic if challenged. We would suggest, therefore, such authority be added to the statute by the Washington Legislature.
- We would suggest that language be added to the statute that would prohibit a person from making re-application for a license within two years of having had a license revoked or a refusal to renew a license. We also recommend that there be a clear procedure to allow for public notice of violations, administrative sanctions, or enforcement actions taken against a licensee. (See Wisconsin and Florida statutes.)
- The statute does not include a “Purpose” statement. It does identify “Findings” which are designed to reflect what the state recognizes as a need in serving the needs of young children, however, the addition a statutory statement or preamble that clearly sets forth the goal of the state to ensure the protection of each child’s health, safety and well-being, as well as the promotion of quality child care through licensing is recommended.
- Parent access – The statute should afford parents the unrestricted right to access their child at any time he/she is in the care of the provider. However, this could probably be handled by policy because of the broad powers granted to the director of DEL.
- We would recommend that the statute or policy address the handling of complaints – specifically, there should be a time-frame established.

Again, we commend the State of Washington for the clarity and comprehensiveness of its enabling statute. It compares very favorably with other states with which we are familiar beyond those states analyzed with the State of Washington for comparative purposes.



RECOMMENDATIONS SECTION

RECOMMENDATIONS

Based on the various analyses made by the Project Team, we have a number of recommendations to make for consideration by the Department of Early Learning.

- 1. Increase the number of licensors.** It is difficult to place an exact number of licensors that should be added to the licensor ranks. But, there are some indicators based on the data that has been collected that an additional number of licensors may be required. The data suggests that staff have to concentrate on re-licensing, and monitoring activities at the expense of being able to give timely response to new applicants, processing applications for renewal of license and most importantly, responding in a timely manner to complaints. Obviously, complaint handling, monitoring, and re-licensing activities must be given high priority attention to ensure the safe-guarding of children whose protection may otherwise be potentially compromised. Nevertheless, by requiring new applicants to wait an inordinate amount of time to become licensed may place the applicants in a precarious financial situation as utility, insurance, lease or mortgage payments mount with no revenue to off-set these expenses. Of even greater concern would be if a child care center or family child care home is caring for children without a license in anticipation of receiving a license. We are not sure to what extent this may occur in the state of Washington, but our experience with other states would suggest that this may be occurring more often than not because of a need to generate revenue to of-set expenses in obtaining a facility (payment of a mortgage or lease) or purchasing equipment and supplies. In such situations, these children may be subjected to undetected hazards or their safety might be seriously compromised by the lack of timely investigations. If complaints cannot be handled within a standard of promptness of 72 hours, and an investigation initiated, it can be assumed that additional licensing personnel are required. If new applicants or renewals for licensure cannot be handled within a standard of promptness of 90 days because of heavy workloads, it can be assumed that additional staff are urgently needed. It is further suggested that DEL project possible trend lines for new applicants over the next five years based on demographic patterns, the number of new applicants received in the past five years, and the number of new applicants presently pending. With this information, one should be able to determine the number of additional staff that may be required.
- 2. Implement a monitoring process based on statistically valid, pre-determined criteria.** A possible way in which DEL may be able to more efficiently use current staff resources and increase monitoring activity is to implement an *Abbreviated Compliance Form* for monitoring purposes. Typically, periodic on-site licensing monitoring surveys include every regulation or requirement. An *Abbreviated Compliance Form* is an instrument or tool used during licensing investigations (often complaint investigations) that uses an abbreviated list of the requirements. It is also referred to as an indicator checklist. Some states have determined the requirements to be included on the *abbreviated compliance form* by analyzing common non-compliance issues experienced and documented in the state and by assigned

“weights” to selected requirements for licensure. The criteria used to determine the *abbreviated compliance form* may include such factors as “level of risk” (using a 1-10 rating scale), frequency of occurrence of a particular requirement in cases where adverse action has been taken, or when accidents or incidents have been documented. The determination of those requirements which are predictive indicators of low compliance or a potentially lowering of safe-guarding of children is not easily arrived at. However, once these indicators (selected requirements) are identified, the state is able to reallocate staff resources to problem providers and to more readily target monitoring activities where the potential for non-compliance is higher or more probable. Chapter Eleven of the NARA Curriculum is devoted to an explanation of how one implements this process. NARA and the National Child Care Information and Technical Assistance Center (2006) found in their licensing study that more than half of the states are using abbreviated compliance forms for monitoring facilities.² You may also access a report that has been posted on the internet; this report is published by the U. S. Department of Health and Human Services and was authored by Dr. Richard Fiene (Pennsylvania State University) and Karen Kroh (a past president of NARA and former director of child care licensing for the state of Pennsylvania). The internet address is as follows: <http://aspe.hhs.gov/hsp/ccquality-ind02>.

- 3. Consider a statutory provision that would allow for the issuance of Non-Expiring Licenses to child care providers.** The project team recommends that DEL look at the possibility of moving toward a non-expiring license for child care providers. Based on the data contained in this report, the relicensing process demands more than 10% of the licensors time; this time could be better spent on conducting ongoing monitoring of child care facilities, particularly in light of the fact that the number of family care home providers in the state of Washington is decreasing and the number of child care center providers is increasing. (According to the data provided, Family child care homes have dropped from approximately 8,000 homes in 1996 to a current number of 5,391.) The project team also noted that the data provided by DEL seems to indicate that there has been a problem with DEL licensing staff not being able to respond to applications for renewal of a license in a timely manner. This problem would be eliminated with the enactment of a non-expiring statutory provision. This recommendation coupled with recommendation number two regarding the implementation of an *Abbreviated Compliance Form*, would result in a more efficient use of staff for monitoring by changing the focus to concentrate on low-compliance licensees. NARA and NCCIC (2006) found that there were at least twelve states (Arkansas, California, Colorado, Georgia, Kansas, Maryland, Nebraska, North Carolina, Oklahoma, South Dakota, Texas, and Wisconsin) which have moved to this approach. These states have reported considerable success in their ability to redirect their personnel resources to

² National Association for Regulatory Administration and National Child Care Information and Technical Assistance Center (2006). *The 2005 Child Care Licensing Study Final Report*. Conyers, GA: NARA. This report is available on the Web at: http://nara.affiniscape.com/associations/4734/files/2005%20Licensing%20Study%20Final%20Report_Web.pdf. See pages 17-18 for data on abbreviated compliance forms (indicator checklists). NARA is able to provide technical assistance in the development of an *Abbreviated Compliance* program.

monitoring activities rather than giving undue attention to the paperwork portion of their jobs. A non-expiring license also requires less paperwork on the part of licensees. The NARA Project Team suggests that DEL administration contact administrators in the various states where this has been implemented to obtain additional information regarding the pros and cons of this approach.

4. Seek to have enacted additional statutory provisions. There are several suggestions that were outlined in the comparative analysis of child care statutes. They are summarized below:

- Add a provision that a license be posted for reasonable access and viewing by the public.
- Add a provision that will give clear and unambiguous authority for DEL to conduct unannounced investigations, and that at least one inspection within a two-year period be conducted on an unannounced basis.
- Add language that would prohibit a person or an organization from making re-application for a license for at least two years after having had a license revoked or having a renewal of a license refused.
- Add language which allows specifically for parental/guardian access.
- Add a provision in the statute that establishes a standard of promptness for handling complaints.
- Add language to the statute that requires an on-site inspection of each family child care home once a year.
- Add a preamble to the licensing statute that recognizes the goal of the state ensuring the protection of each child's health, safety, and well-being as well as the promotion of quality child care and early learning experiences through the regulation of child care.

5. Consider adding to the Child Care Center Requirements the following:

- A lead or group teacher requirement similar to that seen in Oklahoma, Oregon and Delaware rules.
- A requirement to obtain references for facility staff similar to that seen in Delaware and Oklahoma rules.
- Increase the requirement for the hours of training similar to those required by Delaware, New York, Oklahoma, and Oregon.

6. Consider adding to the family child care home regulations the following:

- Add a regulation that requires a minimum of 12 hours of training annually as seen in Delaware, Oklahoma, and Pennsylvania rules.
- Add a regulation that requires the installation of carbon monoxide detectors as recommended by the Child Welfare League of America Standards, the National Association of Family Child Care Accreditation Standards, and Oklahoma rules.
- Add a regulation that makes stairways inaccessible to toddlers and young children as seen in Oregon rules, and as recommended by Child Welfare

League of America Standards and the National Association of Family Child Care Accreditation Standards.

- Add a regulation that will increase parent communication in regard to notifying parents daily regarding infant care. See DEL regulation concerned with parent communication.

7. **Initiate a series of small discussions with line staff at the various offices to obtain comments and analyses on this report.** It is suggested that line staff may have insights to share with administrators of DEL regarding the implications of the findings contained within this report. It is recommended that the report in its entirety be shared with staff and that they be asked to study the report and the findings toward the end of discussing what they believe that data may indicate. The idiosyncratic differences between regions and offices within a region cannot be understood from the position of the Project Team members, and may not be fully understood by administrators. It is believed that the licensors will have some unique and valuable insights to share that will have implications for interpretation and ultimate decision-making regarding policy, resource allocation, and future directions. In connection with this recommendation, it is recommended that licensing administrators and supervisors look at NARA's Technical Assistance Bulletin No. 99-01 entitled: *Licensing Workload Assessment*. (A copy of this Technical Assistance Bulletin is included as the last appendix document.) This document may provide further suggestions for data gathering and evaluation to determine more accurately the additional number of staff needed to effectively respond to the need/demands of the Department of Early Learning's licensing program.



