



MASSACHUSETTS

**Department of
Early Education and Care**

EEC Commonwealth Cares for Children (C3)

August 2025 Survey

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Family Child Care Program Survey

Introduction

Your responses to this survey will help us to better understand your program and how the Commonwealth of Massachusetts can continue to support educators, providers, and families moving forward. It is important for us to hear from as many programs as possible so that the survey findings represent the range of experiences and perspectives that exist across Massachusetts. You can save your survey responses at any point using the “save” button at the bottom of each section, so that you can return to complete the survey later. However, you will be unable to submit your next grant application until you complete this survey.

The Department of Early Education and Care (EEC) will use the information gathered from your survey responses to improve our programs and to report to the EEC Board and other key stakeholders on the status of early education and care in the Commonwealth. EEC may share C3 Survey responses with EEC-approved researchers or as required by public disclosure rules. EEC will take measures to protect the confidentiality of any C3 survey response data that is shared outside of EEC.

Section 1: Standard Survey Questions

C3 Expenditure Information

The first section of the survey is about how programs use C3 funds.

This table focuses on how your program has used C3 funds to support operating expenses and investments, such as salaries, benefits, rent, facilities maintenance, and other costs. In this survey we are asking you to report on grant funds used for expenses from **July 1, 2024, through June 30, 2025**.

Please note: In prior surveys, we have asked about expenses in two separate categories (expenditures and investments). Moving forward, we have combined the two to reduce burden and simplify the survey.

Please also note: Include yourself in the answer options referring to "educator/staff".

- 1) We understand that programs use funds to support operational expenses and investments. How much of **your C3 funds** have been used to cover the following expenses from **July 1, 2024, through June 30, 2025**? Reminder: In this survey we are asking you to report on expenses from July 1, 2024, through June 30, 2025, only.

| <u>Expense Category</u> | <u>Amount Spent from July 1, 2024 through June 30, 2025</u> |
|--|---|
| Educator/staff salaries: (Please report any funds spent to cover wages for employees.) | |
| Educator/staff benefits (e.g., health insurance, paid time off, etc.) | |
| One-time payments for existing educators (e.g. stipends, bonuses, hazard pay) | |
| Incentives to attract or hire new staff (e.g., sign-on bonuses, retention bonuses) | |
| Mental health supports for staff (including yourself if an FCC educator) | |
| Training and professional development opportunities for yourself or your assistant | |
| Mental health or behavioral supports for children | |
| Curricula or assessment resources | |
| Other new supplies or materials | |
| Facilities maintenance and improvements (ongoing costs for facilities maintenance, not including long-term capital/facilities investments) | |
| Long term capital/facilities investments (e.g. large one-time costs such as a new roof, a new heating system, etc.) | |
| Rent or Mortgage Payments | |
| Utilities (e.g., electricity, gas, etc.) | |

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| Insurance (e.g., general liability insurance, home insurance, etc.) | |
| Paying off debt | |
| Other expenses | |

- 2) You indicated above that you spent funds on “other expenses.” Please provide more information below on how you spent these funds.

- 3) You reported that your program used C3 funds for educator and staff salaries between July 1, 2024 and June 30, 2025. Were any of those funds used to raise wages for yourself and/or an assistant?

- 4) You reported that your program used C3 funds for educator and staff benefits between July 1, 2024 and June 30, 2025. Were any of those funds used to improve or expand benefits for yourself and/or an assistant?

Section 2: C3 Payment Practices

- 3) In your C3 application, you indicated a preference to receive C3 payments by checks sent in the mail. What is the primary reason you prefer to receive C3 payments by check?
- i) I did not know my program could receive C3 payments by electronic deposit
 - ii) I do not know how to set up an electronic deposit to receive C3 payments
 - iii) I am worried about sharing information about my program's bank account
 - iv) Receiving payments by check is more convenient for my program
 - v) Other, please specify:
- 4) If there are delays in cashing or depositing the checks you receive related to C3 payments, what are the primary reasons for the delay?
- i) Insufficient time or staff resources to make regular bank deposits
 - ii) Limited access to a bank that is close to my program
 - iii) Limited access to a bank during their business hours
 - iv) Preference for collecting several checks before making a single deposit
 - v) Misplaced or lost checks
 - vi) None of the above - I do not typically delay cashing or depositing checks related to C3 payments
 - vii) Other, please specify:
- 5) Does your organization/program have written policies and procedures that document the following?
- i) Parent tuition collection policies and procedures
 - ii) Process for reviewing transactions on your organization's bank statement (bank reconciliation)
 - iii) Process for tracking staff time worked and attendance
 - iv) Process for managing payroll
 - v) Process for paying expenses (e.g., accounts payable)
 - vi) Process for receiving funds/revenue (e.g., accounts receivable)
 - vii) Manual that details rules, procedures, and guidelines for employees (e.g., personnel/Human Resources policies)
 - viii) Process for managing cash coming in and going out (cash management)
 - ix) Process for tracking child enrollment
 - x) Process for tracking child attendance
 - xi) Process for updating and maintaining educator and staff schedules
 - xii) Process for updating and maintaining staff record check lists
 - xiii) Process for tracking scholarships and tuition discounts
 - xiv) My organization/program does not have any written policies and procedures
 - xv) I don't know
 - xvi) Other, please specify:
- 6) Does your organization/program have a financial system or computer software (e.g., Quickbooks) to track funding received by EEC and/or another funding source (e.g., parent tuition)?
- i) Yes
 - ii) No
 - iii) I don't know

