

## Service Delivery

### Accessibility

#### **Procedure:**

#### **Mobility Issues:**

- The front entrance is wheelchair accessible. There is handicap parking in the main parking lot.
- The Child Care Council office is wheelchair accessible. There are restrooms that are wheelchair accessible adjacent to the Child Care Council office. Upstairs training rooms are wheelchair accessible via an elevator.
- Child Care Council staff will assist anyone with more involved physical mobility issues, as required.

#### **Vision Issues:**

- Child Care Council staff will enlarge paperwork as needed, read information to client, and work with the Commission for the Blind. The North Country Association for the Visually Impaired is located at 22 US Oval which is literally next door to the Child Care Council. Their phone number is (518) 562-2330 and they provide information and resources as individually required.

#### **Hearing Issues:**

- Child Care Council staff will speak as individually appropriate and/or provide written information. If a sign language translator is required, Child Care Council will contact the Early Childhood Direction Center at (518) 464-6356 for assistance.

#### **Other Issues:**

- When the above procedures are not individually appropriate, Child Care Council staff will make arrangements to meet off-site in an appropriate environment.

### **Access to the Child Day Care Regulations**

**Procedure:**

- The Child Care Council will answer regulatory questions or refer them to the appropriate person (i.e. licensor, registrar, Legally Exempt Program)
- Copies of the NYS Child Day Care Regulations are available on site for providers, prospective providers, families and the public as requested.
- When a prospective child care provider asks for an application, in addition to ordering them the application, we mail them the regulations.
- Providers, prospective providers, families and the public will also be referred to the OCFS web site ([www.ocfs.state.ny.us](http://www.ocfs.state.ny.us)) and to the Albany Regional Office (518-474-2082)

**Child and Adult Care Food Program (CACFP)**

**Procedure:**

- Child Care Council staff will include CACFP information and contact information to prospective legally exempt providers upon temporary enrollment, and to licensed and registered providers during Health & Safety classes and during technical assistance visits and calls.
- Clinton County is served by the Joint Council for Economic Opportunity, 54 Margaret Street, Plattsburgh NY 12901. Their phone number is (518) 561-6310.
- Franklin County is served by the Child Care Council Malone office which is 24 Fourth Street, Malone NY 12953. The phone number is (518) 483-5382 and email is [cacfp@verizon.net](mailto:cacfp@verizon.net).

### **Language and Communication Policy and Procedure**

The Child Care Council will make every effort to ensure that the child care needs of customers are met regardless of the language spoken or communication abilities/disabilities.

**Procedure:**

- When communication needs to be in a language other than English (i.e. foreign language or sign language), arrangements will be made for interpretation through SUNY Plattsburgh. Resources at SUNY Plattsburgh include:
  - Foreign Languages Department (518) 564-2829
  - Speech and Hearing Clinic (518) 564-2170
  - Center for International Affairs (518) 564-3287
  - Center for Diversity (518) 564-5410
- If local resources cannot be found, Language Line Services at [www.languageline.com](http://www.languageline.com) will be accessed.
- The North Country Association for the Visually Impaired is located at 22 US Oval, Plattsburgh NY and their phone number is (518) 562-2330.

### **Telephone Contact Procedure**

The Child Care Council has a toll free number (1-800-540-2273), as well as a regular business phone number (518-561-4999). Our business hours are Monday through Friday, 8 am to 4 pm and Tuesdays till 6:30 pm.

We understand that first impressions are key to a positive experience for our clientele. Telephone contact is often our primary means of communication and therefore it is vital for a positive experience and positive perception of our organization.

Child Care Council staff will be courteous and responsive to all callers. Calls will be answered and responded to in a timely fashion through all transfers.

#### **Procedures:**

- All Child Care Council staff has phone answering responsibilities.
- When answering the phone, staff will identify the agency as well as themselves.
- Callers will be placed on hold for a maximum of one minute. At that point a call back number will be requested, and the caller will be informed of the standard call back time or the soonest possible time depending on the circumstances.
- The standard call back time is one business day.
- A call back number will be requested when staff know that the caller would be on hold for more than one minute.
- All telephone calls are logged and coded by the person responding to the caller:
  - Date
  - Name
  - Purpose of call
  - Call back number
  - Message

## **Child Care Council Complaint Policy and Procedure**

### **Policy:**

The Child Care Council strives to provide excellent customer service in a professional manner. Complaints about our services are directed to the Executive Director by telephone, email, or in writing. Information received about a Child Care Council staff member is confidential.

### **Procedure:**

- All complaints received regarding CCRR services will be referred to the Executive Director.
- She will respond to all complaints about CCRR services within 3 business days.
- If the complaint is about a CCRR staff member, the Executive Director will meet with that staff member to discuss the situation, and if necessary, arrange for some type of corrective action (i.e. additional training, getting correct information, an apology, etc.)
- If the complaint is about a CCRR service, the Executive Director will meet with the CCRR team to discuss the situation, and if necessary, arrange for a corrective action as appropriate.

All complaints about CCRR services should be directed to the Executive Director at

(518) 561-4999

Or

Child Care Council

194 US Oval

P O Box 2640

Plattsburgh NY 12901

[Jamie@primelink1.net](mailto:Jamie@primelink1.net)

### **Child Care Referral Disclaimer Policy**

The child care referrals and related information provided to clients constitutes an objective listing of child care programs/providers. The Child Care Council does not recommend any particular programs/providers, nor do we inspect, regulate, or investigate any of these programs/providers. It is the parents' responsibility to select a child care program/provider that best meets their needs. Should clients have any concerns about any licensed/registered child care programs/providers, we encourage them to call the NYS OCFS Child Care Complaint Line at (800) 732-5207.

#### **Procedure:**

- During referral calls, the referral specialist states this disclaimer before giving referrals.
- All written materials include this disclaimer which is attached to:
  - Email referrals communications
  - Mailed referrals
  - Faxed referrals
- When doing child care referrals in person, the referral specialist states the disclaimer before giving referrals.

## **Privacy and Confidentiality Policy**

Issued: June 15, 2011

### **Introduction: Policy, Background and Scope**

#### **Policy:**

CCCCNC is responsible for the maintenance of confidentiality concerning private information, whether client, employee, or administrative in nature. This information shall be specifically and formally protected and managed through the design, development, implementation, and administration of policies and procedures, technical controls, and education. All systems and staff, administrative, direct service, or other roles, must adhere to this policy and to federal, state and local laws and regulations regarding access to and use of information.

CCCCNC recognizes and protects the rights of the individuals it serves. Privacy and confidentiality procedures will control the use and dissemination of personal and confidential information.

#### **Background**

This policy addresses the privacy, availability, and integrity of information and based on State and Federal laws and regulations, CCCCNC policies and practices, professional ethical codes of conduct. It does not supersede State and Federal laws and regulations that are more protective of individual confidentiality.

#### **Scope**

The following policy and procedures are intended to serve both as a policy statement and as a guide to CCCCNC staff and others involved in its work. It applies to all departmental staff and other individuals, such as interns, volunteers, consultants, and other contractors involved in departmental work, who might gain access to confidential information. It covers all CCCCNC service populations and services and all information regardless of format (oral, signed, electronic or written) unless otherwise specified.

#### **Procedures:**

##### **General**

- a) All CCCCNC employees are responsible for the maintenance of confidentiality about private information, whether client, employee, intern, volunteers or administrative in nature. All staff, whether in administrative, direct service, or other roles, must understand the specific guidelines governing confidentiality.



- b) When CCCCNC standards and guidelines do not clearly specify appropriate action or when there is doubt regarding confidentiality or disclosure of information, CCCCNC employees must consult their supervisors or designees before disclosing information.
- c) CCCCNC employees shall not solicit private and confidential information from a client unless it is essential for the provision or administration of services, conducting client program evaluations, quality improvement activities, or research, as applicable given the employee's specific job responsibilities at the time of solicitation.
- d) The requirement to maintain the confidentiality of client information extends beyond the length of the employment of CCCCNC employees and beyond the life of the service recipients.
- e) CCCCNC employees shall treat secondary confidential information (information shared by colleagues or other providers in the course of their professional interactions) with the same responsibility, ethics, and under the same guidelines as primary confidential information.
- f) CCCCNC employees shall protect client privacy to the best of their ability and shall include only information directly relevant to the delivery of services, documentation and data collection.

Approved by the Board on July 20, 2011

**Privacy and Confidentiality Policy Acknowledgement and Receipt**

I acknowledge that, as an employee or volunteer of CCCCNC, it is my responsibility to respect and maintain confidential information of clients, employees, interns and/or volunteers.

I acknowledge that, as an employee, I may have access to confidential information in the course of employment by CCCCNC. Confidential information shall include client and/or employee personal information (personal information means information that may be used to identify and individual, including, but not limited to, a first and last name, a home or other physical address), services rendered to clients, financial information, budget data, technology and manuals. Confidential information may be in any form, e.g., written, electronic, oral, overheard or observed.

I acknowledge that I have read and received a copy of CCCCNC Privacy and Confidentiality Policy. I pledge that I will access, use and disclose confidential information in keeping with these policies. I pledge that I will do my part in upholding CCCCNC's Privacy and Confidentiality Policy by consistently securing all confidential information by utilizing lock and key file cabinets and other security systems. I pledge that before I make any other use or disclosure of confidential information, I will contact my supervisor in order to obtain proper permission.

I acknowledge that upon termination of employment, I will return to CCCCNC, retaining no copies, all documents relating to CCCCNC business including, but not limited to, reports, manuals, correspondence, client list, and all other materials and all copies of such materials, obtained during my employment.

I understand that any disclosure of confidential information for any purpose other than that required by my duties will be considered ground for disciplinary action up to and including termination. In addition, under applicable law, I may be subject to criminal or civil penalties.

I have read the above pledge and agree to be bound by it.

\_\_\_\_\_  
Employee/Volunteer Name (Print)

\_\_\_\_\_  
Employee/Volunteer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

## **Diversity Policy**

### **Policy:**

The Child Care Council is aware of the importance of having a diverse staff and Board of Directors. To this end, we make a continuous effort to identify and recruit qualified individuals from diverse backgrounds. The 2006-2008 American Community Survey shows Clinton and Franklin Counties as having a population that is 90% white, 5% black, 3% Native American and 1% Asian. In addition to racial diversity, the Child Care Council recognizes other kinds of diversity such as gender, family constellation, SES, and culture.

Our staff and board are representative of many different kinds of diversity as outlined above. Our board members are recruited from all areas in the community including the business sector, public service, higher education, law, parents who use child care and child care providers. Board members represent a variety of age and gender groups, as well as family constellations and professions.

Staff are chosen based on interview, reference checks, completeness of application materials and more with the goal to hire the very best person for the job.

The Child Care Council will provide services to community members with diverse backgrounds. When data show a need based on 10% of the service delivery population, we will arrange for service delivery to meet the cultural and language needs of the community. Currently, the US Census shows that 94% of residents in our region claim English as their first language.

### **Procedures:**

#### **Staff and Board Recruitment**

- Staff and Board recruitment efforts include searching for candidates from diverse backgrounds.
- When cultural/linguistic group reaches 10% of the service delivery area population, recruitment efforts will focus on that particular group.

#### **Determining secondary cultural/linguistic communities**

- Data will be collected and analyzed from
  - US Census
  - Client Data (phone logs, referrals, enrollment forms)
  - Community Resources

Secondary cultural/linguistic service delivery will be accomplished through

- Hiring staff from that cultural/linguistic community
- Partnering with other organizations within that cultural/linguistic community
- Using community resources (i.e. local colleges, organizations, educational)
- Using technical resources such as the internet.

