

ELEMENT 1	GOVERNANCE
Service Outcome 1	Stakeholders recognize the agency as a community leader in child care. Agency offers outstanding services and programs that meet the needs of consumers.
Alternate 1	<i>If the organization is not a designated IRS 501(c)(3) agency, governing body must meet the intent of all Governance criteria.</i>
Criterion 1.A	Board of Directors has policies, procedures and practices that identify its structure, functions and responsibilities.
1.A.1	Board ensures that the organization's legal status is clear and defined. Each Board member is aware of his or her legal responsibilities.
1.A.2	Board has bylaws that outline the board's rules of operation. Bylaws are reviewed and revised as needed. Board has written responsibilities for board positions and standing committees. Board has separate standing committees for finance and audit or a letter from the agency's auditor stating that there is sufficient oversight with the agency's structure of one committee for finance and audit.
1.A.3	Board adopts policies regarding agency compliance with legal, financial and human resources best practices. These policies outline adherence to federal, state and local laws and regulations. Personnel policies are consistent and fair to all employees. Board ensures all policies are followed by agency management.
1.A.4	Board meets regularly to ensure oversight and governance of the agency, approve the annual budget and review financial statements. Board recruits, hires and reviews performance of the Executive Director.
1.A.5	Board ensures an independent audit is conducted annually and agency actions are free of material weaknesses. The Audit Committee selects the independent auditor. Board re-bids the auditor contract a minimum of every five years.
1.A.6	Board develops and implements a multi-year fund development plan that incorporates funding diversification.
1.A.7	Board offers comprehensive new member orientation. The orientation includes the distinction between the Board's role in governance and the staff's role in operations. Board provides ongoing board development to share changes that might affect board decisions and activities.
1.A.8	Each member of the Board signs and follows the Board-approved conflict of interest and confidentiality policies.
Criterion 1.B	Board of Directors represents the diversity of the service delivery area and includes a broad range of stakeholder groups.
1.B.1	Board has a recruitment plan and documents how the needs of the diverse population are considered and met by the Board.
1.B.2	Directors represent the diversity of geography, languages, races and ethnicity in the service delivery area. Directors represent professions and stakeholders needed to provide experienced oversight of the agency.
Criterion 1.C	Board of Directors ensures adequate strategic planning and service delivery by the CCR&R.
1.C.1	Board develops a multi-year strategic plan with measurable objectives.

1.C.2	Board considers needs of consumer groups, the economic impact of child care on the community, and the availability of complementary services by partner agencies when developing the strategic plan.
1.C.3	Board ensures services to consumers are consistent with the agency's mission and the Board-approved strategic plan. Board assesses the agency's progress on implementing the strategic plan.
ELEMENT 2	MANAGEMENT
Service Outcome 2	Agency successfully executes the organization's mission and strategic plan.
Criterion 2.A	Management recruits and employs a sufficient number of qualified individuals to meet the agency's mission and strategic plan.
2.A.1	Agency has written job descriptions and salary ranges for all positions.
2.A.2	Staff have education, experience, knowledge, skills and abilities that qualify them for their positions. Professionals have a minimum of bachelor's degrees in fields appropriate to their positions. Administrative staff have education, certification, and/or training relevant to their positions.
2.A.3	Staff who train and/or provide technical assistance for providers have at least three years experience in child care. Staff serving parents have experience with all types of child care.
2.A.4	Staff represent the diversity of geography, languages, races and ethnicity in the service delivery area. If diversity requirements are not met, management has a plan to diversify the staff.
2.A.5	Staff sign and follow the Board-approved conflict of interest and confidentiality policies.
Criterion 2.B	Management implements a staff professional development policy requiring that each employee has an annual professional development plan.
2.B.1	Management follows policies and uses written procedures and materials for new staff member orientation and ongoing professional development. New employee orientation is comprehensive and includes information about all levels of CCR&R. Employees new to a position receive appropriate training and competence assessment prior to delivering services.
2.B.2	Staff complete annual training or education related to changes in their fields and to enhance their delivery of outstanding consumer services. Management offers in-service training on developments in child care and child development.
2.B.3	Staff participate in community, regional, state or national professional development, including NACCRRA-sponsored conferences and training.
Criterion 2.C	Management allocates adequate resources to recruit and retain qualified staff.
2.C.1	Management pays competitive salaries and benefits that include professional development.
2.C.2	Individuals with appropriate supervisory knowledge, skills, and experience supervise employees.

