

# Criteria for Best Practices

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*For Child Care Resource and Referral  
State Networks*

Developed by NACCRRA  
*the nation's network of child care resource and referral*



## ACKNOWLEDGEMENTS

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## **PREFACE**

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### **Introduction**

The development and structure of Child Care Resource and Referral (CCR&R) State Networks varies widely across the U.S. Many State Networks are funded by the state agency that administers the Child Care Development Block Grant (CCDBG) funds to coordinate activities and/or manage the CCDBG funds for local CCR&R agencies. In other states, the State Network is not funded. Instead, the local CCR&Rs develop voluntary associations, through which they coordinate and share information with each other. Some State Networks are free-standing nonprofit organizations, while others are housed within a local CCR&R or larger umbrella organization.

Regardless of the structure, effective State Networks build quality, accountable, local CCR&R services; positively impact early care and education policy, funding, and service integration, and; when appropriate, deliver programs and services to families, providers, and communities that facilitate universal access to quality child care. By definition, State Networks are uniquely positioned to develop partnerships with state level organizations, policy makers and funders, coordinate advocacy efforts, and support, train, and in some cases, monitor, local CCR&Rs.

### **Purpose and Intended Use**

The purpose of the State Network Best Practices Criteria is three-fold. First, the criteria are designed to provide a blueprint for excellence in the delivery of State Network services. Second, they provide a tool for all State Networks to improve or develop their services or structure. Finally, the criteria serve as a guide for the development of training and technical assistance that best support State Networks.

The State Network Best Practices Criteria can be used as a self-assessment tool by State Network staff and boards, as a planning tool for state groups just beginning to develop a network, or by state child care administrators seeking to further understand the potential roles and best practices for CCR&R State Networks, as well as the resources that will be needed for networks to fill those roles.

Notations appear in sections of the Best Practices Criteria. These notations signify the Criteria which may relate differently to the diversely structured State Networks. The different models of CCR&R State Networks are detailed in the Glossary of Terms.

## **Vision, Mission, and Guiding Principles**

The State Network Best Practices were developed with the understanding that the work of State Networks uniquely contributes to a broader vision for children, families and communities:

**Vision: A nation that supports the development and learning of all children.**

Under this vision, the State CCR&R Network Best Practices work toward a more narrowly focused mission:

**Mission: To drive the development of high quality State CCR&R Networks.**

NACCRRRA acknowledges that during its implementation stages, the State Network Best Practices Criteria will have implications for State Networks already struggling with organizational and staffing issues, changing local CCR&R structures, funding shortages, or even existing at all. For these reasons, the State Network Best Practices Criteria are built upon a foundation of the following principles:

### **Guiding Principles:**

1. The State Network Best Practices Criteria reflect the *best* practices for a State Network. Therefore, these criteria are written with the intention of setting a high bar for State Networks.
2. The State Network Best Practices Criteria document will serve as a tool to help *all* State Networks enhance and improve services, wherever they may be in their current development or structure.
3. The primary function of a State Network must be supporting local CCR&Rs, and the distribution of a state network's financial and human resources should be devoted to this function.
4. State Networks, of all different structures, need resources, financial and human, to meet the State Network Best Practices Criteria.
5. NACCRRRA will make technical assistance and professional development opportunities available to support State Networks in improving and working toward meeting the State Networks Best Practices Criteria.
6. As the sum of individual state networks' quality determines the quality and strength of the national network, these criteria are supported by the expectation that individual state networks will take up their individual responsibility to contribute to the progress of the national CCR&R network. Therefore, Best Practices Criteria stand on the expectation that CCR&R state networks will work to meet the final set of Criteria.

## **Project History**

In 2001, NACCRRRA finalized the Child Care Aware Consumer Education Quality Assurance Program's Criteria for Best Practices in the Delivery of Consumer Education and Referral. During the next year, the Quality Assurance voluntary certification system was fully launched. CCR&Rs across the country enthusiastically embraced Quality Assurance as a mechanism for improving services and demonstrating capacity and accountability to funders and consumers.

The new Quality Assurance system and the rapid but uneven development of State Networks in the past 5-10 years sparked many conversations among state network leaders attending the 2002 NACCRRRA Leadership Institute. By the end of the Institute, participants agreed to move forward with developing a set of best practices for State Networks.

The McCormick Tribune Foundation was approached, and generously agreed, to help support the development of State Network best practices. A Working Group of CCR&R state network leaders was formed, and held its first full meeting in Washington, DC at the March 2003 NACCRRRA Symposium. During the next 5 months, the Working Group and NACCRRRA staff created a draft *Criteria for Best Practices for Child Care Resource and Referral State Networks*.

In September 2003, NACCRRRA and the McCormick Tribune Foundation co-sponsored a conference for all State Network leaders to review and respond to the draft document. After a small Committee of State Network leaders incorporated State Network leaders' feedback on the draft Best Practices, the *Criteria for Best Practices for Child Care Resource and Referral State Networks* were finalized and are presented in this document.

## GLOSSARY OF TERMS

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<b>Asset Mapping:</b>	Formal assessment of a community or group’s available resources.
<b>CCR&amp;R State Network:</b>	An organization within a state that regularly convenes a network of participating local CCR&R agencies, providing coordination and leadership for the state’s CCR&R system. A state network may be established as an organization with bylaws and a governing board, or may be an unincorporated organization with an informal governance structure in the process of working toward becoming a formal organization. There are three types of State Networks, including managing hubs, coordinating hubs, and volunteer networks. These models vary in levels of local CCR&R oversight, authority, programming, and funding.
<b>Coordinating Hub Network:</b>	One of three types of network models (managing hub, coordinating hub, and volunteer). Coordinating hub networks receive public or private funding to provide coordination and support for the state’s CCR&R system. In their role as coordinator of local CCR&Rs, the coordinating hub network may often act as a designator of participants in the network. In contrast with a managing hub network, coordinating hub networks do not contract directly with the state to provide management and distribution of state and federal funds to local CCR&Rs. (Full definition of Managing Hub Network in Glossary of Terms).
<b>Local CCR&amp;R agency:</b>	A community-based organization whose purpose is to deliver coordinated direct services that: facilitate access to early care and education and school-age care options to families, improve the quality of those options through a variety of services to providers, employers and communities, and provide objective information for planning and policy development to public and private sectors.
<b>Criteria:</b>	Standards by which the elements of a State Network are measured.
<b>Data-Driven:</b>	Use of relevant data to evaluate or determine appropriate/effective policy, programs, and methods.
<b>Economic Impact Survey:</b>	A measurement of the economic value of the child care sector to a region or state. Economic Impact surveys describe how the child care industry affects local and state economies, both directly and indirectly.
<b>Element:</b>	One aspect, or related group of activities, of State Networks. The <i>Criteria for Best Practices</i> address 9 elements: Services to Local CCR&Rs; Services to Families, Providers, and Employers; Stakeholder Relationships; Trends and Impact Documentation, Analysis, and Reporting; Public Policy; Early Care and Education Systems Building; Public Awareness; Administration, and; Governance.
<b>Funded Network:</b>	CCR&R State Network that receives funding to support network staff whose responsibility it is to provide coordination and leadership for the state’s CCR&R system. Funded State Networks generally receive the greatest share of

their funding from state and federal dollars. A funded network also manages and distributes grant funds for special projects, passing a greater share of the proceeds to its network participants than it retains for itself.