## **Document Storage Destruction Policy and Procedure**

### **Policy:**

The Child Care Council protects the confidential records of the corporation, clients, and staff by ensuring secure document retention and appropriate destruction. The Sarbanes-Oxley Act makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding. This policy provides for the review, retention and destruction of documents received and created by the Child Care Council. It covers all records and documents regardless of physical form and contains guidelines for how long certain documents should be kept and how certain documents should be destroyed. It is designed to ensure compliance with applicable federal and state laws and regulations.

### **Procedure:**

#### **Document Retention:**

The Child Care Council will retain documents in accordance with the record retention chart below. Documents that are not specifically listed, but are substantially similar to those listed in the schedule, will be retained for the appropriate length of time. All storage methodologies shall be secure, tamper proof and shall be in a central location.

#### **Document Destruction:**

The Child Care Council staff who are responsible for the custody and maintenance of these documents is responsible for the ongoing process of identifying records which have met the required retention period and notifying the Executive Director who will arrange for their destruction. Destruction of financial, personnel-related and information with employee health information may only be accomplished by document shredding using a certified contractor. The Executive Director or her designee will be present during the shredding process.

Document destruction will be suspended immediately upon issuance of a notice, known as a legal hold, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. During a legal hold, no specified records may be destroyed until the legal hold is withdrawn. Destruction will be reinstated upon conclusion of the investigation.

#### **Compliance:**

Failure to follow this policy can result in disciplinary action against responsible individuals and possible civil and criminal sanctions against the Child Care Council and its employees. The Executive Director, Board President and/or Treasurer will review

these procedures annually with the Child Care Council's CPA to ensure compliance with new or revised federal or state law or regulations.

### Records Retention Schedule

<b>TYPE OF DOCUMENT</b>	<b>MINIMUM REQUIREMENT</b>
Accounts payable ledgers and schedules	10 years
Audit	Permanently
Bank Reconciliations	7 years
Bank Statements	7 years
Canceled Checks	7 years
Contracts, leases, notes, grant documents (expired)	7 years
Contracts, leases, notes, grant documents (still in effect)	Permanently
Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Depreciation Schedules	Permanently
Employment Applications	3 years
Expense Analysis/Expense Distribution Schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years
Insurance records (current accident reports and claims)	Permanently
Internal Audit Reports	3 years
Inventories of products, materials and supplies	7 years
Invoices	10 years
Minutes of Board Meetings, By-laws & Charter	Permanently
Payroll Records	7 years
Personnel Files (former employees)	7 years
Personnel Files (current employees)	Permanently
Retirement Records	Permanently
Tax Returns and worksheets	Permanently
Timesheets	7 years
Trademark Registrations and Copyrights	Permanently
Withholding Tax Statements	7 years
Approved by the Board on 1/19/2011	

## Fee Policy

### **Policy:**

Fees for child care provider training activities are determined by the amount NYS will reimburse providers for with their various rebate programs, including Health & Safety and MAT as well as provider responses on the annual training needs assessment.

Fees for technical assistance and other consultation are determined on a case by case basis by the Executive Director after conducting a cost/benefit analysis.

Child care referrals are offered free of charge. Parenting education classes are also offered free of charge.

The Child Care Council will accept cash, check, money order or a signed and valid EIP award letter. Fees for trainings must be paid in advance of the training. Returned checks will be charged the bank fee.

### **Procedure:**

#### Training:

1. The staff member receiving payment will give a written receipt.
2. Payments will be given to the Referral Coordinator who will enter the payment on the workshop sign up sheet.
3. Payments will be given to the board treasurer who will stamp them For Deposit Only.
4. Checks and cash will be written on the bank deposit form.
5. Bank deposits are made weekly.
6. EIP awards that are valid and signed by the awardee will be accepted in lieu of cash/check. Transaction will be noted on the workshop sign up sheet.
7. If a trainee has not yet received their EIP award letter, payment must be made in advance of the class. Once trainees have received their award letter, the Child Care Council will issue a refund to the trainee.
8. Classes may be cancelled due to inclement weather, unforeseen emergencies or low/lack of participation. Trainees will either receive a refund or will be able to apply payment to another workshop.
9. No shows forfeit their payment.