2.C.3	Management and supervisors conduct regular staff meetings to discuss consistency of quality service delivery. Management offers employees the opportunity to recommend improvements to service delivery and agency operations.
2.C.4	Supervisors conduct annual formal performance assessments with each employee. Supervisors periodically assess each employees' delivery of direct services to consumers. Employees regularly conduct self-assessments of their service delivery.
Criterion 2.D	Management ensures sound financial management.
2.D.1	Staff and/or contractors use a written accounting manual that includes all policies adopted by the Board of Directors and management procedures. Manual includes a written chart of accounts and appropriate cost allocation methodologies.
2.D.2	Management analyzes monthly financial statements for overall agency budget and individual programs and projects. Agency shares program and project information monthly with program managers.
Criterion 2.E	Management ensures sound program management so consumers receive consistent, quality services.
2.E.1	Staff follow written policies and procedures for delivering consistent, quality services. These include fees, confidentiality, complaints about CCR&R services and the release of individual records. Staff effectively communicate these policies to consumers.
2.E.2	Staff inform parents about policies and procedures for complaints about providers and a referral disclaimer. The procedures include delivering services in the languages spoken by consumers.
ELEMENT 3 INFORMATION AND ASSESSMENT	
Service Outcome 3	Consumers receive information about child care quality and services. Consumers use information to access or offer services and engage others in promoting the importance of quality child care.
Criterion 3.A	Agency maintains databases with accurate and complete information that meet the needs of consumers.
3.A.1	Staff follow written policies and procedures for database design, accuracy and maintenance and for sharing information from the databases.
3.A.2	Staff collect standardized data fields for each consumer group. This includes the data fields NACCRRA requires to compile national data on each consumer group.
3.A.3	Staff update, at least annually, database records for providers and community resources.
Criterion 3.B	Agency assesses the needs of each consumer group and develops plans to meet identified needs.
3.B.1	Agency uses demographic and geographic data and state and federal statistics to assess the needs of each targeted consumer group. Staff identify underserved populations to target for services.
3.B.2	Agency develops and implements an annual service delivery plan for each consumer group. Each plan is based on the needs assessment for the group and has measurable outcomes.
Criterion 3.C	Agency conducts objective evaluations of services to improve programs.

3.C.1	Agency develops and implements an evaluation plan. The plan includes all programs and services, measurable outcomes, and specific indicators of success in meeting outcomes. Staff follow written procedures and use appropriate tools to objectively measure outcomes and document service delivery.
3.C.2	Agency uses evaluation results to assess progress on outcomes. Consumer group assessments particularly focus on knowledge gained, actions resulting from knowledge and satisfaction with services.
3.C.3	Agency requests feedback from all individuals served during a one-year period. Where numbers served are large, staff survey a statistically valid sample of each consumer group. Agency strives to achieve a 20 percent response from each consumer group annually.
3.C.4	Management uses consumer feedback to evaluate progress on strategic plan. Supervisors use feedback to evaluate effectiveness of services and adjust training for employees. Staff use consumer feedback to improve future services.
Criterion 3.D	Agency informs stakeholders about CCR&R services and quality child care.
3.D.1	Agency produces annual quantitative and qualitative reports of services to consumer groups.
3.D.2	Agency produces reports on child care supply and demand, including a gap analysis; quality of child care; market rates for child care; economic impact of child care; and child care provider professional development.
3.D.3	Agency distributes data reports to educate stakeholders and policymakers about child care and CCR&R services.
3.D.4	Agency provides NACCRRA with standardized data to enhance national data reports about child care across the United States of America.
ELEMENT 4	PUBLIC AWARENESS
Service Outcome 4	Public is informed about the availability of CCR&R services and how to access them.
Criterion 4.A	Agency uses multiple strategies to market CCR&R services.
4.A.1	Agency develops an outcomes-based marketing plan. The plan includes a variety of activities to reach all consumer groups. Agency reviews the plan annually and revises it as needed.
4.A.2	Agency establishes clear and consistent branding guidelines and produces branded resources. Agency written materials identify it as a member of the State Network and of NACCRRA, including NACCRRA Quality Assured, if appropriate.
4.A.3	Agency ensures all written materials for consumers are audience specific, with appropriate branding, messaging and communication strategy.
4.A.4	Agency markets services in locations where consumers gather and access information about child care. This includes online communications tools.
4.A.5	Agency maintains a comprehensive website that describes services available to each consumer group. Website includes educational resources and public policy information for all consumer groups.
ELEMENT 5	PUBLIC ENGAGEMENT

Service	Public is engaged in influencing the development of policies to support child care quality initiatives and funding for child care and CCR&R at the local, state and national levels.
Outcome 5	Public is engaged in influencing the development of policies to support child care quality initiatives and funding for child care and CCR&R at the local, state and national levels.
Criterion 5.A	Agency uses multiple strategies to communicate with the public about child care issues.
5.A.1	Agency develops an outcomes-based communications plan for public policy. Management annually reviews and revises the plan as gains are made in prior year public policy efforts, new data becomes available that changes a message and new stakeholders are recruited.
5.A.2	Agency has training and understands the appropriate use of agency resources for advocacy and lobbying. This includes knowledge of applicable federal and state laws and regulations on lobbying. If the agency's legal status is nonprofit, the agency tracks and reports agency lobbying efforts as required.
5.A.3	Agency uses a variety of communications methods to share the child care message with the public, consumers and policymakers. The plan includes components for parent and provider engagement in public policy.
5.A.4	Agency engages the news media to communicate to the public about child care.
5.A.5	Agency develops partnerships with other organizations and individuals to develop collaborations that work together to improve policies to support families.
Criterion 5.B	Stakeholders educate policymakers about improvements needed to ensure all children have access to quality child care.
5.B.1	Agency uses input from stakeholders to develop a data-driven public policy agenda. The agenda may be a collaborative effort with CCR&Rs, the State Network, and other early education advocacy organizations.
5.B.2	Agency distributes local, state and national public policy agendas and reports to policymakers. Agency engages individuals who influence policymakers and the news media to support the public policy agenda.
5.B.3	Agency shares information comparing community data on child care to regional, state and national statistics.
5.B.4	Agency identifies parents who will share their stories with policymakers, news media and others to educate them about child care issues and ask for change. Agency educates consumers and provides opportunities for them to communicate with policymakers, news media and others.
5.B.5	Agency implements strategies to keep stakeholders and consumers engaged in child care public policy activities.
5.B.6	Management encourages staff to personally take action supporting initiatives to improve child care.
5.B.7	Agency is a member of NACCRRA. Agency regularly shares the results of local public policy efforts with NACCRRA and national efforts with local constituents.
ELEMENT 6 PARENT SERVICES	
Service	Parents have access to quality consumer education, referrals and parenting education.
Outcome 6	Parents have access to quality consumer education, referrals and parenting education.
Criterion 6.A	CCR&R provides comprehensive consumer education and referrals so parents can make informed child care choices.

6.A.1	CCR&R focuses the annual needs assessment for parents on referrals, education about child care and parenting workshops. The assessment includes preferences for accessing parent services.
6.A.2	CCR&R serves parents online, by telephone and face-to-face. Services meet the needs of the diverse population. Staff make services available at times and locations convenient to parents. This includes offering comprehensive consumer education online with real-time referrals.
6.A.3	Staff use outstanding customer service skills, including sensitivity to the parent's culture. Staff respect each parent's choice by giving referrals that meet the family's preferences and each child's individual needs. Staff explore with parent solutions to meet their child care needs.
6.A.4	CCR&R provides referrals that offer a maximum of child care options within the constraints of the parent's stated needs and preferences. Information about each provider includes fees, days and hours of service, environment and quality. Staff provide each parent with a minimum of three and a maximum of 15 referrals, if available.
6.A.5	CCR&R provides consumer education verbally and/or in writing, depending on the parent's preferences. Staff tailor information to meet the needs of the family, ensuring cultural sensitivity, language of parent and readability.
6.A.6	CCR&R informs parents about the types of child care and quality indicators. Staff inform parents about the steps to choosing child care and how to use CCR&R referrals and consumer education. Staff refer parents to additional community resources when appropriate.
6.A.7	CCR&R informs parents about licensing requirements. This includes regulations pertinent to age of child and types of care parent prefers. Staff give parents contact information for the child care licensing office and explain the importance of checking selected provider's licensing records.
6.A.8	CCR&R tells parents about the range of child care costs. Staff shared costs related to geographic area, age of child, and child care option sought by the parent. Staff include information about available financial assistance and tax credits.
Criterion 6.B	CCR&R ensures parents have access to education on child development, choosing quality child care and parenting.
6.B.1	CCR&R, in partnership with other organizations, ensures parenting education is available to parents. CCR&R ensures parenting education is offered in the languages parents speak and at times and in locations convenient to them.
6.B.2	CCR&R provides a periodic newsletter to each parent served. The parent newsletter includes information and resources on child development, health and safety, parenting, quality child care and CCR&R services.
ELEMENT 7 PROVIDER SERVICES	
Service Outcome 7	Providers have access to quality training and technical assistance to ensure parents have access to quality child care.
Criterion 7.A	CCR&R offers training and technical assistance that meet the needs of the child care workforce.

7.A.1	CCR&R includes training, general technical assistance and on-site technical assistance in the annual provider needs assessment. Staff seek information on provider needs from providers, licensing representatives and partner agencies that train or educate providers.
7.A.2	CCR&R serves potential, new and continuing providers online, by telephone and face-to-face. Services meet the needs of the diverse provider population and are available at times and locations convenient to providers. This includes offering on-site technical assistance programs for targeted groups of providers.
7.A.3	CCR&R serves center-based staff, family child care providers, school-age care providers and relative caregivers. CCR&R offer services to help unregulated providers become regulated. Services are available in the languages spoken by the child care workforce. CCR&R coordinates with other organizations that educate or train providers to avoid duplication and extend resources.
7.A.4	CCR&R offers training and technical assistance in a variety of formats in order to meet the needs of the diverse workforce. CCR&R effectively communicates to the child care workforce about training and technical assistance opportunities.
7.A.5	CCR&R offers providers the opportunity to request and register for services online. Staff ensure providers have access to an online network to share information.
7.A.6	CCR&R provides a periodic newsletter to each provider. The provider newsletter includes information and resources on child development, health and safety, training and technical assistance opportunities, quality child care and CCR&R services.
Criterion 7.B	CCR&R delivers services to help providers offer quality child care and attain higher skill levels.
7.B.1	CCR&R uses research-based training curricula that is appropriate to the child care setting and educational levels of providers. Training delivery meets adult learning principles and practices. CCR&R offers providers the opportunity to earn certificates, continuing education units and college credits.
7.B.2	CCR&R offers technical assistance to providers after training to help them put knowledge gained into practice. This includes on-site technical assistance when possible.
7.B.3	CCR&R services help providers improve or enhance the quality of child care. Services also help providers grow in their profession. Training and technical assistance are linked to external criteria such as licensing, accreditation, quality rating systems and local, state or national credentialing.
7.B.4	CCR&R offers structured, intentional on-site technical assistance to help providers implement knowledge about quality in their caregiving situation. The on-site technical assistance project includes assessment, support, monitoring and evaluation. Staff follow a transparent process to select and serve providers. A written agreement clarifies roles, responsibilities and program goals.
7.B.5	CCR&R assesses each provider participating in the on-site technical assistance project. Staff assess the provider's competence to offer quality child care. The assessment establishes a baseline, identifying strengths and areas for improvement. CCR&R and provider together develop a written quality improvement plan. CCR&R helps provider address topics to meet goals in plan and provide feedback on progress.

7.B.6	CCR&R ensures staff caseload for on-site technical assistance does not exceed 25 family child care homes and/or relative caregivers, 15 child care centers and/or school-age programs or an appropriate combination of both.
ELEMENT 8	EMPLOYER AND COMMUNITY SERVICES
Service Outcome 8	Employers and community leaders are informed about the availability of and access to CCR&R services.
Criterion 8.A	CCR&R offers services that meet the needs of employers and their employees.
8.A.1	CCR&R identifies employers with high concentrations of employees needing child care. All types of employers are considered. Staff survey targeted employers and their employees to determine specific needs and interest in CCR&R services.
8.A.2	CCR&R surveys the child care needs of employees for targeted employers. CCR&R provides options for employers to help support employees' child care needs. Staff participate in employee events at work sites to market services to employees.
8.A.3	CCR&R shares the benefits to and scope of CCR&R services for employers and their employees. Staff offer a menu of services to targeted employers. Services may be free and/or fee-for-service. Staff develop a written agreement with employers when services are delivered for a fee. Services include low-cost and free resources to support employees needing child care.
Criterion 8.B	CCR&R offers services that meet the needs of communities and community leaders.
8.B.1	Staff conduct a CCR&R-specific needs assessment in at least three communities. Staff consider demographic and geographic information in selecting the communities to assess. Staff surveys leaders in each community to assess interest in CCR&R services. Staff identify community agencies, organizations and leaders who focus on families and children and/or child care.
8.B.2	CCR&R shares written information about consumer services with community organizations, agencies and leaders. Information includes results of child care supply and demand assessment and market rates for the targeted community.
8.B.3	Staff initiate, develop and continue relationships with leaders, organizations, committees and/or task forces in targeted communities to ensure that the needs of families and child care providers are considered when planning community services.
8.B.4	CCR&R participates in community events to ensure that families, providers and the public are aware of CCR&R services and the importance of accessible, affordable, quality child care. Staff make presentations to community organizations, agencies and leaders about CCR&R services and engage them in promoting child care issues.
8.B.5	CCR&R works with community organizations, agencies and leaders working toward economic development to ensure needed child care spaces are available to potential, new or expanding employers in the community.