



Business Supports Companion Guide for CCR&Rs

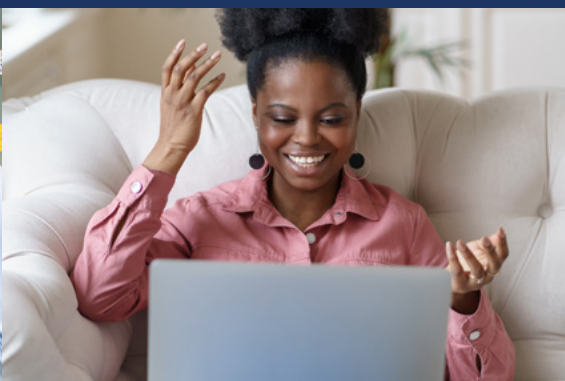


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Introduction

The intended audience for this guide are Child Care Resource and Referral agencies (CCR&Rs), Child Care Aware® of America (CCAoA) members and other system-level leaders who provide consumer education, technical assistance, and resource and referral services to new and existing center and home-based child care providers. CCR&Rs are encouraged to share this guide with staff, peers or others who provide leadership on child care business development for child care providers through resource and referral, technical assistance, coaching, training, peer learning communities, communities of practices and other forms. Moreover, while the majority of the resources found in the guide can be accessed directly at childcareaware.org, there are also a number of resources requiring CCAoA membership. CCR&Rs and individuals interested in membership can find more information by visiting childcareaware.org/join.



Members only resources are marked with this icon.

Purpose

The purpose of this *Business Supports Companion Guide for CCR&Rs* is to:

1. Offer a directory of CCAoA resources designed to support effective business practices for home-based child care (HBCC) and child care center providers, both with a summary description and within a quick reference table.
2. Provide examples of how CCR&Rs and other system-level leaders may use the resources highlighted in the directory to support child care providers as well as their own agency staff.
3. Indicate which resources have been translated and are accessible in Spanish and which resources are CCAoA member exclusive benefits, and support efforts to recruit diverse and underrepresented early care and education providers.
4. Increase awareness of resources and equitable access to materials for underserved populations of families and providers.

Background

The early care and education field continues to face challenges stemming from decades of underinvestment and workforce retention issues. These challenges were exacerbated by the 2020 COVID pandemic, and the supply of child care options nationally is decreasing. While the number of center-based child care slots has increased slightly from 2020 to 2021, that number still falls short of pre-COVID levels and the number of home-based child care (HBCC) programs continues to decline (CCAoA *Annual Child Care Landscape Analysis: 2021 Supply and Quality Trends*).

We recognize the important role CCR&Rs play in the early childhood ecosystem. CCR&Rs have strong relationships ECE community and serve as hubs for information, resources and support to families with young children as well as the ECE workforce. Services provided through CCR&Rs and other system-level leaders help families find child care and support child care field.

In support of efforts to offer effective business strategies to child care programs, we developed a *Business Supports Companion Guide*. It provides an overview of over sixty (60) rich and timely resources that were developed by CCAoA to support the financial sustainability of child care businesses. This diverse compilation of business resources includes webpages, tip sheets, templates, flyers, brochures, recorded webinars and guides about opening and operating child care businesses. The topics for this collection of resources span from considerations when first opening a child care program to effective business strategies for operating and sustaining a child care business over time.

As the nation experiences a crisis in the demand for quality, affordable child care, now is the time to prioritize supporting child care programs with sound business practices that enable a strong start and provide business sustainability over the long term.



How CCR&Rs Can Benefit from Using the Guide: _____

This guide can assist you in your efforts to:

- ✓ Train staff (existing and new) about effective business practices.
- ✓ Guide child care centers and HBCC providers in implementing effective business practices by:
 - Using the resource as a standalone
 - Using it to develop customized training (T) and/or technical assistance (TA) for providers based on specific topics covered in the directory
- ✓ Identify which resources are included in your CCAoA membership (if you are a member)
- ✓ Offer Spanish language T/TA and resources about business sustainability for providers who prefer to receive the information in Spanish.
- ✓ Recruit Spanish-speaking providers by offering resources about opening and operating a financially sustainable child care business that have been translated into Spanish.

This guide will be helpful to CCR&Rs and other system-level leaders by directing them to resources for use within their program and services. As you review the guide, we hope you will identify opportunities to expand upon these resources and cultivate CCR&Rs' relationships with other organizations and partners that support and provide business management support and programming.



Examples of How CCR&Rs Can Use the Resources Found in the Guide: _____

There are many ways your agency can apply the resources above into your daily work to support child care programs and support training and onboarding of your staff. Below are examples of how to fold these resources into your offerings to support business sustainability. This list is not exhaustive. We encourage you to adapt these examples to meet the needs of your agency and your community.

How CCR&Rs Can Use the Resources to Support Child Care Programs:

- Encourage staff to bookmark links to the resources for quick referencing as they answer questions for prospective and existing child care providers.
- Frame discussions when delivering technical assistance (TA), either 1:1 or in a group, about supporting a child care business.
- Download and share the tip sheets (PDFs) with child care providers, either by printing or sending by email.
- Include information in newsletters and blogs for child care programs to highlight resources about financial sustainability.

How CCR&Rs Can Use the Resources to Support Agency Staff:

- Integrate these resources into your training for existing or new staff as part of the onboarding process to teach about strategies for supporting a child care business.
- Encourage staff to print and add the tip sheets to their training and TA toolbox.
- Facilitate partnership opportunities with [Community Development Financial Institutions \(CDFIs\)](#) for developing and delivering collaborative training and TA about financial education and business capacity building.

What You Will Find in the Guide: _____

The resources highlighted in the guide were developed for child care programs, so they are ready to use and share. They are organized into the following topic areas: Financial Support, Legal/Tax/Insurance, Licensing Compliance, Opening a Child Care Program, Policy and Procedures, Quality Improvement, Record Keeping, Marketing and Recruitment. The guide outlines each resource by title, description, who it's for (HBCCs, centers or both), what type of resource it is and whether it is available in Spanish. Finally, the appendix includes a quick reference guide with a list of all the resources mentioned in this guide.

Business Support Resources

Financial Support

Tip Sheet



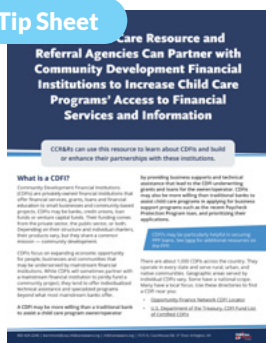
Title: Financial Support and Sustainability

Description: This two-page tip sheet (downloadable, printable PDF) discusses financial opportunities for child care businesses such as grants, loans/other funding opportunities and federal/state child care programs. It also offers strategies for operating a financially sustainable child care business.