### **Fund Development Policy**

The Child Care Council will adhere to all applicable fund raising/fund development principles, laws and regulations, maintain a clear mission and vision, and develop an infrastructure to support fund raising/fund development activities.

On an annual basis, the board will review and approve a fund development plan. The Fiscal Director and Executive Director will look to the future in 1, 3 and 5 year increments. The goal of this plan is to identify and seek funding from diverse sources such as the state and federal governments, United Way, fund balance carried over from prior years and income generating sources (CDA classes and other CCRR professional development programs) to maintain current and future programming to further the mission of the Council.

The Executive Director and Fiscal Director will prepare a budget for each fiscal year to be reviewed and approved by the finance committee and full board. The budget will follow those developed for each individual program as required by the various grantors. If a particular program budget is for a program year different from the fiscal year of the Council, it will be assumed that the program will continue at the same funding level for the entire fiscal year. Any modifications to program budgets (e.g. cancellation, or changes in funding levels) will be discussed with the finance committee and the board.

Main goals for Fund Development include, but are not limited to and will be the primary responsibility of the Executive Director:

- Maximize existing revenue for CCRR services from contracts
- Current contracts for CCRR work include:
  - CCRR from NYS OCFS
  - Training revenue
- Analyze existing revenue generating activities
- Identify potential new sources of revenue

## **Marketing and Communication Policy**

### **Policy:**

The Child Care Council's marketing and communication plan is aimed at promoting and communicating CCRR identity and services to defined key audiences. This plan is comprehensive and considers a variety of communication formats including print, radio/TV, live community events, website, and other electronic formats.

### **Procedure:**

- A committee of board and staff members will be selected and charged with the task of developing a marketing and communication plan for the Child Care Council.
- The committee will identify key audiences we wish to reach, what we want these audiences to learn/know and specific messages we want to communicate to each of those audiences.
- The committee will identify formats the Child Care Council will utilize for the delivery of our message. These formats may include, but are not limited to, print/voice advertising, stationary, telephone, fax, email, printed materials/publications, etc.
- The committee will review all existing marketing and communications materials to determine if these materials meet the needs of the organization, whether they need to be revised or if new materials need to be developed.
- The committee will take a comprehensive approach evaluating marketing and communication standards as language, print, font, photo/graphic images, branding, Council logo use etc.
- The committee may include a recommended staff development plan for staff to ensure they understand, use and follow the organization's marketing and communication plan.
- The committee will review the marketing and communication plan and will present a report to the board of directors annually which may include additions, revisions or changes for consideration.



### **Materials and Policies Review Policy and Procedure**

**Policy:**

Materials and/or policies used by the Child Care Council will be reviewed for accuracy, relevancy and effectiveness on an annual basis.

**Procedure:**

- All board members will be responsible for reviewing and approving the administrative/governance materials and/or policies.
- Recommendations for changes/revisions will be presented by the board president.
- The board president and the executive director will draft changes/revisions to be brought before the board at any board meeting of the Child Care Council.
- All board members will be responsible for reviewing and approving marketing and promotional materials and/or policies.

## Whistle Blower Policy

### Policy:

The Child Care Coordinating Council of the North Country, Inc. is committed to high standards of ethical, moral and legal business conduct. In line with this commitment and Child Care Coordinating Council of the North Country, Inc.'s commitment to open communication, this policy aims to provide an avenue for employees to raise concerns and reassurance that they will be protected from harassment or victimization for whistleblowing.

The whistleblowing policy is intended to cover protections for employees if they raise concerns regarding the Child Care Coordinating Council of the North Country, Inc.'s such as:

- incorrect financial reporting
- unlawful activity
- conduct or activities which otherwise amount to serious improper conduct

### Safeguards:

*Harassment or Victimization* – Harassment or victimization for reporting concerns under this policy will not be tolerated. *Confidentiality* – Every effort will be made to treat the complainant's identity with appropriate regard for confidentiality. *Anonymous Allegations* – This policy encourages employees to put their names to allegations because appropriate follow up questions and investigation may not be possible unless the source of the information is identified. Concerns expressed anonymously will be explored appropriately, but consideration will be given to:

- seriousness of the issue raised
- credibility of the concerns, and
- likelihood of confirming the allegation from attributable sources.

*Bad Faith Allegations:* Allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

### Procedure:

The whistleblowing policy is intended for reporting of serious issues related to financial reporting, unethical or illegal conduct. Although the employee is not expected to provide proof of the allegation, the employee should be able to demonstrate how they came to this concern. Reports should be made directly to the President of the Board of the Child Care Council.

### How the Report of Concern will be handled:

The action taken will be based on the nature of the concern. The Board President will turn the concern over to the Board Finance/Audit Committee (for fiscal matters) who will follow up with

an internal review and determine if an internal investigation is warranted and decide if it is necessary to obtain the assistance of external auditors. For matters that are not of a fiscal nature the Executive Committee of the Board will conduct the follow up. Some concerns may not warrant a full investigation but will be resolved with a review and change, clarification or development of a policy to prevent the issue in the future. The Board President, Executive Committee, Finance/Audit Committee and/or external Audit Committee may provide questions to the complainant to obtain as much detail regarding the complaint and issue as possible. The complainant, if identified, will receive written notification of the receipt of the complaint and be assured further review will be conducted. The complainant will not receive written notification regarding the result of the review or investigation.

Adopted by the board: 3/24/2010

**Employee Orientation Checklist**

<b>Date of Hire</b>	
<b>Employee Name</b>	
<b>Job Title</b>	
<b>Supervisor</b>	

<b>Item</b>	<b>Distributed/Reviewed</b>	<b>Date Distributed/Reviewed</b>	<b>Initials of Employee</b>
<b>Introductions</b>	Day 1		
Mission	Day 1		
Agency History/Info	Day 1		
CCRR Info	Day 1		
Child Care in NYS	Day 1		
Child Care in North Country	Day 1		
Child Care Aware Info	Day 1		
ECLC Info	Day 1		
Local Partnerships	Day 1		
Org Chart	Day 1		
Board of Directors	Day 1		
Office Tour	Day 1		
Meet the Staff	Day 1		
Job Description Overview	Day 1		
<b>Personnel Policies</b>	<b>Day 1</b>		
Employee Manual	Day 1		
Employee Address/Emergency Card	Day 1		
Payroll Review I-9, W4	Day 1		
Time Sheets	Day 1		
Withholding Tax	Day 1		
Direct Deposit	Day 1		
Health Insurance	Day 1		
Aflac	Day 1		
United Way	Day 1		
Travel Expenses	Day 1		
Review Confidentiality	Day 1		

Policy/Sign Statement			
Review Conflict of Interest Policy/Sign Statement	Day 1		
Review Whistleblower Policy	Day 1		
Strategic Plan	Day 1		
<b>Contract Review</b>	<b>Day 2</b>		
Review Service Delivery and Definitions & Tracking Sheets	Day 2		
Review all contracts related to job	Day 2		

### **Staff Orientation Policy**

During the first couple days of employment, the Child Care Council will ensure new staff is oriented appropriately to the Council and their new position. New staff participate in an orientation conducted by the Executive Director or designee with specific experience that will acquaint the new staff person with our mission, history, strategic plan, role & function of a CCRR, child care issues pertinent to the nation, state and local region, personnel policies, office procedures, time sheets, travel reimbursement, and more. This orientation is intended to ensure a smooth and successful transition to the Child Care Council.