- 7) Please indicate the financial system or computer software you use to track funding received by EEC and/or another funding source (e.g., parent tuition).
- i) Blackbaud Financial Edge
 - ii) BrightWheel
 - iii) Netsuite
 - iv) Office 365
 - v) Oracle
 - vi) Procare Solutions
 - vii) Quickbooks
 - viii) Raisers Edge
 - ix) Sage
 - x) Salesforce
 - xi) I don't know
 - xii) Other, please specify:
- 8) Has your organization/program participated in an EEC Fiscal Monitoring Review? This includes Fiscal Monitoring Reviews related to C3, Child Care Financial Assistance (CCFA) or other EEC Grants. Fiscal monitoring refers to the process EEC follows to assess if grant award recipients are using and documenting their use of grant funds correctly.
- i) Yes
 - ii) No
 - iii) I don't know
- 9) Please indicate the type of Fiscal Monitoring review in which your organization has participated.
- i) C3 Fiscal Monitoring Review
 - ii) C3 Administrative Review
 - iii) Child Care Financial Assistance (CCFA) Fiscal Monitoring Review
 - iv) Other EEC Grant Fiscal Monitoring Review
 - v) I'm not sure
- 10) Please indicate the type of training and technical assistance that could help your organization/program manage C3 grant funds.
- i) C3 grant eligibility (understanding the requirements to be able to receive C3 funds)
 - ii) C3 grant fund use (understanding what C3 funds can be spent on)
 - iii) Selecting and maintaining a financial system (e.g., Quickbooks, Procare, Oracle)
 - iv) Documenting policies and procedures to support managing the C3 grant funds effectively
 - v) Preparing for a C3 grant fiscal and administrative monitoring review
 - vi) How to resolve C3 grant fiscal and/or administrative review findings
 - vii) My organization/program does not need training or technical assistance with managing C3 grant funds
 - viii) None of the above
 - ix) Other, please specify:

Center-Based Child Care Program Survey

Introduction

Your responses to this survey will help us to better understand your program and how the Commonwealth of Massachusetts can continue to support educators, providers, and families moving forward. It is important for us to hear from as many programs as possible so that the survey findings represent the range of experiences and perspectives that exist across Massachusetts. You can save your survey responses at any point using the “save” button at the bottom of each section, so that you can return to complete the survey later. However, you will be unable to submit your next grant application until you complete this survey.

The Department of Early Education and Care (EEC) will use the information gathered from your survey responses to improve our programs and to report to the EEC Board and other key stakeholders on the status of early education and care in the Commonwealth. EEC may share C3 Survey responses with EEC-approved researchers or as required by public disclosure rules. EEC will take measures to protect the confidentiality of any C3 survey response data that is shared outside of EEC.

Section 1: Standard Survey Questions

C3 Expenditure Information

The first section of the survey is about how programs use C3 funds.

This table focuses on how your program has used C3 funds to support operating expenses and investments, such as salaries, benefits, rent, facilities maintenance, and other costs. In this survey we are asking you to report on grant funds used for expenses from **July 1, 2024, through June 30, 2025**.

Please note: In prior surveys, we have asked about expenses in two separate categories (expenditures and investments). Moving forward, we have combined the two to reduce burden and simplify the survey.

- 1) We understand that programs use funds to support operational expenses and investments. How much of **your C3 funds** have been used to cover the following expenses from **July 1, 2024, through June 30, 2025**? Reminder: In this survey we are asking you to report on expenses from July 1, 2024, through June 30, 2025, only.

| <u>Expense Category</u> | <u>Amount Spent from July 1, 2024 through June 30, 2025</u> |
|--|---|
| Educator/staff salaries: (Please report any funds spent to cover wages for employees.) | |
| Educator/staff benefits (e.g., health insurance, paid time off, etc.) | |
| One-time payments for existing educators (e.g. stipends, bonuses, hazard pay) | |
| Incentives to attract or hire new staff (e.g., sign-on bonuses, retention bonuses) | |
| Mental health supports for staff | |
| Access to training / professional development for educators, including paid planning time | |
| Mental health or behavioral supports for children | |
| Curricula or assessment resources | |
| Other new supplies or materials | |
| Facilities maintenance and improvements (ongoing costs for facilities maintenance, not including long-term capital/facilities investments) | |
| Long term capital/facilities investments (e.g. large one-time costs such as a new roof, a new heating system, etc.) | |
| Rent or Mortgage Payments | |
| Utilities (e.g., electricity, gas, etc.) | |
| Insurance | |