Resource Type: Tip sheet

Available in Spanish: [El apoyo financiero y la sostenibilidad](#)

Tip Sheet

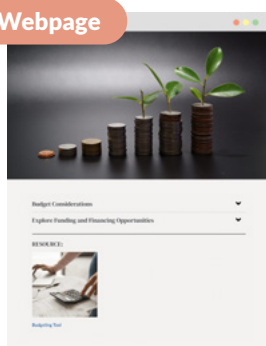


Title: Partnering with CDFIs to Help Child Programs Access Financial Services and Information

Description: This two-page tip sheet (downloadable, printable PDF) for CCR&Rs explains how Community Development Financial Institutions can support child care programs through financial services, grants, loans and financial education, and how to locate one in your area.

Resource Type: Tip sheet

Webpage



Title: Creating Your Program Budget

Description: This webpage provides information about preparing a budget for a child care business and links to an interactive budgeting tool. It also discusses funding and financing opportunities.

Resource Type: Webpage

Available in Spanish: [Preparar un presupuesto](#)

Tip Sheet



Title: Budgeting Tool

Description: This interactive budget template and tool (that can also be downloaded and printed as a PDF) helps child care programs track revenues and expenses. This resource can also be accessed on page 29 of the [Opening a Child Care Center Business Guide](#) resource.

Resource Type: Tip sheet (template)

Available in Spanish: [Herramienta de presupuesto](#)

Webpage

**Title:** Financial Sustainability

Description: This webpage highlights effective child care business practices. It discusses business bank accounts, grants, the “iron triangle,” shared services, child care business automation and marketing. It also links to resources about marketing and financing child care programs.

Resource Type: Webpage

Available in Spanish: [Sostenibilidad financiera](#)



Business Guide Pull-Out

**Title:** Financial Sustainability for Centers

Description: This four-page (downloadable, printable PDF) checklist of considerations for sound business and financial management for child care centers includes topics such as business bank accounts, grant funding and the “iron triangle.” It can be accessed on pages 5-9 of the Operating a Child Care Center Business Guide and requires CCAoA membership for access.

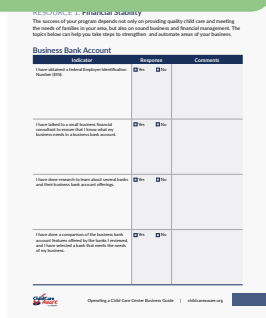
Resource Type: Business guide pull-out resource

Available in Spanish: [Sostenibilidad financiera](#)

Access Type: Membership Required*



Business Guide Pull-Out

**Title:** Financial Sustainability for Family Child Care

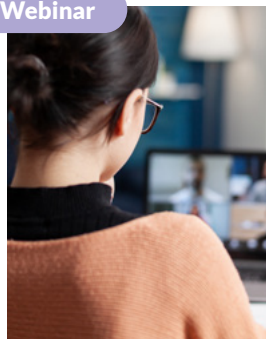
Description: This four-page (downloadable, printable PDF) checklist of considerations for sound business and financial management for family child care programs includes topics such as business bank accounts, grant funding and the “iron triangle.” It can be accessed on pages 10-13 of the [Operating a Family Child Care Home Business Guide](#) and requires CCAoA membership for access.

Resource Type: Business guide pull-out resource

Available in Spanish: [Sostenibilidad financiera](#)

Access Type: Membership Required*

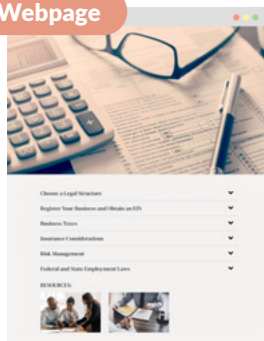
Webinar

**Title:** Financial Support and Sustainability for your Child Care Business

Description: This webinar recording is the third of a three-part series focused on business topics for child care providers. Topics included are common types of funding and potential local support to ensure a child care business remains financially strong and sustainable. The 63-minute recording can be accessed on-demand.

Resource Type: Webinar

Webpage



Title: Legal, Tax and Insurance Considerations

Description: This webpage presents legal, tax and insurance considerations for starting a child care business, such as choosing a legal structure, registering a business, obtaining an EIN, business taxes, business insurance, risk management, and federal and state employment laws. It also links to printable self-assessments for home-based and center providers about legal and insurance considerations.

Resource Type: Webpage

Available in Spanish: [Consideraciones legales, fiscales y de seguros](#)

Business Guide Pull-Out



Title: Legal, Tax and Insurance Consideration for Centers

Description: This four-page checklist (downloadable, printable PDF) for providers interested in opening a child care center covers considerations for legal structure, business insurance, risk management and federal/state employment laws. It can be accessed on pages 22-25 of the [Opening a Child Care Center Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Consideraciones legales y de seguros](#)

Business Guide Pull-Out



Title: Legal, Tax and Insurance Considerations for Family Child Care

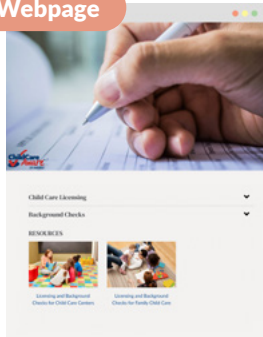
Description: This four-page (downloadable, printable PDF) checklist for home-based child care providers interested in establishing a child care business covers considerations for legal structure, business insurance, risk management and federal/state employment laws. It can also be accessed on pages 22-25 of the [Opening a Child Care Center Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Consideraciones legales y de seguros](#)

Licensing Compliance

Webpage



Title: [Licensing and Background Checks](#)

Description: This webpage provides information about opening a child care program. Topics include state licensing (group size, health and safety standards, etc.), the licensing process and background checks. The webpage also includes links to downloadable checklists for child care centers and home-based child care providers about licensing and background checks.

Resource Type: Webpage

Available in Spanish: [Licencias y verificaciones de antecedentes](#)

Business Guide Pull-Out



Title: [Licensing and Background Checks for Centers](#)

Description: This two-page (downloadable, printable PDF) checklist for prospective providers interested in opening a child care center outlines the steps needed to become a licensed child care center business and for obtaining a background check. It can be accessed on page 14 of [Opening a Child Care Center Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Licencias y verificaciones de antecedentes](#)

Business Guide Pull-Out



Title: [Licensing and Background Checks for Family Child Care](#)

Description: This three-page (downloadable, printable PDF) checklist is for prospective home-based child care providers interested in becoming licensed and obtaining background checks. It can be accessed on page 14 of [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Licencias y verificaciones de antecedentes](#)

Opening a Child Care Program

Webpage



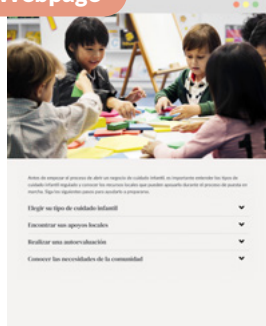
Title: [Opening a Child Care Program](#)

Description: This comprehensive collection of webpages outlines considerations about opening a child care program. The resources discuss the steps necessary to open a child care business and link to interactive manuals designed to support home-based providers and child care centers.

Resource Type: Webpage

Available in Spanish: [Abrir un programa de cuidado infantil](#)

Webpage



Title: [Are You Ready to Open a Child Care Business?](#) (“Get Ready”)

Description: This webpage includes information and steps to take specifically before opening a child care business. It explores the different types of regulated care, finding local supports, completing a self-assessment, and identifying whether there is a community need for child care.

Resource Type: Webpage

Available in Spanish: [¿Está listo para abrir un negocio de cuidado infantil?](#)

Webpage



Title: [Choosing the Right Location](#)

(Opening a Child Care Program – “Take Action”)

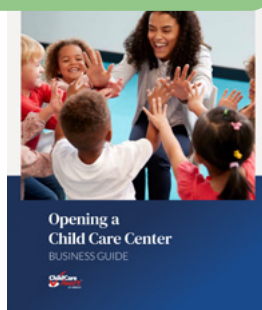
Description: This webpage includes support for identifying a location for a child care program, including a discussion of zoning laws, restrictive covenants and state regulations, as well as tips for evaluating the proposed space. In addition, you can find links to complementary downloadable and printable resources, such as a questionnaire about finding a location for the child care program and a checklist that can be used as a guide when considering space for a home-based child care program.

Resource Type: Webpage

Available in Spanish: [Elegir una ubicación adecuada](#)

Child Care Centers

Business Guide Pull-Out



Title: [Opening a Child Care Center Business Guide](#)

Description: This business guide compiles a number of useful CCAoA resources that will help potential owners/operators begin the process of opening a child care center by providing a template for identifying local resources that can support you through the start-up process.

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: [Abrir un centro de cuidado infantil- Guia de Negocios de Cuidado Infantil](#)

Business Guide Pull-Out



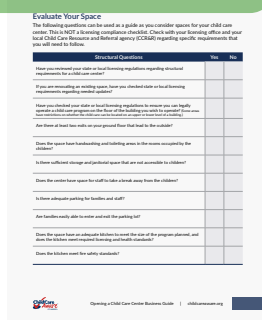
Title: [Finding a Location for Centers](#)

Description: This resource is designed to help providers prepare for determining a location for a child care center. Completing the questionnaire will help potential child care center owners address important considerations before building, purchasing or renting a business location. It can also be accessed on page 32 of [Opening a Child Care Center Business Guide](#).

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: [Encontrar una ubicación](#)

Business Guide Pull-Out



Title: [Evaluating the Space for Centers](#)

Description: This assessment tool can be used as a guide for potential child care center owners/operators researching spaces for their child care business. The tool lists considerations for the physical space, health and safety, risk management and hazards. While there may be some overlap, this is NOT a licensing compliance checklist; licensing compliance regulations vary based on location and have additional criteria. The tool can also be accessed on page 33 of [Opening a Child Care Center Business Guide](#).

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: [Evaluar el Espacio](#)

Brochure



Title: [Starting Your Child Care Business](#)

Description: This two-page, downloadable brochure can be shared with potential providers. Topics covered include: “Is a child care business right for you?”, “Are you ready to run a business?”, “Do you have the necessary training and education?”, “Where do you begin?”.

Resource Type: Brochure

Available in Spanish: [Empezar su negocio de cuidado de niños](#)

Are You Ready to Start a Child Care Center?
This resource is meant to help you think about the reasons why you want to open a child care center and if it is the right choice for you. There are both personal and professional considerations for you to think about as you start your journey.

Personal Conversations	Yes	No	Not Sure
Do you have a passion for helping children and their parents?			
Do you enjoy living with young children and have the patience to care for them many hours each day?			
Are you able to manage conflict successfully if it arises with staff and/or families?			
Are you able to get along with multiple types of families, and children, and is your parenting style or culture are different than theirs?			
Do you have the physical and emotional strength to raise a child care business?			
Do you have the ability to offer parents in your life who need your doing child care hours of services, have you identified someone to care for them if they become sick or need something?			
Do you have a positive attitude, even when challenges arise?			
Does your family support your decision?			



Description: This resource is meant to help potential child care center operators or owners think about why they want to open a child care center and if it is the right choice for them. This self-assessment tool includes personal and professional considerations as they start their journey. It can also be accessed on page 5 of [Opening a Child Care Center Business Guide](#).

Resource Type: Business guide pull-out resource (downloadable PDF)

Available in Spanish: [Centro de Cuidado infantil Autoevaluación](#)

Child Care Center Needs Assessment

There are three parts to the needs assessment. First, you need to have data on what type of child care is being offered in your community. Second, you will want to understand more about the families that you might serve through your child care business. Finally, you will want to know what other child care centers in your area charge for child care. This will help you balance your budget.

Part 1: Current Child Care Landscape

Question	Answer/Comment
Who else is providing child care to your area?	# of forward entries:

<p>Are you a member of a Child Resource and Referral agency (CRRR) and the agency is involved in your work?</p>		<p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes</p>
<p>Where are the other child care programs located?</p>		<p><input type="checkbox"/> At family child care homes</p> <p><input type="checkbox"/> At school based facilities</p> <p><input type="checkbox"/> Other:</p>
<p>In this geographic area where you expect to open facilities, will providers of child care services and others you feel about? (Check all that apply, but not necessarily center and schools as well as traditional child care providers)</p>		<p><input type="checkbox"/> Know them (2=good)</p> <p><input type="checkbox"/> Doubtful (2 = weak)</p> <p><input type="checkbox"/> Perceived (4 = poor)</p> <p><input type="checkbox"/> None (1 = poor)</p> <p><input type="checkbox"/> Better off than the school based facilities (3=good)</p>
<p>Is there a need for CRRR for a specific age group?</p>		
<p>Is there a need for CRRR for a specific age group/ages to serve? Add your work for children for whom you feel there is need for other age groups.</p>		
<p>Is there a need for child care during a specific time of the day?</p>		
<p>Think about whether you might provide (or have others) care to school age children or children in child care programs. Add your work for morning, afternoon, 24-hour or seasonal child care programs.</p>		
<p>Will you need for child care changing to the 2-3 years? Why?</p>		
<p>Think about whether children are growing or closing, whether schools are</p>		

Description: This resource is meant to help potential child care center owners/operators determine the need for child care services in a given area. It can also be accessed on page 8 of [Opening a Child Care Center Business Guide](#).

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: [Evaluación de necesidades para un centro de cuidado infantil](#)

RESOURCE 2: Community Child Care Analysis

Your marketing efforts should highlight the ways that your business stands out from others in your area. Use this resource to compare your child care center to similar programs in your area. Then use the results of the comparison to help you identify unique strengths and areas for growth in your business.

	My Child Date	Child Care #1	Child Care #2	Child Care #3
Program Name				
Street Address				
Worksite Address				
Days and Hours of Operation				
Teachers	<div><div>Hours</div><div>Teachers</div><div>Personnel</div><div>Parent</div><div>Director</div></div>	<div><div>Hours</div><div>Teachers</div><div>Personnel</div><div>Parent</div><div>Director</div></div>	<div><div>Hours</div><div>Teachers</div><div>Personnel</div><div>Parent</div><div>Director</div></div>	<div><div>Hours</div><div>Teachers</div><div>Personnel</div><div>Parent</div><div>Director</div></div>
Quality Rating: (Use program's own rating or the highest rating possible)				
Appropriate: (Are the personnel trained in child development and/or early intervention? Do all personnel hold appropriate licenses or certificates?)				
Equipment and Toys: (Do appropriate equipment and toys meet the needs of the children?)				
Curriculum: (Do the program staff know and use the curriculum?)				
Adult-to-children: (Do the program staff have the appropriate adult-to-child ratio?)				
Activities: (Do the program staff have the appropriate activities for the children?)				
Family Engagement: (Does the program encourage families?)				
Notes: (What were the program's strengths?)				

Description: Use this resource to compare your child care center to similar programs in your area. Then use the results of the comparison to help you identify unique strengths and areas for growth in your business. It can be accessed on page 14 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business guide pull-out resource

Available in Spanish: [Análisis del cuidado infantil de la comunidad](#)

Access Type: [Membership Required*](#)

Opening Child Care Resources for

Family Child Care and Home-Based Providers

Business Guide



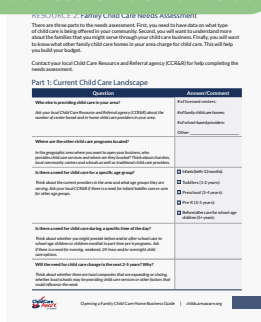
Title: Opening a Family Child Care Home Business Guide

Description: This business guide will help potential regulated home-based providers begin the process of opening a home child care business by providing a template for identifying local resources that can support them through the start-up process.

Resource Type: Business guide (PDF)

Available in Spanish: Abrir Un Hogar De Cuidado Infantil Familiar Guía De Negocios De Cuidado Infantil

Business Guide Pull-Out



Title: Family Child Care Community Needs Assessment

Description: This resource was developed to help potential home-based child care providers determine the need for child care services in their area. The assessment will help potential providers conduct a landscape analysis of current child care providers, understand the needs of families, compare rates of care and build their budget. It can be accessed on page 8 of [Opening a Family Child Care Home Business Guide](#) page and requires CCAoA membership to access.

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: Evaluación de necesidades para el cuidado infantil familiar

Business Guide Pull-Out



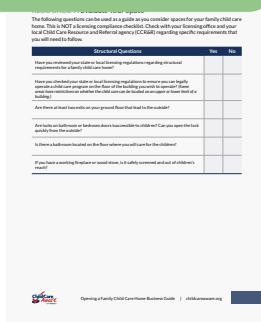
Title: Finding a Location for Family Child Care

Description: This resource is designed to help prepare providers for the process of determining a location for their home-based child care program. It can be accessed on page 34 of [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business Guide pull-out resource (downloadable PDF)

Available in Spanish: Encontrar una Ubicación

Business Guide Pull-Out



Title: Evaluating the Space for Family Child Care

Description: These questions can be used as a guide as you consider spaces for your family child care home. This is NOT a licensing compliance checklist. Check with your licensing office and your local CCR&R regarding specific requirements that you will need to follow. It can be accessed on page 35 of [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business guide pull-out resource (downloadable PDF)

Available in Spanish: Evaluar el espacio

Business Management Practices (Policies and Procedures)

Webpage



Title: [Operating a Child Care Program](#)

Description: This web-page serves as the landing page for all CCAoA public resources and tools to support fully operational home-based and center-based child care programs. It includes information to support financial sustainability, strengthen program structure, and implement quality early childhood education practices.

Resource Type: Webpage

Available in Spanish: [Operar un programa de cuidado infantil](#)

Business Guide



Title: [Operating a Child Care Program Business Guide](#)

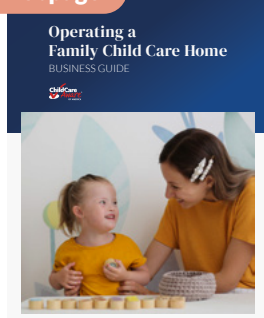
Description: This business guide compiles a number of useful assessment tools and templates to help current or new child care center owners/operators establish business management practices to support the success of the program.

Resource Type: Business guide

Available in Spanish: [Operar un centro de cuidado infantil exitoso](#)

Access Type: **Membership Required***

Webpage



Title: [Operating a Family Child Care Home Business Guide](#)

Description: This business guide compiles a number of useful assessment tools and templates to help current or new home-based child care owners/operators establish business management practices to support the success of the program.

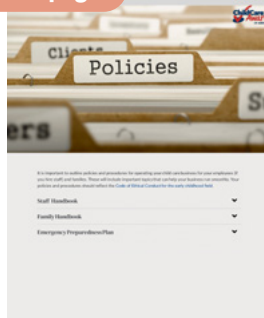
Resource Type: Webpage

Available in Spanish: [Operar un hogar de cuidado infantil familiar exitoso](#)

[GUÍA DE NEGOCIOS DE CUIDADO INFANTIL](#)

Access Type: **Membership Required***

Webpage



Title: [Developing Your Policies and Procedures](#)

Description: This webpage provides information to support child care programs in developing their policies and procedures, writing staff and family handbooks, and emergency preparedness.

Resource Type: Webpage

Available in Spanish: [Desarrollar sus políticas y procedimientos](#)



Business Guide Pull-Out

RESOURCE 4: **Staff Handbook Template**

Below are some items that are typically included in a staff handbook for you to use as a guide.

If you plan to use this handbook as a binding agreement with your employees, consider having someone with Human Resource experience review the handbook to ensure there are no legal issues. Also keep in mind that it is not just the employee agreeing to these policies; you will also be required to make sure that you follow and enforce the guidelines in the handbook.

- [illegible]



Operation • Child Care Center Business Guide



Business Guide Pull-Out

RESOURCE 4: **Staff Handbook Template**

Below are some items that are typically included in a staff handbook for you to use as a guide. If you plan to use this handbook as a binding agreement with your employees, consider having someone with Human Resource experience review the handbook to ensure there are no legal issues. Also keep in mind that it is not just the employee agreeing to these policies; you will also be required to make sure that you follow and enforce the guidelines in the handbook.

- [illegible]



Operation of Family Child Care Home Business Child

[illegible]

Business Guide Pull-Out

RESOURCE 5: Family Handbook Template

Below are some items that are typically included in a family handbook to use as an outline as you create your own.

- [illegible]

Title: Staff Handbook Topic List for Centers

Description: This resource was developed to guide child care centers as they establish program policies and write their staff handbook. It lists common employment topics such as employee benefits, conduct and workplace safety. It can be accessed on page 28 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business guide pull-out resource

Available in Spanish: [Plantilla de manual para personal](#)

Access Type: Membership Required*

Title: Staff Handbook Topic List for Family Child Care

Description: This resource was developed to guide home-based child care programs as they establish program policies and write their staff handbook. It lists common employment topics such as employee benefits, conduct and workplace safety. It can be accessed on page 28 of the [Operating a Family Child Care Home: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business Guide pull-out resource

Available in Spanish: [Plantilla de manual para personal](#)

Access Type: Membership Required*

Title: Family Handbook Template for Centers

Description: This resource was developed to guide child care centers as they establish program policies and can be used as an outline as they write a family handbook. It lists common topics around family expectations such as registration and fees, positive guidance policies and family engagement. It can be accessed on page 29 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business Guide pull-out resource

Available in Spanish: [Plantilla de manual para las familias](#)

Access Type: Membership Required*



Business Guide Pull-Out



Title: Family Handbook Template for Family Child Care

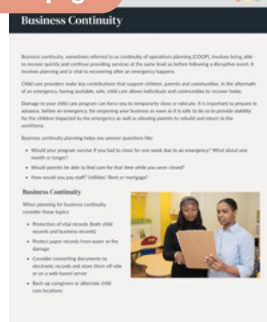
Description: This resource was developed to guide home-based child care programs as they establish program policies and can be used as an outline as they write a family handbook. It lists common topics around family expectations such as registration and fees, positive guidance policies and family engagement. It can be accessed on page 29 of the [Operating a Family Child Care Home: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business Guide pull-out resource

Available in Spanish: [Plantilla de manual para las familias](#)

Access Type: Membership Required*

Webpage



Title: Business Continuity

Description: This webpage includes information about how business continuity planning can help child care providers recover quickly if faced with an emergency/disruptive event.

Resource Type: Webpage

Tip Sheet



Title: How Insurance Protects You in an Emergency

Description: Written in partnership with Tom Copeland, this five-page resource (downloadable, printable PDF) describes how insurance can protect a home-based child care business following an emergency. Topics covered include homeowner's insurance, business property insurance, commercial business liability insurance, vehicle insurance and more.

Resource Type: Tip sheet

Tip Sheet



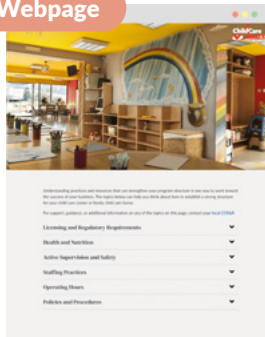
Title: Reducing the Financial Toll of Emergencies

Description: Written in partnership with Tom Copeland, this three-page resource (downloadable, printable PDF) describes how home-based child care providers can protect the stability of their business in case of an emergency. Topics include establishing an emergency fund, conducting a household inventory, keeping business records in a safe place, identifying a backup caregiver and setting policies on parent and staff payments.

Resource Type: Tip sheet

Quality Improvement

Webpage



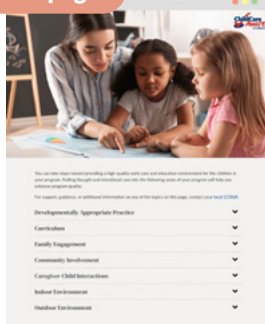
Title: [Strengthen Your Program Structure](#)

Description: This webpage includes practices and resources that can strengthen your program structure and help you work toward the success of your business.

Resource Type: Webpage

Available in Spanish: [Fortalecer la estructura del programa](#)

Webpage



Title: [Quality Practices for Early Care and Education](#)

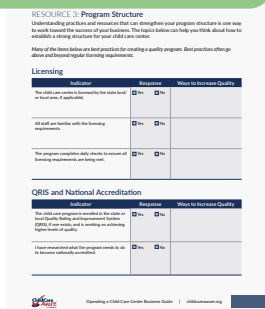
Description: This webpage provides an overview of quality practices and concrete steps toward providing a high-quality early care and education environment for children in the program.

Resource Type: Webpage

Available in Spanish: [Operar un centro de cuidado infantil exitoso](#)



Business Guide Pull-Out



Title: [Program Structure for Centers](#)

Description: This resource can be used to help child care centers assess the quality program structure relevant to health and nutrition, active supervision and safety, policies and procedures and more. It can be accessed on page 19 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

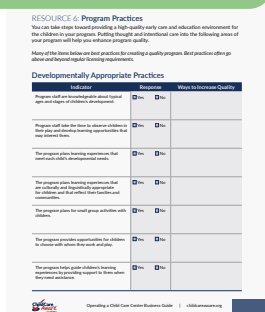
Resource Type: Business guide pull-out resource

Available in Spanish: [Estructura del programa](#)

Access Type: **Membership Required***



Business Guide Pull-Out



Title: [Program Practices for Centers](#)

Description: This resource can be used to help child care centers assess the quality of program practices relevant to developmentally appropriate practice, environment, curriculum and more. It can be accessed on page 33 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business guide pull-out resource (Operating Child Care Center Business Guide)

Available in Spanish: [Prácticas del Programa](#)

Access Type: **Membership Required***



Business Guide Pull-Out

RESOURCE: Program Structure

It is important to plan and implement your program structure in a way that works toward the success of your business. The topics below can help you think about how to establish a strong structure for your family child care home. Please note: This checklist uses the term "compliance" to refer to the family child care owner and any other caregivers that you may employ.

Many of the items below are best practices for creating a quality program. Best practices often go above and beyond regular licensing requirements.

Licensing

Indicator	Response	Ways to Increase Quality
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Compliance with licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	

QRIS and National Accreditation

Indicator	Response	Ways to Increase Quality
The program complies with all QRIS and National Accreditation requirements.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all QRIS and National Accreditation requirements.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all QRIS and National Accreditation requirements.	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Operating a Family Child Care Home Business Guide | © 2018 American Early

Title: Program Structure for Family Child Care

Description: The resource can be used to help home-based child care programs assess the quality of program structure relative to health and nutrition, active supervision and safety, policies and procedures and more. It can be accessed on page 33 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business guide pull-out resource

Available in Spanish: [Estructura del Programa](#)

Access Type: Membership Required*



Business Guide Pull-Out

RESOURCE: Program Practices

It is important to plan and implement your program practices in a way that works toward the success of your business. The topics below can help you think about how to establish a strong structure for your family child care home. Please note: This checklist uses the term "compliance" to refer to the family child care owner and any other caregivers that you may employ.

Many of the items below are best practices for creating a quality program. Best practices often go above and beyond regular licensing requirements.

Developmentally Appropriate Practices

Indicator	Response	Ways to Increase Quality
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Compliance with licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Compliance with licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Compliance with licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
The program complies with all licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Compliance with licensing rules and regulations.	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Operating a Family Child Care Home Business Guide | © 2018 American Early

Title: Program Practices for Family Child Care

Description: The resource can be used to help home-based child care programs assess the quality of program practices relevant to developmentally appropriate practice, environment, curriculum and more. It can be accessed on page 33 of the [Operating a Child Care Center: Business Guide](#) and requires CCAoA membership to access.

Resource Type: Business guide pull-out resource

Available in Spanish: [Prácticas del Programa](#)

Access Type: Membership Required*



Record Keeping

Webinar



Recorded on July 22, 2020, 2:00-4:00 p.m. EDT

Operating a high-quality, financially sustainable child care business has always been a challenge, and the current pandemic restrictions have made this task exponentially more difficult. Programs that utilize business software solutions to improve efficiency and manage financial management strategies have a much better chance of surviving and emerging stronger on the other side of the crisis. Part one of a three-part series will explore the benefits of Child Care Management Software (CCMS) to providers and the role business technology can play in stabilizing the sector in the most painful of times. Future sessions will explore the benefits of CCMS to intermediaries and high-impact business training.

Presenters:

Sharon Gussling
Partner at Opportunities Exchange
Lashae Stone
Co-Founder at Opportunities Exchange

Title: Webinar: Why Business Automation Matters to ECE Providers

Description: This webinar recording is part one of a three-part series that explores the benefits of Child Care Management Software (CCMS) to providers and the role business technology can play in stabilizing the sector in difficult times.

Resource Type: Webinar

Webinar



Join us August 6, 2020, 2:00-3:30 p.m. EDT

Now more than ever, the challenges of operating a financially viable early care and education program threaten to jeopardize the sector. Child Care Management Software (CCMS) not only helps programs operate in a sustainable way, but also empowers CCR&Rs to be more effective coaches to both business and pedagogical work. Additionally, data collected through CCMS can generate real-time insights and financial information that CCR&Rs can use to support families seeking child care services. The global pandemic has helped us realize that technology is essential and this webinar will explore how these tools can significantly improve our collective efforts.

Presenters:

Sharon Gussling
Partner at Opportunities Exchange
Lashae Stone
Co-Founder at Opportunities Exchange

Title: Webinar: Why ECE Provider Automation Matters to Intermediaries

Description: This webinar recording is part two of a three-part series that explores how child care management systems (CCMS) empower CCR&Rs to be more effective coaches for both business and pedagogical work.

Resource Type: Webinar

Webinar



Recorded Thursday, August 20, 2020 2:00 p.m. EDT

Child Care Resource and Referral (CCR&R) agencies are faced with improving the quality and equity of early childhood programs in their community. Significant public resources have been invested in program improvement strategies, including training, coaching and quality standards. As state leaders of CCR&Rs, how can we make that vision a reality? This webinar will explore how CCR&Rs can use the power of business automation to address financial sustainability, quality programming and equity. The session will explore how one CCR&R identified the problem, planned and implemented a solution and is tracking results. Through the power of business automation, CCR&Rs are making a significant impact.

Title: Webinar: Business Automation + Business Training = High Impact Change

Description: This webinar recording is the conclusion of a three-part series that brings the strategies and resources identified in the first two parts of the series into application by exploring how child care management systems helped one CCR&R identify the problem, plan and implement a solution, and track results.

Resource Type: Webinar

Marketing

Tip Sheet



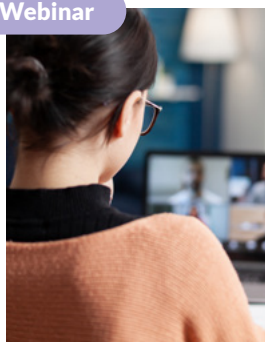
Title: Marketing a Child Care Program

Description: This two-page tip sheet (downloadable, printable PDF) outlines strategies for marketing a child care program.

Resource Type: Tip Sheet

Available in Spanish: [Comercializar un programa de cuidado infantil](#)

Webinar

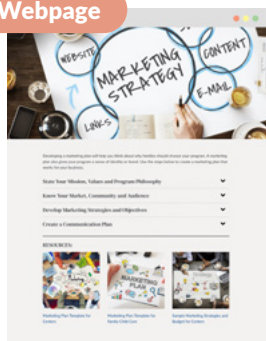


Title: Marketing Your Child Care Business Webinar

Description: This webinar recording is the first of a three-part series focused on business topics for child care providers. Topics included in this session are marketing, recruiting, hiring, financing and sustaining a child care business. The 52-minute video recording can be accessed on-demand.