- Indicator:** An observable measurement of a criterion (standard).
- Long-Term Outcome:** A desired final result that benefits people or communities.
- Managing Hub Network:** One of three types of network models (managing hub, coordinating hub, and volunteer). Managing hub networks contract directly with state government agencies to manage and distribute state and federal funds to local CCR&Rs. Managing hub networks pass through funding to local CCR&Rs through subcontracts and monitor the activities of local CCR&Rs to ensure compliance with contract obligations. Managing hubs may also manage other grants. In their role as manager of local CCR&R contracts, managing hubs often act as the designator of participants in the network.
- Market Rate Survey:** Surveys on the cost of child care within a state or community, subcategorized by type and quality of care, age of child, and locality.
- NACCRRA:** The National Association of Child Care Resource and Referral Agencies (NACCRRA) is the national network of local child care resource and referral centers (CCR&Rs) and CCR&R State Networks. Since 1987, NACCRRA has been working to improve the system of early learning for children by providing training, resources, and best practices standards to local and state CCR&Rs that support high quality, accountable services; promoting national policies and partnerships that facilitate universal access to quality child care.
- Network Advisory Committee:** Committee appointed by a Board of Directors that may have informal oversight of an area or program for an organization—for example, if a State Network is part of a larger organization. For example, the organization’s board may assign oversight of the Network functions to an advisory committee.
- Network Consumers:** Persons or organizations who use CCR&R State Network products, direct services, and indirect services. Network consumers include, but are not limited to: local CCR&Rs, parents, child care providers, businesses, employers, and unions. Network consumers are also considered network stakeholders. However, not all network stakeholders are Network Consumers. (See full definition of Network Stakeholders in Glossary of Terms.)
- Network Governance Structure:** The structure(s) or body(ies) that makes and administers policies and affairs for the CCR&R State Network. The network governance structure may vary in each state according to the Network’s model and the Network membership’s needs. Examples of a Network governance structure may be a Board of Directors, Network Advisory Committee, or Network Membership Council.
- Quality of Care Data:** A collection of facts regarding research-based child care quality indicators (national accreditation, rated licenses, Environmental Rating Scale assessment scores, etc) from which conclusions may be drawn – example: the supply of

child care in a given community or subset that meets particular quality measures.

<b>Rationale:</b>	The fundamental reason a specific service outcome exists.
<b>Real-time data:</b>	Data collected and analyzed concurrent with a decision-making process, or data that is so up-to-date that any changes would be insignificant to the decision-making process.
<b>Research-based:</b>	Explored and supported by the findings of formal professional research.
<b>School Readiness/ School Success:</b>	School Readiness/School Success encompasses three areas: readiness in children, readiness in schools, and the readiness of families and communities to support their children. In broad terms, a child's readiness means the ability to meet the task demands of school (e.g. being cooperative, sitting quietly, listening to the teacher, etc.), and the child's ability to benefit from the educational activities that are provided by school. (Janus; National Education Goals Panel, January 10, 2001)
<b>Service Outcome:</b>	A desired output, or accomplishment, related to quality of services delivered, that contributes to the achievement of long-term outcomes.
<b>Stakeholder:</b>	Persons or organizations who have, or will have, a positive or negative interest or investment in the work or desired long-term outcomes of State Networks. Primary State Network stakeholders include: local CCR&Rs; policy makers; media; state child care administrators; funders; advocacy associations; businesses/employers; unions; economic development organizations; state departments of education, health and human services, health and mental health; statewide family and provider associations; higher education; Head Start; faith community; social service organizations and associations, and; NACCRRA.
<b>Statewide Data:</b>	Data, which is an accurate reflection of the entire state. This data is often built from or aggregated from subdivisions within a state, for example from counties.
<b>Volunteer/ Unfunded Network:</b>	One of three types of network models (managing hub, coordinating hub, and volunteer). A volunteer/unfunded Network receives no funding to support its work, aside from membership fees and occasional small grants for special projects. Volunteers staff these networks with occasional, with occasional paid staff through funded special projects. As a result, directors and staff of the state's local CCR&R agencies hold the responsibility for providing coordination and leadership to the state's R&R system. Volunteer networks typically elect a president to coordinate statewide efforts.

# Element 1: Services for Local CCR&Rs

## SERVICE OUTCOME 1.A

HIGH QUALITY CCR&R SERVICES ARE AVAILABLE STATEWIDE.

### Rationale 1.A

*The provision of consistent, efficient, and effective services contributes to ensuring that all families have access to affordable, quality child care, fosters community and funder support for CCR&R , and helps to establish CCR&Rs' key role in developing the early care and education system at the local, state and national levels.*

### Criterion 1.A.1

Network has articulated standards of service delivery for local CCR&Rs that include goals and anticipated levels of service.

Indicators	Supporting Documentation
<p><b>1.A.1.a</b> Process exists for collecting and prioritizing member local CCR&amp;R input when developing service delivery standards for local CC&amp;Rs.</p>	<p><input type="checkbox"/></p>
<p><b>1.A.1.b</b> Written desired results for local CCR&amp;Rs, developed with local CCR&amp;R input, are in place. Desired results should include short and long term outcomes and be annually reviewed/ revised and distributed to all local CCR&amp;R Network members.</p>	
<p><b>1.A.1.c</b> To the extent possible, network works with state child care administration to develop and/or review/ revise state administration/State Network standards for local CCR&amp;R service delivery and desired results for local CCR&amp;Rs.</p>	
<p><b>1.A.1.d</b> Designated service delivery areas for state that considers, at a minimum # of children 0-13, # licensed/regulated centers and family child care homes, geographic and political/cultural/linguistic catchment areas, and other relevant community and state demographics are recommended/used for service coverage and funding decisions. (Use of this information regarding service coverage and funding is recommended for coordinating hub networks and is required for managing hub networks.)</p>	<p><input type="checkbox"/></p>

<p><b>1.A.1.e</b>  Written description of core CCR&amp;R service requirements in place, and annually reviewed/ revised and distributed to all local CCR&amp;R Network members. Core services include, at minimum, NACCRRA defined core CCR&amp;R services.</p> <p>(See Glossary of Terms for definition of CCR&amp;R services.)</p>	<input type="checkbox"/>
<p><b>1.A.1.f</b>  Written recommendations for research-based (if available) best practices in the delivery of core CCR&amp;R services in place, and annually reviewed/ revised and distributed to all local CCR&amp;R Network members.</p> <p>(See Glossary of Terms for definition of research-based.)</p>	<input type="checkbox"/>
<p><b>1.A.1.g</b>  Written core service and best practice requirements clearly identify how services are locally (as defined by service delivery areas) delivered as appropriate and responsive to the needs of local communities (as defined by relevant demographic data.)</p>	<input type="checkbox"/>

**Criterion 1.A.2**

Network provides local CCR&Rs with accessible, high quality training and technical assistance to support service delivery standards.

Indicators	Supporting Documentation
<b>1.A.2.a</b> Network provides ongoing training and technical assistance opportunities for local CCR&R staff as appropriate and based on the training and technical assistance needs identified by local CCR&Rs.	<input type="checkbox"/>
<b>1.A.2.b</b> At least annually, Network surveys all levels of local CCR&R staff to determine training and technical assistance needs and priorities, and uses results to plan future training and technical assistance provision.	<input type="checkbox"/>
<b>1.A.2.c</b> Network offers training for local CCR&Rs through a variety of formats and methodologies (languages, culturally-based, web-based, videoconferencing, etc...) to incorporate individual learning styles.	<input type="checkbox"/>
<b>1.A.2.d</b> Network technical assistance is well-publicized and offered at a variety of times and formats so that it is sufficiently accessible for local CCR&R staff across the state.	
<b>1.A.2.e</b> Network training is well-publicized and offered at a variety of times and locations so that it is accessible to local CCR&R staff across the state.	<input type="checkbox"/>
<b>1.A.2.f</b> In order to ensure the highest quality Network-sponsored training for local CCR&R staff, and to meet the specific needs of local CCR&R agencies, written requirements and procedures for approving Network-sponsored trainers are in place.	
<b>1.A.2.g</b> Evaluation procedures are used for all Network-sponsored CCR&R staff training, which address both quality of trainer, session format, and usefulness of information presented.	<input type="checkbox"/>

**Criterion 1.A.3**

Network utilizes monitoring and evaluation system to measure effectiveness of local CCR&Rs. (This Criterion may only apply to managing hubs).

Indicators	Supporting Documentation
<b>1.A.3.a</b> Request for Application and contracting documents clearly outline expectations for local CCR&R's organizational capacity, service provision, levels of service (outputs), results of service (outcomes), and progress reporting.	<input type="checkbox"/>
<b>1.A.3.b</b> Written policies and procedures in place to ensure that quality of services being provided consistently meets expectations and that adequate progress toward meeting desired outputs and results is occurring throughout the contracting period.	<input type="checkbox"/>
<b>1.A.3.c</b> Mechanisms in place to provide local CCR&Rs with written and oral feedback on contracting progress, and to facilitate information sharing between Network and local CCR&Rs.	<input type="checkbox"/>
<b>1.A.3.d</b> Written corrective action and contract termination policies and procedures in place for low performing contractors.	<input type="checkbox"/>

**Criterion 1.A.4**

Network advocates effectively on behalf of CCR&R system to ensure adequate funding and role for CCR&R.

Indicators	Supporting Documentation
<b>1.A.4.a</b> Network actively seeks out and develops opportunities for strategic collaboration and promoting linkages with other stakeholders.	<input type="checkbox"/>
<b>1.A.4.b</b> Network builds positive relationships with key policy-makers and potential and current funders.	<input type="checkbox"/>
<b>1.A.4.c</b> Network actively seeks and secures new and ongoing funding for CCR&R.	<input type="checkbox"/>

**Criterion 1.A.5**

Network supports local CCR&Rs with multiple strategies for supporting families and providers in understanding and negotiating statewide initiatives which identify higher quality early care and education programs (such as rating systems and other measurements of quality).

<b>Indicators</b>	<b>Supporting Documentation</b>
<p><b>1.A.5.a</b> Network provides written recommendations for best practices, or technical assistance for local CCR&amp;R staff, on providing consumer education to assist parents in using statewide quality measurement initiatives as a tool in selecting early care and education for their families.</p>	<input type="checkbox"/>
<p><b>1.A.5.b</b> Network provides technical assistance for local CCR&amp;Rs in methods to assist early care and education providers in negotiating and participating in statewide quality measurement/building initiatives.  (An example would be supporting providers through ongoing education.)</p>	<input type="checkbox"/>

## Element 2: Stakeholder Relationships

### SERVICE OUTCOME 2.A

NETWORK INFLUENCES MULTIPLE STAKEHOLDERS TO PRODUCE AND SUPPORT HIGH QUALITY SERVICES FOR FAMILIES, PROVIDERS, AND CHILDREN, AND A UNIFIED MESSAGE AND POLICY AGENDA THAT INCLUDES STRONG SUPPORT FOR CCR&R.

### Rationale 2.A

*Establishing productive and mutually beneficial relationships with stakeholders positively impacts early care and education funding, policy, and public understanding and support.*

### Criterion 2.A.1

Network participates in, and/or establishes and implements (as appropriate), statewide, collaborative body/bodies focused on early care and education.

Indicators	Supporting Documentation
<p><b>2.A.1.a</b> Collaborative body that represents all relevant network stakeholder groups is established and active.</p>	<input type="checkbox"/>
<p><b>2.A.1.b</b> Network convenes or participates in sub-groups or committees to discuss, review and make recommendations on federal and state policies affecting children.</p>	<input type="checkbox"/>
<p><b>2.A.1.c</b> Network convenes or participates in sub-groups or committees of collaborative body that are charged with working on issues affecting early care and education in the state.</p>	<input type="checkbox"/>
<p><b>2.A.1.d</b> Network leads or participates in national and state advocacy efforts with collaborative body.</p>	<input type="checkbox"/>

**Criterion 2.A.2**

Network activities, policies, procedures, and governance are developed and implemented to promote and ensure coordinated, productive working relationships with local CCR&Rs.

Indicators	Supporting Documentation
<b>2.A.2.a</b> Network governance structure and functioning includes active, meaningful participation of local CCR&R staff. (See Criterion 9.A.1, 9.A.2, and 9.A.3 for further guidance.)	<input type="checkbox"/>
<b>2.A.2.b</b> Network regularly produces and distributes written communication with all local CCR&Rs.	<input type="checkbox"/>
<b>2.A.2.c</b> Network leadership and/or staff meet with local CCR&Rs in group and individual formats routinely.	<input type="checkbox"/>
<b>2.A.2.d</b> Local CCR&Rs have formal (written) and informal opportunities to evaluate services provided by the Network.	<input type="checkbox"/>
<b>2.A.2.e</b> Mechanisms in place to promote professional development and two-way communication with all levels of local CCR&R staff and Network.	<input type="checkbox"/>

**Criterion 2.A.3**

Network conducts or participates in activities to promote and ensure coordinated, productive working relationships with other state-level organizations to identify and develop strategies to address service gaps, services integration weaknesses, policy and funding issues.

Indicators	Supporting Documentation
<b>2.A.3.a</b> Network participates in interagency conferences, institutes, and or local training events for cross-training purposes. Network collaborates with local CC&Rs when participating in a local training event.	<input type="checkbox"/>
<b>2.A.3.b</b> Network participates in strategic statewide interagency coordinating councils, boards, task forces, working groups, and ad hoc committees.	<input type="checkbox"/>

<p><b>2.A.3.c</b> Network partners with other state or regional organizations in grant writing, in kind contributions, fiscal management, or other types of support.</p>	<input type="checkbox"/>
<p><b>2.A.3.d</b> Network utilizes and distributes analyzed statewide data and anecdotal information derived from local CCR&amp;Rs in all state level planning and coordination efforts.</p>	<input type="checkbox"/>
<p><b>2.A.3.e</b> Network is informed about and shares needs assessment information and relevant research in state level planning and coordination efforts.</p>	<input type="checkbox"/>

**Criterion 2.A.4**

Network services, activities and governance structure promote and ensure coordinated, productive working relationships with state-level stakeholders to identify and address service gaps, services integration weaknesses, policy and funding issues.

Indicators	Supporting Documentation
<p><b>2.A.4.a</b> Network governance structure and functioning includes active, meaningful participation of state-level stakeholders.</p> <p>(For more guidance on governance structure, see Criterion 9.A.1 and Glossary of Terms. Definition of stakeholders in Glossary of Terms.)</p>	<input type="checkbox"/>
<p><b>2.A.4.b</b> With input from local CCR&amp;Rs, Network regularly produces and distributes written state-level communication, and participates in local and state outreach and other activities, with state-level stakeholders.</p> <p>Communications and activities are in formats accessible and appropriate to the needs of their audiences. Network strives to include low-literacy, non-English adaptations, electronic, and non-electronic communications, as appropriate.</p>	<input type="checkbox"/>
<p><b>2.A.4.c</b> Network meets with state-level stakeholders in group and individual formats routinely.</p>	<input type="checkbox"/>
<p><b>2.A.4.d</b> State-level stakeholders have formal (written) and informal opportunities to evaluate services provided by the Network.</p>	<input type="checkbox"/>

**Criterion 2.A.5**

Network services, evaluation mechanisms, and policies and procedures promote and ensure successful relationships with funders.

Indicators	Supporting Documentation
<p><b>2.A.5.a</b> All grant applications prepared by Network must delineate anticipated levels of service (outputs), results of service (outcomes). If appropriate, grant applications must provide organizational structure and capacity.</p>	<input type="checkbox"/>
<p><b>2.A.5.b</b> Staffing, policies, and procedures in place to ensure that quality of services being provided consistently meets expectations and that adequate progress toward meeting desired outputs and results is occurring throughout the contracting period.</p> <p>(Staffing to meet the quality of services for grant expectations may not be appropriate for unfunded networks.)</p>	<input type="checkbox"/>
<p><b>2.A.5.c</b> All written reports and documentation submitted to funders as required.</p>	<input type="checkbox"/>
<p><b>2.A.5.d</b> Network meets or communicates with all funders routinely.</p>	<input type="checkbox"/>

**Criterion 2.A.6**

Network participates in and supports national CCR&amp;R development efforts.

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>2.A.6.a</b> Network is a member of NACCRRRA.	<input type="checkbox"/>
<b>2.A.6.b</b> Network leadership and/or staff at all levels participate in NACCRRRA-sponsored training, planning and advocacy initiatives.	<input type="checkbox"/>
<b>2.A.6.c</b> Network contributes state data sets to NACCRRRA for national reporting purposes. (This Indicator comes with the understanding that NACCRRRA will give appropriate lead time and detail of intended use of state data sets. National data reports resulting from the aggregated state data will also be supplied to state networks.)	<input type="checkbox"/>
<b>2.A.6.d</b> Network communicates with NACCRRRA routinely.	<input type="checkbox"/>

# Element 3: Trends and Impact Documentation, Analysis, and Reporting

## SERVICE OUTCOME 3.A

REAL-TIME DATA IS USED TO INFORM DECISIONS ON A RANGE OF ISSUES.

### Rationale 3.A

*Effective use of real-time data can inform and shape the development of early care and education, as well as child care resource and referral, services, policy, and funding at the local, state, and national level.*

### Criterion 3.A.1

Network exercises leadership role in ensuring that CCR&R data is used for local and statewide service delivery, policy, planning, and funding decisions.

Indicators	Supporting Documentation
<p><b>3.A.1.a</b> Network uses data to influence decision-making around training and technical assistance for local CCR&amp;Rs, providers, and other early care and education partners.</p>	<input type="checkbox"/>
<p><b>3.A.1.b</b> To the extent it is possible; Network makes joint decisions with state child care administrator on data-related activities.</p>	<input type="checkbox"/>
<p><b>3.A.1.c</b> Network conducts or actively participates in supply and demand assessment of early care and education for the state and ensures/supports local CCR&amp;Rs' supply and demand assessments of early care and education.  (Whether a network ensures or supports local CCR&amp;Rs assessments may depend upon whether the network is a volunteer, coordinating, or managing hub.)</p>	<input type="checkbox"/>
<p><b>3.A.1.d</b> Network makes statewide data on supply, demand, and quality of care data (where available) to state-decision and opinion makers at least once annually.</p>	<input type="checkbox"/>
<p><b>3.A.1.e</b> Network conducts development trend analysis based on statewide data, such as asset-mapping for CCR&amp;R.</p>	<input type="checkbox"/>

**SERVICE OUTCOME 3.B**

DATA IS USED STRATEGICALLY TO INFLUENCE PUBLIC POLICY AND PLANNING AT ALL LEVELS.

**Rationale 3.B**

*Effectively influencing public policy requires reliable data that is made meaningful through careful analysis and the development of key points and indicators.*

**Criterion 3.B.1**

Statewide data collection, analysis, and reporting are key activities of the Network.  
(See Glossary of Terms for definition of statewide data).

Indicators	Supporting Documentation
<p><b>3.B.1.a</b> Network produces and distributes relevant, regular data reports and annual data reports on key factoids such as supply and demand, quality of care (where appropriate) and professional development.</p>	<input type="checkbox"/>
<p><b>3.B.1.b</b> Network provides training and technical assistance for local CCR&amp;R staff on data collection, analysis, and reporting methodology (how-to use data to make informed decisions about CCR&amp; activities) and rationale (service delivery, public policy, funding implications).</p>	<input type="checkbox"/>
<p><b>3.B.1.c</b> Network, or network subcontractor, is responsible for the collection, analysis, review, and generation of reports regarding statewide data on early care and education.  (Examples of early care and education data are: supply, demand, quality of care (where appropriate), and professional development).</p>	<input type="checkbox"/>
<p><b>3.B.1.d</b> Appropriate network member(s) participate in statewide groups that collect, analyze, and review data on early care and education and children.</p>	<input type="checkbox"/>
<p><b>3.B.1.e</b> Network staff professional development plans address quality data collection and production methodology (how-to) and rationale (service delivery, public policy, funding implications).  (This Indicator may only be appropriate for a funded network).</p>	<input type="checkbox"/>
<p><b>3.B.1.f</b> Network leadership/and or staff demonstrates working knowledge of use of relevant resources outside of CCR&amp;R data, such as census, market rate studies, self-sufficiency studies.</p>	<input type="checkbox"/>

**Criterion 3.B.2**

Network develops and uses standardized data fields and terminology for state.

Indicators	Supporting Documentation
<p><b>3.B.2.a</b> Network develops and uses standardized data fields in data reports.</p>	<input type="checkbox"/>
<p><b>3.B.2.b</b> Network uses NACCRRA standardized fields embedded within any data collecting software. The standardized fields may be in addition to any specific, state-standardized fields and are not intended to be limiting to types of state standardized fields. (See Indicator 3.B.2.c)</p>	<input type="checkbox"/>
<p><b>3.B.2.c</b> Network develops state-specific standardized fields for state-specific use.</p>	<input type="checkbox"/>
<p><b>3.B.2.d</b> Network standardized aggregate field data are made available to NACCRRA for non-commercial use. (This Indicator comes with the understanding that NACCRRA will give appropriate lead time and detail of intended use of state data sets. National data reports resulting from the aggregated state data will also be supplied to state networks.)</p>	<input type="checkbox"/>

**Criterion 3.B.3**

Network has mechanisms to ensure market rate surveys are reliable and reflect variations (service provider, geographic area, type of provider, geographic area, type of provider and ages of child) in costs of child care available in the state.

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>3.B.3.a</b> Network works with state administrator's office to develop, or influence, state market rate survey implementation.	<input type="checkbox"/>
<b>3.B.3.b</b> Network facilitates market rate accuracy and response rates by providing market survey reports, technical assistance, and training, along with appropriate marketing materials for local CCR&Rs.	<input type="checkbox"/>
<b>3.B.3.c</b> Network facilitates timely stakeholder access to market rate survey report.	<input type="checkbox"/>

**Criterion 3.B.4**

Network has mechanisms to ensure economic impact surveys are conducted accurately.