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| (e.g., general liability insurance, home insurance, etc.) | |
| Paying off debt | |
| Other expenses | |

- 2) You indicated above that you spent funds on “other expenses.” Please provide more information below on how you spent these funds.
- 3) You reported that your program used C3 funds for educator and staff salaries between July 1, 2024 and June 30, 2025. Were any of those funds used to raise the wages of educators and/or staff?
- x) Yes
 - xi) No
 - xii) I don't know
- 4) You reported that your program used C3 funds for educator and staff benefits between July 1, 2024 and June 30, 2025. Were any of those funds used to improve or expand the benefits offered to educators and/or staff?
- i) Yes
 - ii) No
 - iii) I don't know

Section 2: C3 Payment Practices

- 5) In your C3 application, you indicated a preference to receive C3 payments by checks sent in the mail. What is the primary reason you prefer to receive C3 payments by check?
- Our program's policies and/or internal processes require us to receive C3 payments by check
 - I did not know my program could receive C3 payments by electronic deposit
 - I do not know how to set up an electronic deposit to receive C3 payments
 - I am worried about sharing information about my program's bank account
 - Receiving payments by check is more convenient for my program
 - Other, please specify:
- 6) If there are delays in cashing or depositing the checks you receive related to C3 payments, what are the primary reasons for the delay?
- Insufficient time or staff resources to make regular bank deposits
 - Limited access to a bank that is close to my program
 - Limited access to a bank during their business hours
 - Preference for collecting several checks before making a single deposit
 - Misplaced or lost checks
 - None of the above - I do not typically delay cashing or depositing checks related to C3 payments
 - Other, please specify:
- 7) Does your organization/program have written policies and procedures that document the following?
- Parent tuition collection policies and procedures
 - Process for reviewing transactions on your organization's bank statement (bank reconciliation)
 - Process for tracking staff time worked and attendance
 - Process for managing payroll
 - Process for paying expenses (e.g., accounts payable)
 - Process for receiving funds/revenue (e.g., accounts receivable)
 - Manual that details rules, procedures, and guidelines for employees (e.g., personnel/Human Resources policies)
 - Process for managing cash coming in and going out (cash management)
 - Process for tracking child enrollment
 - Process for tracking child attendance
 - Process for updating and maintaining educator and staff schedules
 - Process for updating and maintaining staff record check lists
 - Process for tracking scholarships and tuition discounts
 - My organization/program does not have any written policies and procedures
 - I don't know
 - Other, please specify:
- 8) Does your organization/program have a financial system or computer software (e.g., Quickbooks) to track funding received by EEC and/or another funding source (e.g., parent tuition)?
- Yes
 - No
 - I don't know

- 9) Please indicate the financial system or computer software you use to track funding received by EEC and/or another funding source (e.g., parent tuition).
- ☐ Blackbaud Financial Edge
 - ☐ BrightWheel
 - ☐ Netsuite
 - ☐ Office 365
 - ☐ Oracle
 - ☐ Procare Solutions
 - ☐ Quickbooks
 - ☐ Raisers Edge
 - ☐ Sage
 - ☐ Salesforce
 - ☐ I don't know
 - ☐ Other, please specify:
- 10) Has your organization/program participated in an EEC Fiscal Monitoring Review? This includes Fiscal Monitoring Reviews related to C3, Child Care Financial Assistance (CCFA) or other EEC Grants. Fiscal monitoring refers to the process EEC follows to assess if grant award recipients are using and documenting their use of grant funds correctly.
- ☐ Yes
 - ☐ No
 - ☐ I don't know
- 11) Please indicate the type of Fiscal Monitoring review in which your organization has participated.
- ☐ C3 Fiscal Monitoring Review
 - ☐ C3 Administrative Review
 - ☐ Child Care Financial Assistance (CCFA) Fiscal Monitoring Review
 - ☐ Other EEC Grant Fiscal Monitoring Review
 - ☐ I'm not sure
- 12) Please indicate the type of training and technical assistance that could help your organization/program manage C3 grant funds.
- ☐ C3 grant eligibility (understanding the requirements to be able to receive C3 funds)
 - ☐ C3 grant fund use (understanding what C3 funds can be spent on)
 - ☐ Selecting and maintaining a financial system (e.g., Quickbooks, Procare, Oracle)
 - ☐ Documenting policies and procedures to support managing the C3 grant funds effectively
 - ☐ Preparing for a C3 grant fiscal and administrative monitoring review
 - ☐ How to resolve C3 grant fiscal and/or administrative review findings
 - ☐ My organization/program does not need training or technical assistance with managing C3 grant funds
 - ☐ None of the above
 - ☐ Other, please specify: