



CCR&R Core Competencies

Best Practices Criteria

Developed by the National Association of Child Care Resource & Referral Agencies

Element 1: Governance and Administration

Service Outcome 1.A

The CCR&R is viable, well-supported by stakeholders, has policies that ensure outstanding customer service, offers services and programs that meet the needs of its consumers, and is recognized as a community leader in child care and early education.

Rationale 1.A

The governance and administration of the CCR&R ensures agency viability, growth, reputation, and service delivery so that parents, providers, businesses and communities have access to CCR&R services.

Criterion 1.A.1

CCR&R or its host organization has policies and procedures for the Board of Directors that identifies its structure, functions, and responsibilities.

Note: If the host organization of a CCR&R is not a designated IRS 501(c)(3) agency, see the alternative for Indicators 1.A.1.a through 1.A.1.i at the end of Criterion 1.A.1.

Indicators

1.A.1.a

Board of Directors has legal status and written bylaws which are reviewed and revised as needed.

1.A.1.b

Board of Directors has clearly written job responsibilities for all positions on the Board.

1.A.1.c

Board of Directors meets to ensure appropriate oversight and governance of the agency.

1.A.1.d

To ensure adequate oversight of the agency's legal responsibilities, Board of Directors has standing committees with written responsibilities for each standing committee that are reviewed and updated annually, a chairperson for each committee, and an adequate number of well-qualified members on each committee who meet regularly.

1.A.1.e

Board of Directors has policies and procedures designed to ensure Federal, state and local laws and regulations, including the Sarbanes-Oxley Act, are followed by the agency.

1.A.1.f

Board of Directors has a conflict of interest policy that is completed, signed annually, and followed by all Board members.

1.A.1.g

To ensure adequate oversight of the agency's financial responsibilities, Board of Directors has separate standing committees for fund development, finance, and audit.

1.A.1.h

Board of Directors adopts policies and procedures requiring the Board of Directors to approve the agency's annual budget and review financial statements on a regular basis, but no less frequently than twice each year.

1.A.1.i

Board of Directors ensures financial policies and procedures comply with Generally Accepted Accounting Principles.

1.A.1.j

Board of Directors ensures an independent audit that meets general audit standards of the Sarbanes-Oxley Act is conducted annually and agency actions are free of material weaknesses.

1.A.1.k

Board of Directors recruits, hires, at least annually reviews performance, and supports the Executive Director.

1.A.1.l

Board of Directors adopts policies for CCR&R staff members that guide all personnel activities including hiring, salaries, benefits, discipline actions, confidentiality, and diversity. These policies include a schedule for review and revision as needed.

1.A.1.m

Board of Directors has policies and procedures in place regarding CCR&R service delivery, including strategic planning, which are reviewed annually and revised as needed. CCR&R policies include, at a minimum, a referral disclaimer, handling CCR&R and child care provider service complaints, diversity, confidentiality, fee(s) charged for CCR&R services, fundraising, materials review and revision, marketing, communications, document destruction and whistleblowers. These policies include a schedule for review and revision as needed.

1.A.1.n

Board of Directors provides a comprehensive orientation for new members and ongoing professional development for all members. The orientation includes roles and responsibilities of Board members and staff members, the child care needs of CCR&R consumers, and services offered by the CCR&R.

Alternative 1.A.1.a – 1.A.1.n

If the host organization of a CCR&R is not a designated IRS 501(c)(3) agency, governing body must meet the intent of all Governance criteria and solicit and use broad consumer input when making decisions regarding CCR&R services.

Criterion 1.A.2

Board of Directors represents the diversity of the service delivery area and includes a broad range of stakeholder groups.

Note: If the host organization of a CCR&R is not a designated IRS 501(c)(3) agency, see the alternative for Indicators 1.A.2.a through 1.A.2.d at the end of Criterion 1.A.2.

Indicators

1.A.2.a

Board of Directors has members who are representative of CCR&R consumers, including parents of children in child care, child care providers, businesses, communities, and other stakeholders.

If Board of Directors does not meet include all consumer groups, the Board has a written description of recruitment plans and activities and documents how the needs of the diverse population of consumers are considered and met by the Board.

1.A.2.b

Board of Directors has members who are representative of the cultural, linguistic, racial, and ethnic populations in the service delivery area.

If Board of Directors does not meet diversity requirements, the Board has a written description of recruitment plans and activities and documents how the needs of the diverse population are considered and met by the Board.

1.A.2.c

Board of Directors obtains parent, child care provider, and business and

community input on CCR&R policies and procedures.

Alternative 1.A.2.a – 1.A.2.c

If the host organization of a CCR&R is not a designated IRS 501(c)(3) agency, governing body must meet the intent of all Board composition criteria and solicit and use broad consumer input when making decisions regarding CCR&R services.

Criterion 1.A.3

Board of Directors ensures adequate strategic planning and service delivery by the CCR&R.

Indicators

1.A.3.a

Board of Directors develops, approves, and regularly reviews and revises a strategic plan for the agency.

1.A.3.b

When developing the strategic plan, Board of Directors considers available data from a variety of resources such as market rates for fees charged by providers for child care, the economic impact of child care on the community, the availability of complementary services by partner agencies, and the state of the local economy.

1.A.3.c

Board of Directors ensures CCR&R engages in outcomes-based planning, implementation, and evaluation and that CCR&R services are consistent with the mission and goals of the agency.

Service Outcome 1.B

CCR&R employs qualified staff to ensure successful agency operations, contribute to the organization's mission and goals, and provide services to consumers.

Rationale 1.B

The quality, capacity, and performance of staff are critical to effectively meeting the mission and goals of the CCR&R.

Criterion 1.B.1

CCR&R employs adequate number of qualified staff.

Indicators

1.B.1.a

CCR&R ensures that staffing is sufficient to meet the mission and goals of the agency and all NACCRRRA CCR&R Best Practices Criteria.

1.B.1.b

CCR&R ensures all staff members have knowledge, skills, and abilities that match written job descriptions and requirements.

1.B.1.c

CCR&R hires professional staff members with bachelor's degrees appropriate to their positions, and administrative staff members with appropriate education, experience and training.

Refer to Indicators 7.A.6.a and 8.A.6.a in Provider Services Best Practices.

1.B.1.d

CCR&R employs staff with experience appropriate for their positions.

1.B.1.e

CCR&R ensures staff members are representative of cultural, linguistic, racial, and ethnic populations in the

service delivery area. If CCR&R employed staff members do not meet diversity requirements, CCR&R documents how the needs of the diverse population of consumers are served.

1.B.1.f

CCR&R ensures all staff members follow the Board-approved conflict of interest policy.

Criterion 1.B.2

CCR&R implements a staff professional development policy and annual plan.

Indicators

1.B.2.a

CCR&R ensures each staff member develops with their supervisor an annual professional development plan that is relevant, responsive to staff needs, and appropriate for adult learning styles.

1.B.2.b

CCR&R allocates program funds for staff professional development that reflect the professional development plans of employees.

1.B.2.c

CCR&R ensures staff members have on-going, in-service training appropriate to their positions to keep them informed of developments in licensing and regulations, child development, child

care best practices, CCR&R Best Practices, cultural competence, community resources, financial assistance, software training which includes data collection, compilation and reporting, adult education, community outreach, marketing, and customer service skills.

1.B.2.d

CCR&R provides opportunities for all staff members to participate in community, regional, state, other state, or national professional development as appropriate.

1.B.2.e

CCR&R staff members participate in State Network and NACCRRRA-sponsored training, planning, and advocacy initiatives.

Criterion 1.B.3

CCR&R has adequate resources to recruit and retain qualified staff.

Indicators

1.B.3.a

CCR&R has written job descriptions and salary ranges for all positions.

1.B.3.b

CCR&R has adequate funding to pay salaries with benefits appropriate for the responsibilities of each CCR&R position.

1.B.3.c

CCR&R makes available incentives and benefits for all eligible staff members to recruit and retain qualified staff members for all positions.

1.B.3.d

CCR&R strategically identifies market competition for qualified staff and addresses issues to ensure the CCR&R competes successfully.

1.B.3.e

CCR&R uses written procedures and materials for new staff orientation and training.

1.B.3.f

CCR&R provides new staff members with orientation on the mission and strategic plan of the organization; functions of CCR&R; child care supply and demand in the service delivery area and state; and the needs of families, providers, businesses, and communities for quality child care.

1.B.3.g

CCR&R provides pre-service training for all new staff members appropriate to their positions.

1.B.3.h

CCR&R assesses the competence of new staff members in providing services following the training program and prior to having them offer consumer services on their own.

1.B.3.i

CCR&R ensures each member is supervised by an individual with appropriate supervisory knowledge, skills, and experience.

1.B.3.j

CCR&R conducts formal performance assessments with each staff member on a regular basis, at least annually.

1.B.3.k

CCR&R holds regular staff meetings, at least monthly.

1.B.3.l

CCR&R offers staff members the opportunity to recommend improvements to service delivery and agency operations.

1.B.3.m

CCR&R proactively conducts activities to increase or maintain morale to meet the needs of all staff members.

Criterion 1.B.4

CCR&R develops and implements policies that support staff effectiveness.

Indicators

1.B.4.a

CCR&R follows personnel policies adopted by the Board of Directors.

1.B.4.b

CCR&R uses a confidentiality policy adopted by the Board of Directors that is signed by all staff members during the orientation process and reviewed and revised annually, as needed.

Service Outcome 1.C

Reliable financial management practices ensure the continued stability and viability of the CCR&R.

Rationale 1.C

Continued funding is critical to the achievement of organizational mission and goals.

Criterion 1.C.1

CCR&R uses policies and procedures that comply with Generally Accepted Accounting Principles to develop budget and ensure sound financial management.

Indicators

1.C.1.a

CCR&R follows a written accounting manual.

1.C.1.b

CCR&R uses a written chart of accounts and allocation methodologies.

1.C.1.c

CCR&R or its host organization develops and analyzes monthly financial statements for total agency budget and by individual programs and projects and shares monthly financial information with CCR&R program managers.

1.C.1.d

CCR&R defines and evaluates staff responsibilities for development and oversight of agency, programs, and projects budgets.

1.C.1.e

CCR&R develops and implements a multi-year, Board-approved fund development plan that incorporates funding diversification including donor

solicitation, and fund raising from non-government sources such as:

community resources, foundations, businesses, and/or contributions.

Service Outcome 1.D

CCR&R practices purposeful, systemic and accountable growth that leads to recognition as the community child care expert in the service delivery area.

Rationale 1.D

All CCR&R constituents need consistent, high-quality CCR&R services to meet their personal and community economic needs and to ensure children have access to high-quality, affordable child care.

Criterion 1.D.1

With the Board of Directors, CCR&R staff members strategically plan for effective services and long term program sustainability, development, and/or growth.

Indicators

1.D.1.a

CCR&R follows Board-approved policies and procedures for assessing services, implementing the Board-approved strategic plan, and enhancing the delivery of services.

1.D.1.b

CCR&R uses appropriate, available community needs assessments to inform services offered to CCR&R consumers.

1.D.1.c

CCR&R uses census and other demographic data to annually assess the needs of families, providers, and businesses in the agency's service delivery area.

1.D.1.d

CCR&R identifies underserved populations and includes outreach targeted specifically to these populations in the strategic plan.

1.D.1.e

When implementing the strategic plan, CCR&R staff members consider data from a variety of resources, such as market rates for fees charged by providers for child care, the economic impact of child care on the community, the availability of complementary services by partner agencies, and the state of the local economy.

1.D.1.f

CCR&R uses State Network's and/or funders' reviews of services during strategic planning to enhance services.

1.D.1.g

CCR&R's strategic plan is specific to services offered and is outcome-based.

1.D.1.h

CCR&R's strategic plan includes procedures and tools to objectively

measure outcomes and document service delivery.

1.D.1.i

CCR&R's strategic plan includes specific plans for marketing, communications and fundraising.

1.D.1.j

CCR&R staff members work with the Board of Directors to review the strategic plan annually and revise it as needed.

Criterion 1.D.2

CCR&R develops, revises annually, and uses a system for objective evaluation and program improvement.

Indicators

1.D.2.a

CCR&R develops an evaluation plan and uses evaluation tools to monitor the effectiveness of services and improve service delivery.

1.D.2.b

CCR&R develops or identifies appropriate evaluation tools to ensure all outcomes included in the strategic plan are assessed.

1.D.2.c

CCR&R receives feedback about services as follows:

- From parents, at least 20% of all parents served during any 12 month period within the past 2 year.
- From providers, at least 20% of all providers served during any 12 month period within the past 2 year.
- From businesses and community stakeholders, at least 20% of all business and community contacts served during any 12 month period within the past 2 years.

When appropriate, CCR&R uses a statistically valid sampling method.

If CCR&R does not meet feedback percentage required, CCR&R has implementation, documents that explain why the percentage was not met, how the CCR&R plans to meet the percentage required in the future, and how the CCR&R ensures feedback received from each consumer group is representative for each group.

1.D.2.d

CCR&R compiles evaluation data and uses the results to revise the strategic plan to improve services.

Element 2: Data Collection, Analysis and Reporting

Service Outcome 2.A

Data is used for CCR&R planning and to influence public policy and planning.

Rationale 2.A

Reliable data that is carefully collected, analyzed, and effectively communicated can help ensure services are delivered where needed and influence public policy.

Criterion 2.A.1

CCR&R maintains a database that is accurate, complete, and effectively meets the agency's needs for service delivery.

Indicators

2.A.1.a

CCR&R collects standardized data fields from consumer groups, including parents, providers, businesses and communities, including data fields required by the State Network and NACCRRRA.

2.A.1.b

CCR&R collects a minimum of 80% of the standardized provider data fields, including data fields required by the State Network and NACCRRRA.

2.A.1.c

CCR&R collects data on businesses, community organizations, legislators and key stakeholders and resources within the service delivery area, including data fields required by the State Network and NACCRRRA.

2.A.1.d

CCR&R uses written policies and procedures for database maintenance, including at a minimum, an annual

complete update of providers and community resources.

2.A.1.e

CCR&R has database training curriculum and technical assistance on data collection, analysis, and reporting methodology available for staff members.

2.A.1.f

CCR&R professional development plans include training and technical assistance on using the database that address quality data collection, production, and analysis methodology.

Criterion 2.A.2

CCR&R produces data reports that inform service delivery to all constituent groups and public policy.

Indicators

2.A.2.a

CCR&R uses data to produce reports about services offered to parents, providers, businesses, and community organizations.

2.A.2.b

CCR&R analyzes data and produces reports for internal purposes such as program and staff management and to

enhance the agency's quality improvement plan.

2.A.2.c

CCR&R analyses data and produces reports on supply and demand, quality of care, market rates, economic impact, and child care provider professional development.

2.A.2.d

CCR&R works with community groups in the service delivery area to compile and analyze disaggregated data on child care.

2.A.2.e

CCR&R disseminates reports on a timely basis to stakeholders to educate them about CCR&R services; inform planning CCR&R services, child care practices, and public policy; and secure funding to maintain or expand services.

2.A.2.f

CCR&R provides state network and /or NACCRRRA with standardized data for non-commercial use.

Element 3: Public Awareness

Service Outcome 3.A

The public is informed about the availability of CCR&R services and how to access them.

Rationale 3.A

Families, providers, and businesses can access CCR&R services only if they are aware the services exist.

Criterion 3.A.1

CCR&R uses multiple strategies to market CCR&R services to potential consumers.

Indicators

3.A.1.a

CCR&R develops and implements a marketing plan that is reviewed annually and revised as needed.

3.A.1.b

CCR&R marketing plan is outcomes-based and includes methodology for evaluating the effectiveness of CCR&R marketing efforts.

3.A.1.c

CCR&R establishes clear and consistent branding guidelines and produces branded resources. Such guidelines and resources identify the CCR&R as a member of the State Network and of NACCRRRA, and when appropriate identifies the CCR&R as NACCRRRA Quality Assured.

3.A.1.d

CCR&R conducts regular marketing activities such as: advertising in paper and online telephone books and magazines and other publications

available to consumers in the service delivery area, writing regular columns for the media; producing and placing public service announcements, newsletters, annual reports, and print advertisements; and hosting or attending relevant events.

3.A.1.e

CCR&R documents all CCR&R marketing activities and assesses their effectiveness.

3.A.1.f

CCR&R ensures appropriate written materials about services are available in locations where parents, providers, businesses, and community leaders congregate.

3.A.1.g

CCR&R has a comprehensive website with description of services available, educational resources for parents, providers, businesses, and communities, public policy information, links to other appropriate sites, and contact information. The website is easily navigated, readily accessible, accurate, and up-to-date.

[Refer to other website Indicators in Parent Services, Provider Services,

Business and Community Services, and Subsidy Management Best Practices]

3.A.1.h

CCR&R makes presentations to businesses and community organizations to inform them about the availability of service and engage them in CCR&R outreach.

3.A.1.i

CCR&R ensures staff members responsible for public awareness have training, technical assistance, and experience specifically on marketing and community outreach.

Service Outcome 3.B

The public is aware that quality, affordable and accessible child care contributes to children's future success in school and in life.

Rationale 3.B

The connection between child care and school readiness is not easily recognized by parents, providers, businesses, and communities. Ensuring that children receive quality child care that contributes to school readiness requires public education and awareness.

Criterion 3.B.1

CCR&R uses multiple strategies to communicate with the public about child care issues.

Indicators

3.B.1.a

CCR&R develops and implements a communications plan that is reviewed annually and revised as needed.

3.B.1.b

CCR&R communications plan is outcomes based and includes methodology for evaluating the effectiveness of CCR&R communication efforts.

3.B.1.c

CCR&R conducts regular communications and outreach activities connecting child care and school readiness.

3.B.1.d

CCR&R responds to media requests, writes press releases and opinion editorials, develops relationships with key editors and reporters, and supports NACCRRRA's national media initiatives.

3.B.1.e

CCR&R evaluates the effectiveness of communications activities connecting child care and school readiness and uses evaluation results to revise the communications plan as needed.

3.B.1.f

CCR&R ensures communications with consumers include information on the relationship between school success and quality child care. This includes referrals, trainings and presentations conducted by the CCR&R.

3.B.1.g

CCR&R serves on community groups and committees engaged in school

readiness activities to ensure the connection is made with quality child care.

Element 4: Public Policy

Service Outcome 4.A

The public is engaged in influencing policies to ensure the continuation and improve the availability of CCR&R services.

Rationale 4.A

Families, providers, businesses and communities will have access to CCR&R services only if these services are available and adequately funded.

Criterion 4.A.1

CCR&R uses multiple strategies to engage public support to continue and improve CCR&R services.

national legislative support, including funding, for CCR&R.

Indicators

4.A.1.a

CCR&R includes public policy in the agency's communication plan.

4.A.1.c

CCR&R's public policy messaging and outreach activities include engaging parents, provider, businesses, and communities to encourage legislators to support CCR&R with appropriate legislative authority and funding.

4.A.1.b

CCR&R's communication plan includes messaging and outreach activities specifically to encourage state and

4.A.1.d

CCR&R evaluates the effectiveness of messaging and outreach activities on public policy for CCR&R annually and revises as needed.

Service Outcome 4.B

The public is engaged in influencing policies to support child care quality initiatives and funding for child care at the national, state, and local levels.

Rationale 4.B

Families will have access to quality child care only when the public demands funding to improve the quality of child care and funding to support the costs of accessing high quality care.

Criterion 4.B.1

CCR&R engages public support for improving the quality of child care and

funding to ensure access to quality child care.

Indicators

4.B.1.a

CCR&R convenes partner organizations and agencies to develop a unified message and public policy agenda supporting high-quality child care services for parents, providers, and children that includes strong support for CCR&R.

4.B.1.b

CCR&R develops and annually updates a community-specific public policy agenda with input from Board, staff, parents, providers, businesses and communities. Agenda may be a collaborative effort with other CCR&Rs, the State Network, and other early education advocacy organizations.

4.B.1.c

CCR&R distributes its own, the State Network's, and NACCRRRA's public policy agendas to policy makers, those who can influence policy makers and the media.

4.B.1.d

CCR&R informs parents, providers, businesses, and community leaders on child care public policy agendas and trends in policy development.

4.B.1.e

CCR&R participates in local, state and national child care public policy activities.

Criterion 4.B.2

CCR&R shares data-driven public policy reports and CCR&R information regularly with the public and policy-makers.

Indicators

4.B.2.a

CCR&R participates in local, state and national child care data collection and reporting activities designed to inform public policy.

4.B.2.b

CCR&R distributes data-driven child care public policy reports to inform the public about child care issues and engage them to influence public policy.

4.B.2.c

CCR&R informs parents, providers, businesses, and community leaders about child care public policy reports and CCR&R information and how to use the reports and information to encourage policy changes.

Criterion 4.B.3

CCR&R engages families in child care public policy advocacy.

Indicators

4.B.3.a

CCR&R staff members receive training and technical assistance on methods for convening parent advocacy groups, and campaigns for families to become community leaders for child care.

4.B.3.b

CCR&R uses materials that engage and support families in local, state, and national CCR&R public policy advocacy activities.

4.B.3.c

CCR&R distributes child care consumer education, policy agendas and rationale,

and other information to consumer groups ensuring these materials are readable, culturally-appropriate, accessible and appropriate to their needs.

4.B.3.d

CCR&R partners with State Network to facilitate outreach activities and collaborates with other organizations and groups that advocate for policies to support families.

Criterion 4.B.4

CCR&R participates in and supports the state and national CCR&R systems.

Indicators

4.B.4.a

CCR&R and CCR&R staff members are members of the State Network and of NACCRRRA.

4.B.4.b

CCR&R communicates with State Network and NACCRRRA at least quarterly.