During this orientation period, new staff completes all necessary paperwork for payroll, tax, benefit purposes, including the I-9 which establishes identity and eligibility to work in the US.

We encourage questions as this time is essential to understanding benefits and guidelines that affect and govern new staff's relationship with the Child Care Council.

### **Staff Orientation Procedure**

- The Executive Director or designee discusses all of the items above with the new employee, including the Personnel Policies and Procedures.
- The new employee has an opportunity to read, reflect and ask questions about all the items above.
- The Executive Director or designee completes the activities on the check list above.

Personnel Policies will be reviewed with the new employee by the Executive Director.

### **Strategic Plan Implementation**

1. The Child Care Council has a board approved Strategic Plan. Key staff served on the Strategic Planning Committee.
2. The Executive Director will assign duties to staff based on the Strategic Plan.
3. The Executive Director and the Strategic Planning Committee will monitor progress of the Strategic Plan.
4. The Board of Directors and The Strategic Planning Committee will evaluate quality improvements based on the Strategic Plan and will make adjustments to its implementation as necessary.

## **Service Assessment Procedure**

### **Child Care Referrals**

1. Each January-March, the staff who do child care referrals will do a team assessment, assessing each other using the Referral Call Checklist and the Child Care Council checklist/script to assess information gathered and given.
  - a. Executive Director will review assessment results and will give feedback.
  - b. Checklists and scripts will be updated by the Referral Coordinator to reflect areas in need of improvement and new information.
  - c. Executive Director will approve new checklists and scripts.
2. The staff who do referrals will assess and update the Parent Services Consumer Education Packet between January and March each year.
3. By the 15<sup>th</sup> of each month, each person who does referrals will submit to the Executive Director:
  - a. A completed Referral Call Checklist
  - b. A completed Parent Services Consumer Education Packet Checklist
  - c. A completed Referral Specialist Self-Assessment Form
4. Feedback will be given within one business week in writing using the Referral Assessment Feedback/Corrective Action Form.
5. During the months of November, May and August, the Executive Director or designee will listen to a referral call and will assess it using the Referral Call Checklist and the Child Care Council Referral Call Checklist.
6. The Parent Services Consumer Education Packet for the reviewed call will be assessed using the Parent Services Consumer Education Packet Checklist by the Executive Director or designee.
7. Within one business week, the Executive Director will meet with the referral staff person to discuss strengths and weaknesses and to develop a Corrective Action Plan if needed.
8. Referral services meetings will be held in September, November, January, March, May and July to discuss current issues, trends and quality improvement. Meeting agendas, attendance and minutes will be documented.

### **Business and Community Services**

1. The Executive Director or designee will update and implement an annual Business/Community Needs Assessment.
2. The top 20 employers in Clinton and Franklin Counties, Community Agencies that work with children and families, and other businesses and community agencies as determined by the Executive Director based on previous contacts and current local issues, will be asked to complete the Business/Community Needs Assessment by phone, mail or internet.
3. Businesses and Community Agencies that have received services will be asked to complete the Service Evaluation.
4. The Executive Director will analyze data, create and implement a Quality Improvement Plan as necessary.

**Community Education (Parenting Education, Provider Training, Provider Technical Assistance):**

1. Parenting Enrichment Coordinator will annually update and implement a Parenting Education Needs Assessment.
2. Parents who participate at our network of family resource centers and families who receive child care referrals will be asked to complete the Parent Education Needs Assessment by mail, phone or internet.
3. The following early childhood providers, trainers, licensors/registrars, trainers and stakeholders will be asked to complete the Training Needs Assessment:
  - a. Regulated family and group family child care providers
  - b. Regulated Center and School Age Directors
  - c. Trainers
  - d. OCFS regulators
  - e. Other stakeholders
4. Analysis of data will be used to develop parenting education programs and will guide the planning of the professional development opportunities we offer to child care professionals.