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>3.B.4.a</b> Network works with stakeholders to develop, or influence, economic impact study implementation.	<input type="checkbox"/>
<b>3.B.4.b</b> Network facilitates economic impact study's accuracy and response rates by providing technical assistance, and training, along with appropriate marketing materials for local CCR&Rs.	<input type="checkbox"/>
<b>3.B.4.c</b> Network facilitates timely stakeholder access to economic impact study.	<input type="checkbox"/>

## Element 4: Public Policy

### SERVICE OUTCOME 4.A

CCR&R DATA AND INFORMATION IS USED TO INFLUENCE PUBLIC POLICY, FUNDING, AND SUPPORT FOR EARLY CARE AND EDUCATION AT THE NATIONAL, STATE, AND LOCAL LEVEL.

#### Rationale 4.A

*CCR&Rs are the prime, and often only, collectors of early care and education supply, demand, quality of care and professional development data. Networks are in a leadership position to support local CCR&Rs and to partner with other state early care and education advocacy organizations, in leveraging this CCR&R data and information in public policy activities to support informed and improved child care resource and referral, and early care and education, policy and funding.*

#### Criterion 4.A.1

Network utilizes state and national early care and education public policy agendas and participates in state and national early care and education advocacy efforts.

Indicators	Supporting Documentation
<p><b>4.A.1.a</b> Network has state-specific public policy agenda. The network develops and/or updates the state-specific public policy agenda with input from local CCR&amp;Rs and the Network’s Board of Directors or Network Advisory Committee, on a yearly basis. Public policy agendas may also be a collaborative effort with state early care and education advocacy organizations.</p>	<input type="checkbox"/>
<p><b>4.A.1.b</b> Network informs state-specific public policy agenda with national early care and education public policy agendas (when appropriate) and information. Network specifically engages NACCRRA’s Public Policy Agenda in state-specific public policy agenda.  (See Criterion 2.A.6 for further guidance on network’s support of NACCRRA).</p>	
<p><b>4.A.1.c</b> Network supports activities to inform local CCR&amp;Rs on state and national (specifically NACCRRA’s) public policy agendas and on local (if appropriate), state, and national trends and policy development.</p>	<input type="checkbox"/>
<p><b>4.A.1.d</b> Network provides leadership for local CCR&amp;Rs through public policy information papers and talking points on issues of importance for the local and state CCR&amp;R and early care and education communities.</p>	<input type="checkbox"/>

<p><b>4.A.1.e</b>  Network provides coordination and leadership for local CCR&amp;Rs' participation in state and national early care and education public policy activities.</p> <p>(See Criterion 2.A.6 for further guidance on network's support of NACCRRRA).</p>	<input type="checkbox"/>
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**Criterion 4.A.2**

Network shares regularly produced data-driven public policy reports and CCR&R information with network stakeholders and relevant decision-makers.

<b>Indicators</b>	<b>Supporting Documentation</b>
<p><b>4.A.2.a</b>  Network partners with local CCR&amp;Rs and other state early childhood advocates, to develop state and/or national data-driven public policy reports and CCR&amp;R information to network stakeholders, families and providers.</p>	<input type="checkbox"/>
<p><b>4.A.2.b</b>  Working in partnership with local CCR&amp;Rs and other state early childhood advocates, distributes state and/or national data-driven public policy reports and CCR&amp;R information in a format accessible and appropriate for network stakeholders, families and providers. Network works with local CCR&amp;Rs and other state early childhood advocates to assess and serve the identified linguistic and cultural needs of their audiences. Network strives to include low-literacy, non-English adaptations, electronic, and non-electronic communications, as appropriate.</p>	<input type="checkbox"/>
<p><b>4.A.2.c</b>  Network works to ensure that funding is available to support the development of statewide early care and education public policy reports. Network actively works with local CCR&amp;Rs and other organizations in assessment, planning, and seeking out collaborative grant opportunities.</p>	<input type="checkbox"/>

**Criterion 4.A.3**

Network maintains database of key legislators and stakeholders to facilitate public policy and other communications.

Indicators	Supporting Documentation
<b>4.A.3.a</b> Network provides assistance for local CCR&Rs on how to identify and contact local, state, and/or federal elected officials.	
<b>4.A.3.b</b> Network establishes and/or regularly updates and makes available for local CCR&Rs, contact and mailing lists with key local, (if appropriate), state, and federal legislators, and public and private policy makers. Lists may include information that facilitates effective networking such as organizational charts and geographical representation.	<input type="checkbox"/>
<b>4.A.3.c</b> Network works with local CCR&Rs to develop electronic and other communications so that local, (if appropriate), state, and national public policy issues are shared with local and state stakeholders quickly, accurately, and simultaneously.	<input type="checkbox"/>

**Criterion 4.A.4**

Network provides local CCR&R staff with professional development opportunities on effective public policy.

Indicators	Supporting Documentation
<b>4.A.4.a</b> Network provides local CCR&Rs with information on local, (if appropriate), state, and/or national on effective message and communication strategies.	<input type="checkbox"/>
<b>4.A.4.b</b> Network provides input to the Regional Institutes agenda and support attendance at public policy training sessions.	<input type="checkbox"/>
<b>4.A.4.c</b> Network provides local CCR&Rs with training on legal issues related to state and federal level lobbying, informing, educating and advocacy.	<input type="checkbox"/>

**SERVICE OUTCOME 4.B**

NETWORK SUPPORTS LOCAL CCR&RS IN DEVELOPING AND IMPLEMENTING ORGANIZED AND INTENTIONAL ACTIVITIES TO INFORM AND ENGAGE PARENTS IN SUPPORTING EARLY CARE AND EDUCATION POLICY AND FUNDING.

**Rationale 4.B**

*As the consumers who drive the market-based early care and education system, parents need information on how to identify quality early care and education. Network support of local CCR&Rs to provide consumer education to parents about quality early care and education not only helps to create informed consumers, but works to further engage parents as active advocates for quality early care and education policies.*

**Criterion 4.B.1**

Network information distribution methodology exists in diverse modes that can reach all parents.

Indicators	Supporting Documentation
<p><b>4.B.1.a</b> Through partnership with local CCR&amp;Rs, network distributes early care and education consumer education, policy recommendations, and other information to all parents in a format that is accessible and appropriate to the needs of families in their communities. Network works with local CCR&amp;Rs to assess the language and cultural needs of the state’s communities and to serve the identified needs through these communications. Network strives to include low-literacy, non-English adaptations, electronic, and non-electronic communications, as appropriate.</p>	
<p><b>4.B.1.b</b> Network has a website that is accessible to more than one language (if appropriate).</p>	<input type="checkbox"/>
<p><b>4.B.1.c</b> Network has a toll-free line for parents, or publishes the Child Care Aware toll-free number for parents.</p>	<input type="checkbox"/>
<p><b>4.B.1.d</b> Through partnership with local CCR&amp;R agencies, network facilitates and/or convenes regular, state-level outreach activities. Activities may also be in partnership with state-level parent organizations and groups.</p>	
<p><b>4.B.1.e</b> Network also supports local CCR&amp;Rs outreach activities in order to reach and engage parents where they are.</p>	<input type="checkbox"/>

**Criterion 4.B.2**

Network provides materials and leadership for local CCR&Rs to support parent engagement in early care and education public policy advocacy.

Indicators	Supporting Documentation
<p><b>4.B.2.a</b> In collaboration with local CCR&amp;Rs, and local CCR&amp;R's relationships with parents, network develops information on early care and education consumer education and data-driven policy information and recommendations for parents. (For further guidance on resource branding, see Indicator 7.B.1.a).</p>	
<p><b>4.B.2.b</b> Network provides leadership for local CCR&amp;Rs on methods for convening parent advocacy groups and awareness campaigns for parent-leaders to become community leaders for quality early care and education.</p>	<input type="checkbox"/>
<p><b>4.B.2.c</b> Network provides leadership and materials for local CCR&amp;Rs on ways to involve parents in state and national CCR&amp;R public policy advocacy activities.</p>	<input type="checkbox"/>

## Element 5: Early Care and Education Systems Building

### SERVICE OUTCOME 5.A

NETWORK ENGAGES IN ACTIVITIES THAT BUILD AND FURTHER DEVELOP ACCOUNTABLE, STATEWIDE EARLY CARE AND EDUCATION SYSTEMS, WHOSE OUTCOMES ARE QUALITY, AFFORDABLE, AND ACCESSIBLE EARLY CARE AND EDUCATION FOR ALL CHILDREN AND EARLY CARE AND EDUCATION PROGRAMS THAT PREPARE CHILDREN TO SUCCEED IN SCHOOL.

#### *Rationale 5.A*

*CCR&Rs have been singled out in federal legislation as the primary recipient of public funds for the express purpose of improving the quality of child care programs. With this public trust comes the responsibility to ensure that CCR&R's quality improvement initiatives achieve their purpose, and that mechanisms are in place to objectively evaluate the quality of child care being provided.*

#### Criterion 5.A.1

Network works with all relevant stakeholders to develop statewide goals for improvement of early care and education.

Indicators	Supporting Documentation
<p><b>5.A.1.a</b> Network facilitates or participates in efforts to develop written and quantifiable state outcomes that measure the impact of training, professional development and other educational opportunities for early care and education providers on turnover and career advancement.</p>	<input type="checkbox"/>
<p><b>5.A.1.b</b> Network provides technical assistance for local CCR&amp;Rs in establishing training and professional development goals for their communities. (An example would be a local CCR&amp;R providing career counseling to help child care providers negotiate the higher education system.)</p>	<input type="checkbox"/>
<p><b>5.A.1.c</b> Network administers, supports, or participates in the development of programs designed to increase the training and retention of child care providers, including wage incentive programs, scholarship programs and systems of financing to support higher quality for all children.  (Networks that administer programs under this Indicator that result in a direct network service should refer to Element 7: Strengthening and Supporting local CCR&amp;Rs through Direct Services.)</p>	<input type="checkbox"/>
<p><b>5.A.1.d</b> Network supports statewide initiatives, which will serve parents in interpreting and identifying higher quality early care and education programs. Examples of these statewide initiatives could be rating systems or other quality measurement systems/models.</p>	<input type="checkbox"/>

**Criterion 5.A.2**

Network works with both two and four-year state colleges and universities and other relevant stakeholders to develop high quality early education opportunities for teachers of children ages birth through five through the state higher education system.

Indicators	Supporting Documentation
<b>5.A.2.a</b> Network facilitates or participates in efforts, and/or supports local CCR&R efforts, to develop articulation agreements that link community-based training to credit-bearing programs leading to either associate or bachelor's degrees.	<input type="checkbox"/>
<b>5.A.2.b</b> Network assists local CCR&Rs in obtaining credit (CEUs and regular college credits) for community-based training programs.	<input type="checkbox"/>

**Criterion 5.A.3**

Network works with relevant stakeholders to ensure the establishment and implementation of training goals for community-based training provided through the CCR&R system in their states.

Indicators	Supporting Documentation
<b>5.A.3a</b> Network assists local CCR&R with developing training programs that meet the state goals.	<input type="checkbox"/>
<b>5.A.3.b</b> Networks have established relationships with state institutions of higher education, to develop high quality early education programs through the state higher education system.	<input type="checkbox"/>

**Criterion 5.A.4**

Network supports the development and implementation of state voluntary guidelines for school readiness; and network works to ensure effective linkages between the expectations of the school readiness guidelines and early care and education quality improvement and supply-building initiatives.

(See school readiness in the Glossary of Terms).

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>5.A.4.a</b> Network participates in statewide entity establishing goals and strategies for achieving school readiness.	<input type="checkbox"/>
<b>5.A.4.b</b> Network provides training on and technical assistance for local CCR&Rs on state voluntary guidelines for school readiness.	<input type="checkbox"/>
<b>5.A.4.c</b> Network provides training for local CCR&Rs on voluntary guidelines specifically related to pre-reading, language development and numeracy skills.	<input type="checkbox"/>
<b>5.A.4.d</b> Network provides technical assistance for local CCR&Rs to help establish service goals that will effectively address child safety, child well-being, and school readiness.	<input type="checkbox"/>
<b>5.A.4.e</b> Network provides guidance for local CCR&Rs on helping child care providers select and implement developmentally appropriate curriculum that meets the established state school readiness guidelines.	<input type="checkbox"/>
<b>5.A.4.f</b> Network disseminates, or develops and disseminates, best practices and other written materials that assist local CCR&Rs in training and supporting informal caregivers to improve school readiness of children cared for in informal settings.	<input type="checkbox"/>

## Element 6: Public Awareness

### SERVICE OUTCOME 6.A

PUBLIC IS INFORMED ABOUT CCR&R FUNCTIONS AND SERVICES.

#### Rationale 6.A

*Informing the public about CCR&R functions and services enables families, providers, employers, and other potential consumers of CCR&R services, and facilitates support for increased funding and support for CCR&R.*

#### Criterion 6.A.1

Network utilizes multiple strategies to inform the public and stakeholders about CCR&R functions and services.

Indicators	Supporting Documentation
<p><b>6.A.1.a</b> Network establishes clear and consistent branding guidelines and produces branded resources. Network distributes branding guidelines and branded resources for local CCR&amp;R and other partners' / members' use.</p>	<input type="checkbox"/>
<p><b>6.A.1.b</b> Network produces and distributes products for marketing CCR&amp;R statewide through the media and other venues. Network provides opportunities for local CCR&amp;R input into CCR&amp;R marketing materials.</p>	<input type="checkbox"/>
<p><b>6.A.1.c</b> Network produces, and disseminates with local CCR&amp;Rs, regular reports that highlight statewide CCR&amp;R data.  (Refer to Element 3.B.1 for more detail on reporting).</p>	<input type="checkbox"/>
<p><b>6.A.1.d</b> Network conducts regular marketing and outreach activities such as: responding to media requests, preparing and distributing press releases and op-ed articles, producing and placing PSAs and print ads).</p>	<input type="checkbox"/>
<p><b>6.A.1.e</b> Network has a web site that is accessible to more than one language (if appropriate).</p>	<input type="checkbox"/>
<p><b>6.A.1.f</b> Network works with local CCR&amp;Rs to assess and serve the language and cultural needs of stakeholders throughout the state with marketing products, reports, and outreach activities. Products, reports, and activities are in a format that is accessible and appropriate to their audience.</p>	

(For example, Network strives to include low-literacy, non-English adaptations, electronic, and non-electronic communications.)	
<b>6.A.1.g</b> Network convenes or actively participates in broad-based, collaborative, state level early care and education planning, policy, data, and services development committees, task forces, boards, and other appropriate activities.	<input type="checkbox"/>

**Criterion 6.A.2**

Network provides resources to build the marketing and public awareness capacity of local CCR&Rs.

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>6.A.2.a</b> Network develops and distributes resources for local CCR&Rs to use for local media campaigns and outreach efforts. Network works with local CCR&Rs to assess and serve the language and cultural needs of communities throughout that state with these resources. Resources are in a format that is accessible and appropriate for their audience. (For example, Network strives to include low-literacy, non-English adaptations, electronic and non-electronic communications.)	<input type="checkbox"/>
<b>6.A.2.b</b> Network provides training and technical assistance for local CCR&Rs on working with the media and marketing.	<input type="checkbox"/>

**SERVICE OUTCOME 6.B**

PUBLIC IS AWARE THAT QUALITY, AFFORDABLE, AND ACCESSIBLE EARLY CARE AND EDUCATION CONTRIBUTES TO CHILDREN WHO ARE PREPARED FOR SUCCESS IN SCHOOL.

**Rationale 6.B**

*Informing the public about the indicators of quality early care and education and quality’s link to school readiness is of great importance to CCR&Rs. School readiness guidelines can serve as measurable indicators for the quality of early care and education which CCR&R currently sustains and strives to improve. Additionally, general public awareness of the need for quality, affordability, and accessibility improvements can facilitate support for increased funding and improved policies.*

**Criterion 6.B.1**

Network leadership and/or staff is knowledgeable about a broad range of early care and education research, policy, funding and issues, in order to better inform its public awareness work for child care resource and referral.

Indicators	Supporting Documentation
<b>6.B.1.a</b> Network convenes or actively participates in broad-based, collaborative, state level early care and education planning, policy, data, and services development committees, task forces, boards, and other appropriate activities.	<input type="checkbox"/>
<b>6.B.1.b</b> Network leadership and/or staff participate(s) in professional development activities related to early care and education research, policy, data, and services development.	<input type="checkbox"/>
<b>6.B.1.c</b> Network utilizes research and other information sources (journals, policy alerts, web resources) in work activities.	<input type="checkbox"/>

**Criterion 6.B.2**

Network utilizes multiple strategies to inform the public and network stakeholders about a broad range of early care and education issues.

Indicators	Supporting Documentation
<p><b>6.B.2.a</b> Network develops and distributes targeted materials for specific stakeholder groups, including, at a minimum: families; policy makers; the education community (early learning, K-12, and higher education); employers and business community, and; health professionals. Network works with local CCR&amp;Rs to assess and serve the language and cultural needs of stakeholders throughout the state with these materials. Materials will also be available in a format that is accessible and appropriate to their audience.</p> <p>(For example, Network strives to include low-literacy, non-English adaptations, electronic and non-electronic communications.)</p>	<input type="checkbox"/>
<p><b>6.B.2.b</b> Network facilitates links or partnerships with different media to disseminate messages statewide.</p>	<input type="checkbox"/>
<p><b>6.B.2.c</b> Network facilitates local CCR&amp;R's caregiver education/training on the relationship between school success and quality early care and education.</p>	<input type="checkbox"/>
<p><b>6.B.2.d</b> Network publicizes, or supports publicity efforts, for statewide initiatives to identify higher quality programs such as rating systems and other measurements of quality.</p>	
<p><b>6.B.2.e</b> Network provides leadership development training and technical assistance for local CCR&amp;Rs.</p>	
<p><b>6.B.2.f</b> Network convenes or actively participates in broad-based, collaborative, state level early care and education planning, policy, data, and services development committees, task forces, boards, and other appropriate activities.</p>	<input type="checkbox"/>

# Element 7: Strengthening and Supporting Local CCR&Rs through Direct Services

## SERVICE OUTCOME 7.A

FULFILLING THE PURPOSE OF COMPLEMENTING, SUPPORTING AND STRENGTHENING LOCAL CCR&RS, NETWORKS PROVIDE DIRECT SERVICES TO FAMILIES, PROVIDERS, EMPLOYERS AND OTHERS.

### Rationale 7.A

*The primary role of an effective Network is strengthening local CCR&R services. To the extent it is possible, Networks should not compete with the services that local CCR&Rs deliver. However, appropriate and effective state-level direct service delivery can achieve efficiencies and economies of scale, serve consumers with needs beyond a particular locality, and leverage greater visibility for CCR&R.*

### Criterion 7.A.1

If the network delivers direct services, the highest level of network governance and network stakeholders participate in the design and final decision-making for all proposed Network direct services.

Indicators	Supporting Documentation
<b>7.A.1.a</b> Clear process defined and implemented to solicit, prioritize, and include adequate local CCR&R input into the design and final decision-making on direct services that networks deliver.	<input type="checkbox"/>
<b>7.A.1.b</b> Mechanisms in place to ensure consumer and stakeholder involvement.	<input type="checkbox"/>
<b>7.A.1.c</b> Written documentation in place to record decision-making process and rationale.	<input type="checkbox"/>

**SERVICE OUTCOME 7.B**

NETWORK SERVICES DELIVERED DIRECTLY TO FAMILIES, PROVIDERS, BUSINESSES/EMPLOYERS AND OTHERS ARE OF HIGH QUALITY.

**Rationale 7.B**

*The provision of high quality direct services fosters community and funder support for CCR&R, and serves as a model for local CCR&R service delivery.*

**Criterion 7.B.1**

Network has articulated standards of service delivery that include goals, process, and anticipated levels of service.

<b>Indicators</b>	<b>Supporting Documentation</b>
<b>7.B.1.a</b> Network delivered direct services meet all applicable national best practices standards for local CCR&R developed by NACCRRRA.	<input type="checkbox"/>
<b>7.B.1.b</b> Network delivered direct services meet all applicable state best practices standards or contracting requirements for local CCR&R.	<input type="checkbox"/>

## Element 8: Administration

### SERVICE OUTCOME 8.A

NETWORK EMPLOYS QUALIFIED STAFF WHO EFFECTIVELY MEET CUSTOMER NEEDS AND CONTRIBUTE TO ACHIEVING NETWORK MISSION AND GOALS.

(ALL CRITERIA AND INDICATORS UNDER 8.A MAY ONLY APPLY TO A FUNDED NETWORK.)

#### *Rationale 8.A*

*The quality of staff and personnel supports and structure are the most important determinants of the effectiveness and efficiency of an organization.*

#### Criterion 8.A.1

Network employs adequate number of qualified staff.

Indicators	Supporting Documentation
<p><b>8.A.1.a</b> Staffing is sufficient to ensure that Network has the capacity to meet expectations of the board or Network Advisory Committee and network membership, as well as all State Network Best Practices criteria.</p>	<input type="checkbox"/>
<p><b>8.A.1.b</b> Network staff members have knowledge, skills, and abilities that match written job descriptions and requirements.</p>	<input type="checkbox"/>
<p><b>8.A.1.c</b> Key Network staff members have appropriate experience for their position, which may include direct experience in CCR&amp;R.</p>	<input type="checkbox"/>
<p><b>8.A.1.d</b> To the extent possible, network staff is representative of the state's cultural, linguistic, racial and ethnic populations.</p>	<input type="checkbox"/>

**Criterion 8.A.2**

Network has a continuing education policy and plan.