Resource Type: Webinar

Webpage



Title: Market Your Program

Description: This webpage includes resources for child care programs seeking to develop a marketing plan. Topics covered include developing a mission statement, completing a needs assessment, strategies for attracting families to child care programs and creating a communication plan. In addition, it includes resources such as marketing plan templates, sample marketing strategies/budgets and a downloadable tip sheet about marketing a child care business.

Resource Type: Webpage

Available in Spanish: [Comercializar su programa](#)

Business Guide Pull-Out



Title: Marketing Plan Template for Centers

Description: This two-page marketing plan template (downloadable, printable PDF) helps child care centers develop a marketing plan. It outlines topics such as program mission and philosophy, market analysis, community child care analysis, determining your audience, developing strategies and setting objectives. It can be accessed on page 43 of the [Opening a Child Care Center Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Plantilla de plan de marketing](#)

Business Guide Pull-Out

RESOURCE: Marketing Plan Template

1 Program Mission and Philosophy

Your mission statement is the guiding principle for your business. It should be clear, concise, and inspiring. It should also be a statement of your business's purpose and values. Your philosophy is your business's guiding principle. It should be clear, concise, and inspiring. It should also be a statement of your business's purpose and values.

2 Market Analysis

Market analysis is the process of identifying and understanding your target market. It involves researching your target market's needs, preferences, and behaviors. It also involves identifying your target market's competitors and their strengths and weaknesses.

3 Community Child Care Business

Community child care is a type of child care that is designed to serve the needs of the community. It is a type of child care that is designed to serve the needs of the community. It is a type of child care that is designed to serve the needs of the community.

Title: Marketing Plan Template for Family Child Care

Description: The two-page marketing plan template (downloadable, printable PDF) helps home-based child care providers develop a marketing plan. It outlines topics such as program mission and philosophy, market analysis, community child care analysis, determining your audience, developing strategies and setting objectives. It can be accessed on page 45 of the [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Plantilla de plan de márketing](#)

Business Guide Pull-Out

SAMPLE MARKETING STRATEGIES AND BUDGET

The information below is designed to assist you in developing a marketing plan. Fill in your own strategies, people responsible, timeframe and budget according to your needs.

Marketing Strategy	Person Responsible	Specific Goal Date	Budget
Develop a logo	Marketing Manager	January 15	\$500
Develop a website	Marketing Manager	January 15	\$500
Develop a social media strategy	Marketing Manager	January 15	\$500
Develop a direct mail campaign	Marketing Manager	January 15	\$500
Develop a referral program	Marketing Manager	January 15	\$500

Title: Sample Marketing Strategies and Budget for Centers

Description: The sample marketing strategies and budget sheet (downloadable, printable PDF) helps child care center administrators who are considering marketing strategy, person responsible, timeframe and budget as part of a marketing plan. It can be accessed on page 45 of the [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Muestra de estrategias y presupuesto de márketing](#)

Business Guide Pull-Out

SAMPLE MARKETING STRATEGIES AND BUDGET

The information below is designed to assist you in developing a marketing plan. Fill in your own strategies, people responsible, timeframe and budget according to your needs.

Marketing Strategy	Person Responsible	Specific Goal Date	Budget
Develop a logo	Marketing Manager	January 15	\$500
Develop a website	Marketing Manager	January 15	\$500
Develop a social media strategy	Marketing Manager	January 15	\$500
Develop a direct mail campaign	Marketing Manager	January 15	\$500
Develop a referral program	Marketing Manager	January 15	\$500

Title: Sample Marketing Strategies and Budget Family Child Care Homes

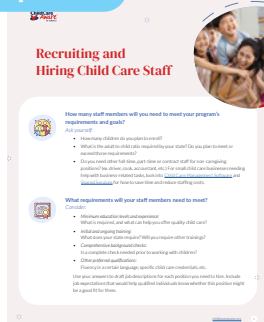
Description: The sample marketing strategies and budget sheet (downloadable, printable PDF) helps home-based providers who are considering marketing strategy, person responsible, timeframe and budget as part of a marketing plan for home-based child care providers. It can be accessed on page 45 of the [Opening a Family Child Care Home Business Guide](#).

Resource Type: Business guide pull-out resource

Available in Spanish: [Muestra de estrategias y presupuesto de márketing](#)

Recruitment

Tip Sheet



Title: [Recruiting and Hiring Child Care Staff](#)

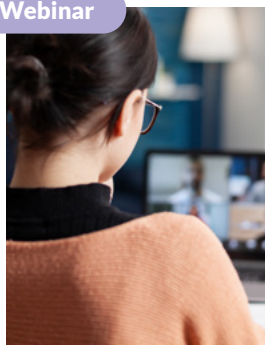
Description: One-pager summarizing tips and strategies for recruiting, hiring and retaining child care staff.

Resource Type: Tip Sheet

Available in Spanish: [Reclutar y contratar a personal de cuidado infantil](#)



Webinar



Title: [Recruiting and Hiring Staff Webinar](#)

Description: This recorded webinar is the second of a three-part series focused on business topics for child care providers. Topics included in this session are recruiting and hiring qualified staff for a child care business. The 61-minute video recording can be accessed on-demand.

Resource Type: Webinar

Access Type: **Membership Required***



Conclusion

Child Care Aware® of America is delighted to collaborate with Child Care Resource and Referral agencies, CCAoA members and other system-level leaders to deliver services around effective business practices through this Business Supports Companion Guide for CCR&Rs. These resources were developed to aid CCR&Rs as they provide essential technical assistance and professional development to child care providers. We encourage you to add this guide to your agency's toolbox and utilize these resources in your efforts to promote equitable, high-quality child care and business longevity in your communities. As you embed these resources into your offerings, consider these next steps:

- How can we expand upon these resources and cultivate CCR&Rs' relationships with other organizations and partners that support and provide business management support and programming?
- How can we ensure these resources are accessible to all providers, especially those that may be underserved and underrepresented?
- How can we strengthen and frame our services in a way that promotes engagement and investment in the early childhood workforce?

We hope you will find it useful and we welcome any feedback you have for us about how you use it or how it can be improved at learnmore@usa.childcareaware.org. By providing child care programs with the resources and tools for starting and sustaining their businesses, together we are supporting the early childhood workforce, the broader workforce and, by extension, children and their families.

Finally, future investments are crucial to support the work of CCR&Rs to help child care providers build effective and sustainable business practices. If you'd like to learn more about sharing with policymakers the importance of long-term investments for child care and CCR&Rs, check out our advocacy trainings and resources.