THE APPENDICES SECTION

- DATA COLLECTION INSTRUMENT
- DATA COLLECTION INSTRUCTION SHEET
- CODE SHEET
- DIARY OF ACTIVITIES FORM
- NARA TECHNICAL ASSISTANCE BULLETIN No. 99-01.

WA Department of Early Learning -- Child Care Licensing

Time Study Survey Instrument

Tasks	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
1 New Application										
Office based tasks										
1a Telephone calls										
1b letter writing										
1c Report writing										
1d other/misc.										
1e New Application										
site visits										
2 Renewal App.										
office based tasks										
2a Telephone calls										
2c letter writing										
2d Report writing										
2e other/misc.										
2f site visits										
3 On-site Monitoring Invtg										
Office based tasks										
3a Telephone calls										
3b letter writing										
3c Report writing										
3d site visits										
3e other/misc.										
3f										
4 Complaints										
Office based tasks										
4a Telephone calls										
4b letter writing										
4c										

	Tasks Continued	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
4d	Report writing										
4e	other/misc.										
4f	site visits										
5	Enforcement Actions										
5a	Office based tasks										
5b	Telephone calls										
5c	letter writing										
5d	site visits										
5e	other/misc.										
6	Appeal Hearing										
6a	Meeting w/ attny										
6b	Prep for hearing										
6c	Hearing Attendance										
7	Supervisory Conference										
8	Staff Meetings										
9	Staff Training/Conf.										
10	Committee Assignmts										
11	collegial assistance										
11a	on an investigation										
11b	informal sharing of info										
11c	co-writing a report										
11d	other/misc.										
12	Consultation/Tech. Assist										
12a	new applicant										
12b	licensee										
12c	community group										
12d	colleague										
12e	other/misc.										
12f	Provider Training										
13	Community/Prof. Mtgs.										
14	Coffee, Lunch/&										
	Rest Breaks										
15	Time in Travel										

Task Codes

- 1—Initial Applications
 - 1a-Office based tasks
 - 1b-Telephone calls
 - 1c-Letter writing
 - 1d-Report writing
 - 1e-Translation activities
 - 1f-Process waivers
 - 1g-Orientation training
 - 1h-SER
 - 1i-Site visits
 - 1j-Other/misc.
- 2—Relicensing
 - 2a-Office based tasks
 - 2b-Telephone calls
 - 2c-Letter writing
 - 2d-Report writing
 - 2e-Translation activities
 - 2f-Process waivers
 - 2g-Orientation training
 - 2h-SER
 - 2i-Site visits
 - 2j-Other/misc.
- 3—Monitoring
 - 3a-Office based tasks
 - 3b-Telephone calls
 - 3c-Letter writing
 - 3d-Report writing
 - 3e-Translation activities
 - 3f-Process waivers
 - 3g-SER
 - 3h-Site visits
 - 3i-Other/misc.
- 4—Complaints
 - 4a-Office based tasks
 - 4b-Telephone calls
 - 4c-Letter writing
 - 4d-Report writing
 - 4e-Translation activities
 - 4f-Site visits
 - 4g-CPS complaints
 - 4h-Unlicensed referrals
 - 4i-SER
 - 4j-Other/misc.
- 5—Enforcement Actions

- 5a-Office based tasks
- 5b-Telephone calls
- 5c-Letter writing
- 5d-Site visits
- 5e-Process background checks
- 5f-SER
- 5g-Other/misc.
- 6—Appeals
 - 6a-Meeting with attorney
 - 6b-prep for hearing
 - 6c-Hearing Attendance
 - 6e-other/misc.
- 7—Collegial assistance
 - 7a-On an investigation
 - 7b-Informal sharing of info.
 - 7c-Witness site visits
 - 7d-Co-writing a report
 - 7e-Other/Misc.
- 8—Background checks
 - 8a-Review BCCU info.
 - 8b-GUI CAMIS search
 - 8c-Classic CAMIS search
 - 8d-Review CPS findings
 - 8e-prepare conditions letter
 - 8f-Disqualification hearings
- 9--Provider training
- 10—Community/Professional meetings
- 11--Consultation/Technical assistance
- 12—Recruitment activities
 - 12a-Recruitment meetings
 - 12b-Search for unlicensed care
 - 12c-Misc. activities
- 13—Supervisory conference
- 14—Staff meetings
- 15—Staff training/Conferences
- 16—Committee assignments
- 17—Time in travel
- 18—other tasks not listed
- 19—Lunch and other breaks
- 20—Leave taken—annual/sick

NARA Technical Assistance Bulletin No. 99-01

To be mailed