Indicators	Supporting Documentation
<b>8.A.2.a</b> All staff have annual professional development plans.	<input type="checkbox"/>
<b>8.A.2.b</b> Budget includes training dollars for staff.	<input type="checkbox"/>
<b>8.A.2.c</b> Opportunities are in place for Network staff participation in regional, state or national trainings as appropriate.	<input type="checkbox"/>

**Criterion 8.A.3**

Network has support mechanisms to retain and recruit qualified staff.

Indicators	Supporting Documentation
<b>8.A.3.a</b> Written job descriptions and salary range available for all positions.	<input type="checkbox"/>
<b>8.A.3.b</b> Written procedures and materials are used for new staff orientation.	<input type="checkbox"/>
<b>8.A.3.c</b> Incentives and benefits are available to all staff.	<input type="checkbox"/>
<b>8.A.3.d</b> Strategies to identify market competition and address compensation issues as needed are in place.	<input type="checkbox"/>

<p><b>8.A.3.e</b>          Informal and written, formal evaluation of staff members is done on a regular basis, annually at a minimum.</p>	<input type="checkbox"/>
<p><b>8.A.3.f</b>          Regular staff meetings are held to ensure communication.</p>	<input type="checkbox"/>
<p><b>8.A.3.g</b>          Opportunities are in place for staff members to increase skills and knowledge.</p>	<input type="checkbox"/>
<p><b>8.A.3.h</b>          Other methods for increasing or maintain morale are in place to meet needs of all staff.</p>	<input type="checkbox"/>

**Criterion 8.A.4**

Network has policies that support staff and ensure sound personnel management.

<b>Indicators</b>	<b>Supporting Documentation</b>
<p><b>8.A.4.a</b>          Board adopted personnel policies are in place.</p>	<input type="checkbox"/>
<p><b>8.A.4.b</b>          Board adopted statement of commitment to diversity in staffing is in place.</p>	<input type="checkbox"/>
<p><b>8.A.4.c</b>          Board adopted confidentiality policy is in place and signed by all staff during orientation process.</p>	<input type="checkbox"/>

**SERVICE OUTCOME 8.B**

SOUND FISCAL MANAGEMENT PRACTICES ENSURE THE CONTINUED STABILITY AND VIABILITY OF THE NETWORK.

***Rationale 8.B***

*The achievement of organizational mission and goals is dependent upon continued funding.*

**Criterion 8.B.1**

Network has budget and accounting policies and procedures that support the delivery of programs and services and ensure sound financial management.

Indicators	Supporting Documentation
<b>8.B.1.a</b> Written accounting manual in place.	<input type="checkbox"/>
<b>8.B.1.b</b> Written chart of accounts in place.	<input type="checkbox"/>
<b>8.B.1.c</b> Monthly financial statements available for total agency and individual programs/projects.	<input type="checkbox"/>
<b>8.B.1.d</b> Responsibility for development and oversight of project budgets clearly delineated within staff.	<input type="checkbox"/>

**Criterion 8.B.2**

Network has budget and accounting oversight mechanisms that provide adequate checks and balances system.

Indicators	Supporting Documentation
<b>8.B.2.a</b> Board approves organization’s annual budget.	<input type="checkbox"/>
<b>8.B.2.b</b> Board reviews organization’s financial statements at least biannually.	<input type="checkbox"/>
<b>8.B.2.c</b> Standing committee of the board is charged with the development and oversight of fiscal policies and issues.	<input type="checkbox"/>
<b>8.B.2.d</b> Independent audit conducted annually.	<input type="checkbox"/>

**SERVICE OUTCOME 8.C**

EVALUATION MECHANISMS ENSURE THAT NETWORK ACHIEVES DESIRED RESULTS AND IS RESPONSIVE TO CONSUMER NEEDS.

**Rationale 8.C**

*Demonstrating accountability and consumer responsiveness models best practices to local CCR&Rs and is the foundation for organization’s overall success.*

**Criterion 8.C.1**

Network has mechanisms to ensure accountability and consumer responsiveness.

Indicators	Supporting Documentation
<b>8.C.1.a</b> Network has written work plan that identifies planned service provision, levels of service (outputs), results of service (outcomes), and progress reporting schedule.	<input type="checkbox"/>

<p><b>8.C.1.b</b>  Network solicits consumer input in needs identification and service planning using multiple approaches including, but not limited to, written surveys, phone surveys, focus groups, and forums.</p>	<input type="checkbox"/>
<p><b>8.C.1.c</b>  Network solicits consumer satisfaction with general perception of Network services and roles using multiple approaches including but not limited to, written surveys, phone surveys, focus groups and forums.</p>	<input type="checkbox"/>
<p><b>8.C.1.d</b>  A process exists for soliciting and prioritizing member local CCR&amp;Rs' input on levels of network service provision, needs for further service provision, and future network services planning.</p>	<input type="checkbox"/>
<p><b>8.C.1.e</b>  Network reports on its accomplishments to the community at least annually.  (Example would be an annual report.)</p>	<input type="checkbox"/>

## Element 9: Governance

### SERVICE OUTCOME 9.A

STRATEGIC DIRECTION, POLICY AND OVERSIGHT OF NETWORK POSITION CCR&R AS A LEADER IN THE EARLY CARE AND EDUCATION SYSTEM.

#### *Rationale 9.A*

*Governance structure provides the framework for ensuring stakeholder participation in and commitment to organization's policy, direction, and functioning.*

#### **Criterion 9.A.1**

Network Board of Directors or Network Advisory Committee represents the diversity of the state, and includes a broad range of stakeholder groups.

Indicators	Supporting Documentation
<p><b>9.A.1.a</b> Board of Directors OR Network Advisory Committee includes Network consumers and Network stakeholders.</p> <p>(See Glossary of Terms for definition of network consumer and stakeholder.)</p>	<input type="checkbox"/>
<p><b>9.A.1.b</b> Board or Network Advisory Committee includes individuals from different cultural, racial, and ethnic groups.</p>	<input type="checkbox"/>
<p><b>9.A.1.c</b> Board of Directors or Network Advisory Committee has an adequate proportion of local CCR&amp;R members in order to secure local CCR&amp;R representation in the Network's governance.</p>	<input type="checkbox"/>
<p><b>9.A.1.d</b> Board of Directors or Network Advisory Committee has mechanism in place for obtaining regular, structured local CCR&amp;R input regarding Network policies.</p>	<input type="checkbox"/>

**Criterion 9.A.2**

Network has policies and procedures that delineate structure, functioning, and responsibilities of governing body and individuals.

Indicators	Supporting Documentation
<b>9.A.2.a</b> Board or Network Advisory Committee written job descriptions and participation forms and procedures in place.	<input type="checkbox"/>
<b>9.A.2.b</b> Board or Network Advisory Committee bylaws or operating policies and procedures in place and distributed to all members.	<input type="checkbox"/>
<b>9.A.2.c</b> Conflict of Interest Policy in place and signed by all Board of Directors or Network Advisory Committee members.	<input type="checkbox"/>
<b>9.A.2.d</b> Board or Network Advisory Committee has orientation process in place for new members.	<input type="checkbox"/>

**Criterion 9.A.3**

Meaningful stakeholder participation in Network functioning and decision-making is solicited through multiple channels.

Indicators	Supporting Documentation
<b>9.A.3.a</b> Network provides regular, ongoing venues for consumer and stakeholder participation in Network such as through task forces charged with specific tasks; fundraising and public awareness events; advocacy activities; board or advisory committee membership, and forums.	<input type="checkbox"/>