Need more support?

Fill out the form to request personalized support from Child Care Aware® of America's technical assistance team.

First name* Last name*

CCR&R Agency/Organization Name*

Phone area

What do you need TA for?

Phone number*

Email*

What is your preferred method of contact?

☐ Phone
☐ Email
☐ Text

What do you need TA for? Please select the category that applies to your request.

Additional resources are available through our "Resource Help Center". Please see below to access this resource and to learn more about our resources and other informational materials that will support your work and efforts as a CCR&R and Systems Leader.

CCAoA develops Technical Assistance (TA) resources for Child Care Resource and Referral agencies (CCR&Rs) and other system-level leaders. If you need additional help, we invite you to request personalized support from our technical assistance team by [filling out this form](#).

Home-Based Child Care Quick Reference Guide ---

This Quick Reference Guide lists the CCAoA business support resources by provider type for HBCC, and additional resources that can be used for both in a quick, easy-to-access table.

Resource for Home-Based Child Care		
English	Español	Members only
Opening a Family Child Care Home Business Guide	Abrir Un Hogar De Cuidado Infantil Familiar Guía De Negocios De Cuidado Infantil	
Operating a Family Child Care Home Business Guide	Operar un centro de cuidado infantil exitoso	×
Family Child Care Owner Self-Assessment	¿Está listo para comenzar un hogar de cuidado infantil familiar?	
Family Child Care Community Needs Assessment	Evaluación de necesidades para el cuidado infantil familiar	
Licensing and Background Checks for Family Child Care	Licencias y verificaciones de antecedentes	
Legal, Tax and Insurance Considerations for Family Child Care	Consideraciones legales y de seguros	
Finding a Location for Family Child Care	Encontrar una ubicación	
Evaluating the Space for Family Child Care	Evaluar el espacio	
Marketing Plan Template for Family Child Care	Plantilla de plan de márketing	
Sample Marketing Strategies an Budget for Family Child Care	Muestra de estrategias y presupuesto de márketing	
Financial Sustainability for Family Child Care	Sostenibilidad financiera	×
Community Child Care Analysis for Family Child Care	Análisis del cuidado infantil de la comunidad	×
Program Structure for Family Child Care	Estructura del programa	×
Staff Handbook Topic List for Family Child Care	Plantilla de manual para personal	×
Family Handbook Topic List for Family Child Care	Plantilla de manual para las familias	×
Program Practices for Family Child Care	Estructura del Programa	×

Center-Based Child Care Quick Reference Guide _____

This Quick Reference Guide lists the CCAoA business support resources by provider type for CBCC, and additional resources that can be used for both in a quick, easy-to-access table.

Resource for Center-Based Child Care		
English	Español	Members only
Opening a Child Care Center Business Guide	Abrir un centro de cuidado infantil- Guia de Negocios de Cuidado Infantil	
Operating a Child Care Center Business Guide	Operar un hogar de cuidado infantil familiar exitoso GUÍA DE NEGOCIOS DE CUIDADO INFANTIL	×
Child Care Center Owner Self-Assessment	¿Está listo para comenzar un centro de cuidado infantil?	
Child Care Center Community Needs Assessment	Evaluación de necesidades para un centro de cuidado infantil	
Licensing and Background Checks for Centers	Licencias y verificaciones de antecedentes	
Legal, Tax and Insurance Consideration for Centers	Consideraciones legales y de seguros	
Finding a Location for Centers	Encontrar una ubicación	
Evaluating the Space for Centers	Evaluar el espacio	
Marketing Plan Template for Centers	Plantilla de plan de márketing	
Sample Marketing Strategies and Budget for Centers	Muestra de estrategias y presupuesto de márketing	
Financial Sustainability for Centers	Sostenibilidad financiera	×
Community Child Care Analysis for Centers	Análisis del cuidado infantil de la comunidad	×
Program Structure for Centers	Estructura del programa	×
Staff Handbook Topic List for Centers	Plantilla de manual para personal	×
Family Handbook Topic List for Centers	Plantilla de manual para las familias	×
Program Practices for Centers	Prácticas del Programa	×

Child Care Programs Quick Reference Guide ---

Child Care Programs <i>(these resources can be used by both center based and HBCC)</i>		
Title	Español	Members only
Opening a Child Care Program	Abrir un programa de cuidado infantil	
Are You Ready to Open a Child Care Business?	¿Está listo para abrir un negocio de cuidado infantil?	
Licensing and Background Checks	Licencias y verificaciones de antecedentes	
Legal, Tax and Insurance Considerations	Consideraciones legales, fiscales y de seguros	
Creating Your Program Budget	Preparar un presupuesto	
Choosing the Right Location	Elegir una ubicación adecuada	
Developing Your Policies and Procedures	Desarrollar sus políticas y procedimientos	
Recruiting and Hiring Staff	Reclutar y contratar personal	
Market Your Program	Comercializar su programa	
Operating a Child Care Program	Operar un programa de cuidado infantil	
Financial Sustainability	Sostenibilidad financiera	
Strengthen Your Program Structure	Fortalecer la estructura del programa	
Quality Practices for Early Care and Education	Prácticas de programas de calidad	
Recruiting and Hiring Child Care Staff	Reclutar y contratar a personal de cuidado infantil	
Marketing a Child Care Program	Comercializar un programa de cuidado infantil	
Financial Support and Sustainability	El apoyo financiero y la sostenibilidad	
Webinar: Marketing Your Child Care Business	N/A	×
Webinar: Recruiting and Hiring Staff	N/A	×
Webinar: Financial Support and Sustainability for Your Child Care Business	N/A	×
Partnering with CDFIs to Help Child Programs Access Financial Services and Information	N/A	
Webinar: Why Business Automation Matters to ECE Providers	N/A	
Webinar: Why ECE Provider Automation Matters to Intermediaries	N/A	

Child Care Programs

(these resources can be used by both center based and HBCC)

Title	Español	Members only
Webinar: Business Automation + Business Training = High Impact Change	N/A	
Webinar: Marketing Your Child Care Business	N/A	
Starting Your Child Care Business	Empezar su negocio de cuidado de niños	
Suggested Collaborations for Meeting Supply Challenges	Colaboraciones sugeridas para enfrentar desafíos de suministros	
Business Continuity	N/A	
How Insurance Protects You in an Emergency	N/A	
Reducing the Financial Toll of Emergencies	N/A	

