# Index

1. Child Care Center Designs (2-7)
   - 56 Children
   - 101 Children
   - Construction Costs
   - Environment Rating Scales

2. Planning (8-24)
   - Vision
   - Business Plan
   - Market Research (Survey)

3. Planning (25-34)
   - The Budget (getting started)
   - Financial Templates
   - Financing & Program Options

4. Planning (35-44)
   - Community Partners
   - Site Selection
   - Requirements Comparison

5. Planning (45-48)
   - Initial Licensing/Regulations
   - CCR&R Resources
   - DHS Resources

6. Planning (49-51)
   - Fire Marshall
   - CCR&R Licensing Guidebook

7. Governance (52-82)
   - Nonprofit
   - Board Roles/Responsibilities
   - Bylaws

8. Governance (83-86)
   - Profit
   - Licensing/Regulations

9. Governance (87-109)
   - Policies & Procedures
   - Software and Tools

10. Finance (110-114)
    - Budget (annual operations)
    - Annual Financials
    - Insurance

11. Finance (115-116)
    - Administrative Costs
      - (account, HR, etc.)
    - Ongoing Finance and Program Options

12. Staffing (117-126)
    - Center Director
      - (Qualifications, Job Description, Job Posting)
    - Interview Questions

13. Staffing (127-131)
    - On-Site Supervisor
    - Lead Teachers
    - Assistant Teachers

14. Staffing (132-176)
    - Personnel Policies & Benefits
    - Parent Handbook

15. Facilities (177-193)
    - Property Maintenance (snow, lawn, repairs)
    - Interior Design & Equipment/Supplies
    - Color Guidelines
SECTION 12
(Staffing)

CENTER DIRECTOR QUALIFICATIONS

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tr>
<td>21 years of age</td>
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<td>☐ 1 business administration course</td>
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<td>☐ OR 12 contact hours in administrative related training</td>
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<td>☐ OR 1 year administrative related experience</td>
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<table>
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<tr>
<th>Description:</th>
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<tr>
<td>Current CPR certification Expires:</td>
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<tr>
<td>Current first aid certification Expires:</td>
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<tr>
<td>Child abuse certificate (5 years) Expires:</td>
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<tr>
<td>100 point total Points per category Total</td>
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<table>
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<tr>
<th>Education</th>
<th>Points per category Total</th>
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<tr>
<td>Experience (20 points minimum) Carry over from worksheet: 75 maximum</td>
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<tr>
<td>Child development-related training completed in the last 5 years. Carry over from worksheet: 75 maximum</td>
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** 100 total points required:
A minimum of two categories must be used.
No more than 75 points may be used in any one category.
At least 20 points must be obtained from the experience category.

** Child development-related training category points must have been taken within the PAST FIVE years

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>EXPERIENCE (Points multiplied by years of experience)</th>
<th>CHILD DEVELOPMENT-RELATED TRAINING</th>
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<td>Bachelor's or higher degree in early childhood, child development, or elementary education 75</td>
<td>Full time (20 hours or more) in a child care center or preschool setting</td>
<td>20 One point per contact hour of training</td>
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<td>Associate's degree in child development or bachelor's degree in a child-related field 50</td>
<td>Part-time (less than 20 hours) in a child care center or preschool setting</td>
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<td>Child development associate (CDA) or one-year diploma in child development from a community college or technical school 40</td>
<td>Full time (20 hours or more) child-development related experience</td>
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<td>Bachelor's degree in a non-child-related field 40</td>
<td>Part-time (less than 20 hours) child development-related experience</td>
<td>5</td>
</tr>
<tr>
<td>Associate's degree in a non-child-related field or completion of at least two years of a four-year degree 20</td>
<td>Registered child development home</td>
<td>10</td>
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<tr>
<td>Non-registered family home provider</td>
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# CENTER DIRECTOR QUALIFICATIONS

**Name of Center**

**Name of Staff**

**Date**

## WORKSHEET

<table>
<thead>
<tr>
<th>EDUCATION DEGREE</th>
<th>AREA OF STUDY</th>
<th>POINTS EARNED</th>
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<table>
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<th>NUMBER OF YEARS</th>
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<table>
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<th>DATE MONTH/YEAR</th>
<th>CONTACT HOURS</th>
<th>X</th>
<th>1</th>
<th>TOTAL</th>
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<tr>
<td><strong>TOTAL NO. OF CHILD DEVELOPMENT-RELATED TRAINING POINTS EARNED</strong></td>
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Comm. 204

178

August 2008
**RULE**

*Center director requirements.* Centers that have multiple sites shall have a center director or on-site supervisor in each center. The center director is responsible for the overall functions of the center, including supervising staff, designing curriculum and administering programs.

The director shall ensure services are provided for the children within the framework of the licensing requirements and the center’s statement of purpose and objectives. The center director shall have overall responsibility for carrying out the program and ensuring the safety and protection of the children.

The center shall submit information in writing to the child care consultant before the start of employment. The Department shall make the final determination. The information submitted shall be sufficient to determine that the director meets the following minimum qualifications:

a. Is at least 21 years of age.

b. Has obtained a high school diploma or passed a general education development test.

c. Has completed at least one course in business administration or 12 contact hours in administrative-related training related to personnel, supervision, record keeping, or budgeting or has one year of administrative-related experience.

d. Has certification in infant, child, and adult cardiopulmonary resuscitation (CPR), first aid, and Iowa’s training for the mandatory reporting of child abuse.

e. Has achieved a total of 100 points obtained through a combination of education, experience, and child development-related training as outlined in the following chart:

   (1) In obtaining the total of 100 points, a minimum of two categories must be used, no more than 75 points may be achieved in any one category, and at least 20 points shall be obtained from the experience category.

   (2) Points obtained in the child development-related training category shall have been taken within the past five years.

   (3) For directors in centers predominantly serving children with special needs, the directors may substitute a disabilities-related or nursing degree for the bachelor’s degree in early childhood, child development or elementary education in determining point totals. In addition, experience in working with children with special needs in an administrative or direct care capacity shall be equivalent to full-time experience in a child care center or preschool in determining point totals.
(4) For directors in centers serving predominantly school-age children, the directors may substitute a degree in secondary education, physical education, recreation or related fields for the bachelor’s degree in early childhood, child development or elementary education in determining point totals. In addition, child-related experience working with school-age children shall be equivalent to full-time experience in a child care center or preschool in determining point totals.

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>EXPERIENCE</th>
<th>CHILD DEVELOPMENT-RELATED TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s or higher degree in early childhood, child development, or elementary education</td>
<td>75 Full-time (20 hours or more per week) in a child care center or preschool setting</td>
<td>20 One point per contact hour of training</td>
</tr>
<tr>
<td>Associate’s degree in child development or bachelor’s degree in a child-related field</td>
<td>50 Part-time (less than 20 hours per week) in a child care center or preschool setting</td>
<td>10</td>
</tr>
<tr>
<td>Child development associate (CDA) or one-year diploma in child development from a community college or technical school</td>
<td>40 Full-time (20 hours or more per week) child development-related experience</td>
<td>10</td>
</tr>
<tr>
<td>Bachelor’s degree or higher in a non-child-related field</td>
<td>40 Part-time (less than 20 hours per week) child development-related experience</td>
<td>5</td>
</tr>
<tr>
<td>Associate’s degree in a non-child-related field or completion of at least two years of a four-year degree</td>
<td>20 Registered child development home provider</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Nonregistered family home provider</td>
<td>5</td>
</tr>
</tbody>
</table>

**RATIONALE AND RECOMMENDATIONS FOR IMPLEMENTATION**

Every center **MUST** have a director! The director is responsible for the overall function of the center and is essentially the leader of a small business. The director of a center must have an understanding of good business practices, administration, and child development in order to:

- Ensure the overall well-being of children
- Establish healthy, safe, and developmentally appropriate practices
- Hire and maintain competent, motivated staff and provide for their professional development
- Set appropriate expectations for staff
- Maintain clear communication with parents
- Manage the center and provide for the financial soundness of the center over the long-term
You must notify the child care consultant before hiring a director, either when opening a new center or replacing the director. Submit to the child care consultant sufficient information to determine whether the person meets the education, experience, and training requirements for a director. The final determination as to whether the person meets qualifications rests with the child care consultant.

An organization that has more than one center location under its direction and financial control must designate at least one director for all the centers and specify an on-site supervisor for each location. However, if one director is assigned for multiple sites, the director must be present in the center as often as needed to ensure the listed responsibilities are met. The ultimate responsibility for the safe and sound operation of the center rests with the director; therefore, sufficient time must be spent in each center.

Larger centers serving 50 or more children may want to consider not including the director in the staff/child ratio, to allow the director to be more available for the overall supervision of the center. Doing so allows the director to be more knowledgeable of all the activities throughout the center, provide guidance and modeling to staff, give more immediate response and intervention during emergencies, and fill in temporarily for an absent employee until a substitute can arrive.

New center directors are encouraged to visit and network with a nearby center director in their community or county. The more experienced director can serve as a "mentor" to offer ideas, strategies, and sample plans and policies.

In addition, directors are encouraged to make contact with their local child care resource and referral agencies, county Extension offices, and local provider associations. These agencies can provide support and guidance and resources for health and safety, center and playground design, developmentally appropriate practices, nutrition and menu planning, and financial considerations in running a business.

The child care resource and referral agency lists licensed centers on a database to receive parent referrals. Keep your local resource and referral agency updated regarding changes in your hours of operation, ages served, etc.

**Understanding the Point Chart**

The point chart is used to determine if directors are qualified, based on a combination of post-secondary education, experience, and training. The goal is to assist potential directors who may not fully meet the point requirement but are “qualifiable” by allowing them an opportunity to obtain additional training in areas where their formal education or experience needs reinforcement.

A person must achieve a total of 100 points to qualify as a director.

- At least two categories must be used to achieve the 100-point total. No more than 75 points may be achieved in any one category. The rationale for this restriction is that it:
  - Allows directors who do not have a degree or whose degree is not child-related to use years of experience and training to meet the point total
  - Allows directors who have a child-related degree and at least a year of full-time experience in a child care or child-related setting to meet the point total with minimum additional training
• Doesn’t allow a person with a recent college degree but no experience in a child care setting to be in charge of a center without first obtaining experience

• Emphasizes the importance of a combination of criteria in ensuring staff are well-versed in their knowledge and understanding of their responsibilities

♦ At least 20 of the 100 points must be obtained from the experience category.

Rationale: Experience in a child care or child-related field is essential in understanding the developmental needs of children, the structure necessary to ensure an appropriate, safe and non-chaotic environment is maintained, and the orientation and training needs of staff.

♦ Training used to calculate points in the “child development-related training” category must have been taken within the past five years.

Rationale: Our understanding of child development, health and safety considerations, and environmental concerns, changes and evolves over time. Ongoing research constantly challenges the development of new curriculum. Therefore, it is important in maintaining quality staff that training received be centered on the most up-to-date information available.

♦ One continuing education unit (CEU) is equivalent to 10 contact hours.

♦ Accommodations are made for centers serving predominately children with special needs or school-age children.

Rationale: Because of the special program considerations, additional degrees are allowed for in the education category and additional experiences in other program-related settings are allowed for in the experience category.

Parenthood is not considered as “child development-related experience.” Internships are not counted as “child development-related experience” if they were required to obtain a degree.

The Department may issue a provisional license for up to one year to allow the director to meet qualifications. However, using a provisional license for those people who are “qualifiable” is not intended as an open-ended approval for anyone merely interested in operating a center. Some measure of education or a track record of involvement with early childhood or school-aged children is needed.

Given the variation in educational, employment and volunteer opportunities, the scope of education and experience sufficient to warrant issuing a provisional license must be decided on a case-by-case basis. Potential center directors are allowed and encouraged to make up deficiencies in education and experience by obtaining training relevant to their areas of need.

However, it is not the intent of the Department to allow 75 hours of self-study. Training is to be viewed as professional development resulting in better outcomes for children, not as an “easy” way to become a center director.

A worksheet to assist in determining if a person qualifies under this system is included in Part IV of the handbook.
ABC Child Care Center

DIRECTOR JOB DESCRIPTION

OVERVIEW
The ABC Child Care Center is a newly formed group to respond to the closure of a privately-operated licensed child care center in the Trinity United Methodist Church. This group is in the process of incorporating as a nonprofit and to quickly open a child development center to provide high quality child care to Coralville and surrounding communities.

The Director provides and coordinates the necessary support, resources, supervision and leadership to ensure the provision of nurturing care and education to young children in a group setting at the Center. The Director shall ensure services are provided in accordance with the goals and curriculum developed for the Center in addition to the policies and procedures for the Center. The Director will ensure all requirements, licensing needs and reports required by the Iowa Department of Human Services, and any other State agency, are completed and filed appropriately. The Director will report to the ABC Child Care Center Board of Directors with immediate supervision by the Board President.

PRIMARY RESPONSIBILITIES

Establishing Organization:
• Prepare the Center in accordance with policies and procedures and licensing standards to open.
• With the Board of Directors, prepare and submit relevant documents to become a 501(c)3 nonprofit.
• With the Board of Directors, raise funds to support the opening of the center.
• Prepare and submit licensing documentation with the approval of the Board of Directors.
• Perform other duties as assigned by the Board in order to establish the 501(c)3 status and open the Center according to Center policies, procedures and licensing standards.

Center Operational Duties:
• Maintain the Center in accordance with policies, procedures and licensing standards.
• Maintain the facility in accordance with Trinity United Methodist lease agreement and Center policies, procedures and licensing standards.
• Maintain and update, as necessary, all Center records.
• Maintain and update, as necessary, all personnel and operating policies and procedures.
• Prepare all meeting documents for the ABC Child Care Center Board of Directors meetings, and perform any necessary follow up in connection with all Board meetings.
• Meet and coordinate with representatives of the Trinity United Methodist Church prior to when events will be hosted on site while the ABC Child Care Center is open.
• Develop and maintain an annual budget in conjunction with the ABC Child Care Center Board of Directors.
- Responsible for bi-weekly payroll and all required payroll duties.
- Manage payments to the Center for child care services and ensure prompt payment in accordance with Center policies and procedures.
- Manage all service contracts for the Center and order required items for Center operations.
- Approve and order materials and supplies for classroom programs and activities.
- Represent the Center in the community and act as a liaison with other agencies.
- Establish and maintain a healthy, safe, and enjoyable working and learning environment for staff, parents, children and visitors.
- Performs other duties as assigned from time to time by the Board of Directors.

**Staff:**
- Maintain staff as needed for operation of the Center (including interviewing, hiring, performance reviews, disciplinary actions, etc.)
- Responsible for effectively managing and resolving issues with and between the staff, parents and children.
- Interview and hire qualified and certified staff. Provide appropriate orientation, training and evaluation for all staff on an annual and ongoing basis.
- Responsible for addressing personnel matters and implementing solutions that are in the best interest of the Center.
- Supervise staff on an ongoing basis, including the development and implementation of curriculum plans.
- Educate staff on important and relevant information, including but not limited to licensure requirements and policy changes, through regular staff meetings.
- Identify required training opportunities for all staff and make the appropriate modifications necessary to accommodate all training.
- Create appropriate staff schedules which adhere to all state and Center requirements, including staff/child ratios.
- Ensure staff comply with all Center policies and procedures.
- Ensure compliance with confidentiality requirements and policies.
- Maintain current and accurate staff records (including all requirements for reporting to the State of Iowa)

**Children/Parents/Guardians:**
- Ensure all enrollment and discharge information is documented, complete and up-to-date.
- Ensure all records are complete, updated and accurate.
- Ensure that the Center meets all DHS licensing requirements. This includes, **but is not limited to:**
  - Standards of health and safety (Sanitation)
  - Learning environment and curriculum
  - Nutrition and food preparation
  - Physical safety and well-being of children and staff
  - Emergency policies and regulations
• Establish and execute policies and procedures that ensure the well-being of children. **This includes but is not limited to:**
  - Developmentally appropriate curriculum
  - Positive behavior management plans
  - Safe arrival and departure
• Maintain an environment that is tolerant and respectful of child and family cultures, values and differences.
• Establish relationships with individual children and families and be responsive to requests, comments and concerns.
• Provide care in classrooms as needed to meet safety and licensing regulations.
• Provide families with information and assistance with community resources.
• Report evidence of suspected abuse/neglect to Iowa Department of Human Services.

**MINIMUM QUALIFICATIONS**

• Must be able to meet and maintain certification through the Iowa Department of Human Services as a Child Care Director ([https://iowaccrr.org/resources/files/BGP/47%20Center%20Director%20Req.pdf](https://iowaccrr.org/resources/files/BGP/47%20Center%20Director%20Req.pdf)).
• Must be at least 21 years of age.
• Must have a high school diploma or have passed a general education development test.
• Must have work experience working with children.
• Must be able to maintain a high degree of efficiency in changing from one task to another and establishing priorities.

**MINIMUM PHYSICAL QUALIFICATIONS**

• This position is moderately stressful job that requires good organizational and communication skills. Must be able to perform several tasks at one time. This job requires the individual to be able to read, write and communicate with staff and parents/guardians.
• Position requires constant lifting, twisting, stooping, bending, squatting, kneeling and reaching. Pushing and pulling may be required. Frequently exposed and subject to: changes in temperature and humidity, vapor, fumes, odors and infectious disease conditions.
• Must be able to routinely lift 30 pounds.
Important Questions to Ask when Hiring a Center Director

What information do you feel is most important to share during a pre-enrollment visit?

When interviewing potential client families, what will you be looking for?

How would you handle the following situations?

- A staff member is not following through on responsibilities.
- You witness a staff member belittling a child.
- A parent is behind on a bill.
- A parent asks you to spank their child.
- A parent is habitually late picking up their child.
- A parent brings an obviously sick child to the center claiming the child is well.
- You serve a child who needs to be referred to AEA due to developmental deficit(s).

How do you see the Center as a community partner?

What would you do to sustain and advance the Center as a community partner?

Do you have any grant writing and/or fundraising experience?

Please describe the culture you want for your staff, families and children served.

How would you celebrate successes in the Center (i.e. holiday programs, graduations, birthdays, etc.)?

How do you see your role managing conflict between staff members? Between staff members and parents?

How will you keep Board members informed relative to staffing, client families, funding, and general management issues?

How will you ensure that necessary information is effectively distributed to Board members? To client and potential client families?