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Child Care Licensing in Iowa

Orientation
guidebook to



Guide to Child Care Licensing in Iowa

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Together We Will...

Welcome from Child Care Resource & Referral

Region 1 | Northwest Iowa Mid-Sioux Opportunity

Buena Vista · Calhoun · Cherokee · Clay · Crawford · Dickinson · Emmet · Hamilton · Humboldt · Ida · Kossuth · Lyon · O'Brien · Osceola · Palo Alto · Plymouth · Pocahontas · Sac · Sioux · Webster · Winnebago · Woodbury · Wright
418 S. Marion Street
Remsen, IA 51050
Phone: (712) 786-3489
Phone: (877) 216-8481
Email: ccrr@midsioux.org

Region 2 | Northeast Iowa Exceptional Persons, Inc.

Allamakee · Black Hawk · Bremer · Buchanan · Butler · Cerro Gordo · Chickasaw · Clayton · Delaware · Dubuque · Fayette · Floyd · Franklin · Grundy · Hancock · Howard · Mitchell · Winneshiek · Worth
3675 University Avenue, PO Box 4090
Waterloo, IA 50701-490
Phone: (319) 233-0804
Phone: (800) 475-0804
Email: childcare@episervice.org

Region 3 | Southwest Iowa West Central Community Action

Adams · Audubon · Carroll · Cass · Fremont · Greene · Guthrie · Harrison · Mills · Monona · Montgomery · Page · Pottawattamie · Ringgold · Shelby · Taylor · Union
701 10th Street, PO Box 709
Harlan, IA 51537
Phone: (712) 755-7381
Email: region3ccrr@westcca.org

Region 4 | Central Iowa Orchard Place

Adair · Appanoose · Boone · Clarke · Dallas · Davis · Decatur · Hardin · Jasper · Lucas · Madison · Mahaska · Marion · Marshall · Monroe · Polk · Poweshiek · Story · Wapello · Warren · Wayne
808 5th Avenue
Des Moines, IA 50309
Phone: (515) 246-3590
Email: ccrrinfo@orchardplace.org

Region 5 | Southeast Iowa Community Action of Eastern Iowa

Benton · Cedar · Clinton · Des Moines · Henry · Iowa · Jackson · Jefferson · Johnson · Jones · Keokuk · Lee · Linn · Louisa · Muscatine · Scott · Tama · Van Buren · Washington
500 E. 59th Street
Davenport, IA 52807
Phone: (563) 324-3236
Phone: (866) 324-3236
Email: ccria@caeiowa.org

Parent Referrals

Phone: (855) 244-5301
Email: childcare@caeiowa.org

Dear Early Childhood Educator:

Welcome to Iowa Child Care Resource & Referral!

Child Care Resource & Referral (CCR&R) agencies are community-based organizations that lend a helping hand to the people who care for and about children. By providing resources, education and advocacy, CCR&R helps meet community needs for affordable and accessible early care and education.

CCR&R provides a wide variety of services for:

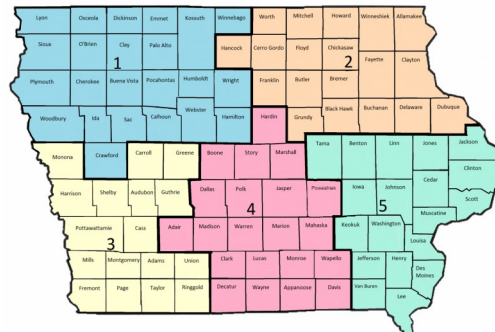
- Early care and education professionals like you, who are caring for infants through school aged children in a variety of programs including homes, preschools, and child care centers
- Employers
- Community groups
- Policymakers
- Parents and families

We all know how important a child's early experiences are to his or her development. Children who are provided with quality early experiences by caring and responsive adults begin school ready to learn. School readiness is a significant factor in a child's success in school and then later in life as a productive citizen.

Our goal at CCR&R is to support you as a child care and early education professional so that you can provide every child you care for with the quality experiences he or she needs. Because your needs as an early care and education professional are unique, we can provide guidance and technical assistance through education and training, by phone, in person, on the internet, and in other ways that are tailored to your needs, rather than a one-size-fits-all solution.

Together we will learn more about how to provide quality early care and education so that Iowa's vision will be met...

Every child, beginning at birth, will be healthy and successful.



Funding provided by the Iowa Department of Human Services through the Child Care Development Fund



SECTION I: Licensing Overview

Getting Started

Things to consider before opening a child care center:

- Review How to Open a Center webpage: <https://iowaccrr.org/providers/ccc/how>
- Is there a need for a child care center in the community?
- What research has been done regarding operating/owning a child care business?
- Have you connected with your local Department of Human Services (DHS) Licensing Consultant?
- Do you meet the requirements to be a child care center director or will you need to hire a director?
- What ages and how many children will be cared for?
- How many employees will need to be hired and are there enough potential employees in the community?
- Have a budget and business plan been developed?
- Have you connected with the State Fire Marshal (see page 5 for more information)?

This guide was developed to assist you with opening and operating a successful child care business that will become an integral part of your community. If you are considering opening a child care center, CCR&R can...

- Assist with evaluating potential location
- Assist with meeting regulations for a licensed child care center
- Provide guidance during the business planning and licensing process
- Provide business and financial resources
- Provide on-site consultation and technical assistance via phone or email
- And much more!

You will also need to familiarize yourself with the rules and laws governing child care centers and preschools in Iowa. **A person cannot open a child care center without obtaining a license from the Iowa Department of Human Services (DHS).** This rule and more are found in:

- 441 Iowa Administrative Code Chapter 109: Child Care Centers
- Comm. 204: Child Care Centers and Preschools Licensing Standards and Procedures
- You can find these documents on the following website: <https://ccmis.dhs.state.ia.us/providerportal/DocumentsandForms.aspx>.

Once you are familiar with the rules and laws, you will need to find suitable space for your child care business. Here are some basic guidelines you should keep in mind when looking for a location for your new business:

- 441 Iowa Administrative Code Chapter 109: Child Care Centers
- At least 35 square feet of useable floor space per child is required in each classroom. In rooms where floor space occupied by cribs is counted as useable floor space, there shall be 40 square feet of floor space per child.
- There must be a safe outdoor area with a minimum square footage to accommodate 30 percent of the enrollment capacity at any one time at 75 square feet per child. The outdoor area must have shade.
- There must be at least one functional toilet and one sink for every 15 children and the bathrooms must have natural or artificial ventilation. Classrooms for infants and toddlers must have a sink located in the room.
- Facilities with an occupant load of 50 or more people will require a fire alarm system. If rooms are located in a basement, fire sprinklers are required.
- Classrooms for children 2.5 years and younger must have either a fire sprinkler or a grade level exit to the outdoors.
- Cooking facilities may require an approved kitchen exhaust hood, if commercial cooking is performed.
- Fire alarm and sprinkler systems must be installed by a licensed professional.
- Electrical wiring must be completed by a state licensed contractor with a valid electrical permit.
- Be aware that local building codes and zoning laws may apply to your business as well. You should contact your city officials for additional information that may affect your selection of business space.

Steps for Initial Licensure

This is a preliminary list of items that must be submitted and reviewed by the DHS licensing consultant for the initial licensure of a child care center or preschool. The licensing consultant assigned to your center may review or require you to submit other materials before issuing a license. To locate contact information for the consultant in your area, as well as more comprehensive licensing material, visit the following link: <http://ccmis.dhs.state.ia.us/providerportal/LicensedProviderInfo.aspx>

- Steps 1-6** are required to secure permission to open.
- Steps 7-15**, as well as overall compliance with the Licensing Checklist, found in Comm204, will be evaluated during an on site evaluation within 120 days of being granted permission to open.
 1. Fire inspection certificate signed by the State Fire Marshall or local designee.
 2. Floor plan of the building (or center area if co-located in a building) showing the length and width of rooms, location and dimension of windows, and ceiling height. The plan does not have to be drawn to scale; the space will be inspected and measured by the child care consultant to determine useable square footage.
 3. Documentation to support that the center director and on-site supervisor meet the required qualifications.
 4. Application for a License to Operate a Child Care Center, form 470-0722, signed by the owner, operator or the chairperson of the board. (An application will be sent upon completion of items 1-4.)
 5. The application and regulatory fee is received by DHS.
 6. Center staff have completed state record check forms and national record check forms and center has submitted to DHS.
 7. Written statement of the program's purpose and objectives.
 8. A written description of the curriculum or program structure and an activity plan that is appropriate to the developmental and special needs of the children served.
 9. Fee policies and financial agreements given to parents.
 10. Written policies as required by licensing standards for:

<input type="checkbox"/> Enrollment, discharge & exclusion of children	<input type="checkbox"/> Health and safety policies
<input type="checkbox"/> Field trips and non-center activities	<input type="checkbox"/> Emergency plans
<input type="checkbox"/> Transportation	<input type="checkbox"/> Child biting response policy
<input type="checkbox"/> Discipline	<input type="checkbox"/> Confidentiality policy
<input type="checkbox"/> Nutrition	<input type="checkbox"/> Access policy
 11. A written plan for staff orientation to the center's policies and applicable licensing standards and ongoing training and development of staff.
 12. A written plan for the ongoing training and development of staff.
 13. Written requirements and procedures for mandatory reporting of suspected child abuse and neglect.
 14. Samples of all forms to be used by the center, including parent authorization forms.
 15. Menus for a two-week period.

An on-site visit of the center and review of additional materials, including staff's and children's files, will occur before a full license is issued (within 120 days of being issued permission to open). Directors are encouraged to conduct a self-audit with the entire checklist before DHS makes a licensing visit. Your CCR&R Child Care Consultant can also assist with the steps required to open.

State Fire Marshal Inspection



Child care centers and preschools are required to be reviewed and inspected by the State Fire Marshal (SFM) before initial licensure is issued by DHS. The review process begins with a plan review of new or remodeled facilities. Building plans may not be required for child care facilities in existing buildings where there is only a change of tenant or owners and when there is no proposed remodeling or alterations to the existing building. Please contact the SFM to determine if floor plans are required for child care centers in existing buildings. A preliminary plan review is required for new projects or projects that include significant renovations, to ensure major code issues are in conformance prior to submittal of final documents for plan review.

DESIGN PROFESSIONAL REQUIRED

A design of the proposed child care facility shall be performed by a design professional licensed in the state of Iowa. Child care centers in existing buildings require evaluation to determine if remodeling is needed to bring the facility into code compliance. Floor plans, reviewed and sealed by an Iowa Licensed Architect or Engineer, are required for child care centers in existing buildings. A complete set of construction documents are required for new buildings, altered existing buildings or new additions to existing buildings.

STATE FIRE MARSHAL'S ROLE

The SFM reviews building plans and performs inspections to verify that child care centers comply with State codes. The SFM may order corrections to a building for applicable code deficiencies. The owner is responsible to notify the State Fire Inspector (who is listed on the final report) to request a final inspection after the plan review report is issued. The building may be occupied after the State Fire Inspector approves the final inspection for occupancy.

Design questions and code compliance issues should be directed to the licensed design professional that is responsible to evaluate the facility or prepare the drawings for plan review. Code interpretation issues may be directed to the SFM design engineers who review the submitted projects.

The following three items are required for a code review.

- An architectural plan review submittal form completely filled out and signed by the design professional. The form is available on the SFM website at: <http://www.dps.state.ia.us/fm/building/forms.shtml>
- Appropriate plan review fees as calculated on the form and applicable inspection fees.
- Set of drawings sealed by an Iowa registered Architect or Engineer.

For complete information about what is required on the plans submitted to the State Fire Marshal Building Code Bureau in order to determine if a building complies with child care code requirements, contact the State Fire Marshal.

CONTACT INFORMATION FOR THE STATE FIRE MARSHAL

Business hours: 8:00am - 4:30pm, Monday - Friday

SFM Website: <http://www.dps.state.ia.us/fm/>

Building Code Bureau: <http://www.dps.state.ia.us/fm/building/index.shtml>

Phone: 515-725-6145

Fax: 515-725-6172

Email: bcinfo@dps.state.ia.us

Center Director & On-Site Supervisor Requirements

Every program must have a center director and an on-site supervisor. The on-site supervisor role may be performed by the center director or may be in addition to the center director. If the center director oversees several locations, an on-site supervisor must be present at each location. However, the center director must be present at each location often as needed to ensure the responsibilities detailed in the Comm. 204 *Child Care Centers and Preschools Licensing Standards and Procedures* are met.

The center director is responsible for the overall function of the center, including supervising staff, designing curriculum and ensuring the safety of children. The on-site supervisor is responsible for the daily supervision of the center and must be on site daily whenever children are present or a minimum of eight hours of the center's hours of operation. Larger centers serving 50 or more children may want to consider not including the center director and on-site supervisor in the staff ratio, so these roles may be more available for supervision and administration of the center.

Your DHS licensing consultant must review the credentials and approve the employment of the center director and on-site supervisor, before employment begins. Minimum requirements for each position are described below.

CENTER DIRECTOR

- At least 21 years of age
- High school diploma or GED
- At least one course in business administration or 12 contact hours in administrative-related training **OR**
- One year of administrative-related experience
- Certification in infant, child, and adult CPR and First Aid
- Certification in Mandatory Child Abuse Reporter Training and Essentials preservice training
- Total of 100 points obtained through a combination of education, experience and child development-related training as outlined in the chart on page 7.

ON-SITE SUPERVISOR

- Is an adult
- High school diploma or GED
- Certification in infant, child, and adult CPR and First Aid
- Certification in Mandatory Child Abuse Reporter Training and Essentials preservice training
- Total of 75 points obtained through a combination of education, experience and child development-related training as outlined in the chart on page 7.

Qualifications Point Chart

Use the chart below to determine whether a prospective center director or on-site supervisor is qualified, based on a combination of post-secondary education, experience, and training. Your DHS licensing consultant must review and approve the credentials of any prospective center director or on-site supervisor before hire.

EDUCATION		EXPERIENCE (Points multiplied by years of experience)		TRAINING
Bachelor's degree or higher in early childhood, child development or elementary education	75	Full-time (20+ hours per week) in a child care center or preschool setting	20	One point per contact hour of training, completed within the past five years
Associate's degree in child development or bachelor's degree in a child-related field	50	Part-time (less than 20 hours per week) in a child care center or preschool setting	10	
Child Development Associate (CDA) credential or one-year diploma in child development from a community college or technical school	40	Full-time (20+ hours per week) child development related experience	10	
Bachelor's degree in a non-child related field	40	Part-time (less than 20 hours per week) child development related experience	5	
Associate's degree in a non-child related field or completion of at least two years of a four year degree	20	Registered child development home provider	10	
		Non-registered family home provider	5	

- CENTER DIRECTORS:** 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 must be from the experience category.
- ON-SITE SUPERVISORS:** In obtaining the total of 75 points, a minimum of two categories must be used, no more than 50 points may be achieved in any one category and at least 10 points shall be obtained from the experience category.
- For centers predominantly serving children with special needs, a disabilities-related degree or nursing degree may be substituted for the bachelor's degree in early childhood, child development or elementary education. 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.
- For centers serving predominately serving school-age children, a degree in secondary education, physical education, recreation or related fields may be substituted for the bachelor's degree in early childhood, child development or elementary education. In addition, child-related experience working with school-age children shall be equivalent to full-time experience in a child care center or preschool.

Anyone with direct responsibility for the care of children must have records checks completed before engaging in caregiving duties. “Direct responsibility for child care” means being charged with the care, supervision and guidance of a child. Individuals considered in ratio and/or who has access to a child when the child is alone is also subject to records checks. This applies to each owner, director, staff member or subcontracted person.

IOWA RECORDS CHECKS

The Iowa records check of child abuse and criminal records, including the sex offender registry, must be conducted before the person’s involvement with child care at the center. Iowa records checks must then be completed every two years from the date of the individual’s first records check. The Iowa Division of Criminal Investigation SING Instruction Guide can be found at: <http://cmis.dhs.state.ia.us/providerportal/DocumentViewer.aspx?ID=22>

You may access the single-contact repository (SING) as necessary to conduct a criminal and child abuse record check of the person in Iowa. If the results of the check indicate a potential transgression, you must send a copy of the results to DHS for determination of whether or not the person may be involved with child care, regardless of the person’s status with the center. Deferred judgments, whether discharged or not, shall be subject to the record check review/evaluation process, as they are considered to be convictions for public safety purposes.

You may open a SING account to do your own Iowa records checks after you have submitted sufficient application to DHS. Sufficient application includes:

- Approved fire inspection certificate
- Floor plan
- Director qualifications
- Completed/signed application for license
- Regulatory fee received

Before starting the Iowa records check process, be sure to:

- Include in the employment application the question, “Do you have a record of founded child or dependent adult abuse or have you ever been convicted of a crime in this state or any other state?”
- Inform the subject of the possibility of the performance of a record check and obtain from the applicant a signed acknowledgment of the receipt of the information
- Have the applicant complete DHS Criminal Record Check Form DCI-77, 470-3301
- For questions about the Iowa records check process, please contact the Iowa Department of Human Services at (515) 281-6832.

NATIONAL CRIMINAL HISTORY CHECKS

Also referred to as “fingerprint checks”, national criminal history checks (fingerprints) shall be requested before involvement in child care and repeated for each person every 4 years. National criminal history checks must then be completed every four years from the date of the results of the individual’s first national criminal history check or when the department or center becomes aware of any new transgressions committed by that person. Please note: employees under the age of 18 are not subject to the fingerprint checks.

To set up an account for national criminal history checks, you must complete and submit required paperwork to the Iowa Department of Criminal Investigation (DCI). DCI will then mail instructions, fingerprint cards and a waiver agreement to you. You **MUST** use the fingerprint cards that are provided. If you have questions about the national criminal history check process, please contact the Iowa Department of Public Safety at (515) 725-6067.



Minimum Staff Training Requirements

Research indicates that formal education or training that increases the knowledge of providers has been shown to be the greatest determinant of safe and quality programming for children. Additionally, ongoing staff development provides an opportunity to motivate staff, advance their professional skills, increase their knowledge about current research on child development, learning strategies, developmentally appropriate practices and health and safety practices.

Below are the training requirements for center directors, on-site supervisors and all staff counted as part of the staff ratio:

TIMEFRAME	TRAINING REQUIREMENT		
Within first 3 months of employment:	<input type="checkbox"/> Mandatory Child Abuse Reporter Training <input type="checkbox"/> Universal Precautions <input type="checkbox"/> Infant, child and adult CPR <input type="checkbox"/> Infant, child and adult First Aid <input type="checkbox"/> Essentials Child Care Preservice Series (or approved equivalent)		
Within the 1st year of employment:	<input type="checkbox"/> 10 contact hours of training from one or more of the following topical areas: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ Child development ▪ Guidance and discipline ▪ Developmentally appropriate practices ▪ Nutrition ▪ Health and safety </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ▪ Communication skills ▪ Professionalism ▪ Business Practices ▪ Cross-cultural competence </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Child development ▪ Guidance and discipline ▪ Developmentally appropriate practices ▪ Nutrition ▪ Health and safety 	<ul style="list-style-type: none"> ▪ Communication skills ▪ Professionalism ▪ Business Practices ▪ Cross-cultural competence
<ul style="list-style-type: none"> ▪ Child development ▪ Guidance and discipline ▪ Developmentally appropriate practices ▪ Nutrition ▪ Health and safety 	<ul style="list-style-type: none"> ▪ Communication skills ▪ Professionalism ▪ Business Practices ▪ Cross-cultural competence 		
Ongoing Professional Development:	<input type="checkbox"/> Maintain current certification for the following: <ul style="list-style-type: none"> ▪ Mandatory Child Abuse Reporter Training (expires every 3 years) ▪ Infant/Child/Adult CPR (verify expiration date on card/certificate) ▪ Infant/Child/Adult First Aid (verify expiration date on card/certificate) <input type="checkbox"/> Universal Precautions (yearly) <input type="checkbox"/> Six contact hours of training as listed as approved by DHS (yearly) <input type="checkbox"/> Center directors and on-site supervisors must have eight contact hours of training (yearly)		

ADDITIONAL NOTES:

- Essentials Child Care Preservice Series may be counted towards annual training hours during the year of employment in which it is taken.
- Training received for Mandatory Child Abuse Reporter Training, CPR, First Aid and Universal Precautions does not count toward the annual training hours.
- “Contact hours” means the actual hours of training (hour-for-hour).
- Staff who have completed a comprehensive training package of at least ten contact hours offered through CCR&R or a community college within six months before initial employment will have the first year’s ten contact hours of training waived.
- Training hours cannot be “carried over” or “saved” for the following year. For example, a person who takes 12 hours of training in the first year of employment must still complete six hours in the following year.

Training must be received from an approved training organization. For a list of approved training classes and training organizations, visit: <http://dhs.iowa.gov/licensure-and-registration/tools-trainings-and-resources>

Where to Find Training

Iowa uses a website called the **i-PoWeR: Iowa's Early Childhood and School Age Professional Workforce Registry** to register and track professional development. All classes that appear on i-PoWeR are approved for training credit by DHS.

❑ i-PoWeR

- Before completing any training, you will need to create your account on i-PoWeR: <http://ccmis.dhs.state.ia.us/trainingregistry/TrainingRegistry/Public/>. Be sure to record your Account ID and Password in a safe, secure location. Your CCR&R Child Care Consultant can help you with finding answers to i-PoWeR questions.
- To search for training in your area, use the filter button on the right to add requirements. You can search by county, city, class title, region, delivery method (i.e., online or face-to-face), etc. If you are having difficulty locating a particular class, contact your Child Care Consultant for assistance.

❑ MANDATORY CHILD ABUSE REPORTER

- DS 169 Child Abuse Mandatory Reporter Training must be completed online, review guidance, tips and training links on our website: <https://iowaccrr.org/training/MCART/>
- Please print certificate and upload to i-PoWeR as the site does not document training on i-PoWeR transcripts.

❑ UNIVERSAL PRECAUTIONS

- This free training may be completed on the self-paced I-Learn ECE program or online live with CCR&R. More information about Universal Precautions training can be found on our CCR&R website at <https://iowaccrr.org/training/UP/>

❑ ESSENTIALS CHILD CARE PRESERVICE SERIES

- This free training may be completed on the self-paced I-Learn ECE program or live with CCR&R. More information about Essentials can be found on our CCR&R website at <https://iowaccrr.org/training/EPS/>

❑ FIRST AID AND CPR

- Online (or “blended”) courses are accepted only if they are also accompanied by a “live” or in-person skills test. Contact your Child Care Consultant for questions or assistance with locating an accepted online class.
- Live (or “in person”) classes may also be listed on the i-PoWeR. You may contact your Child Care Consultant for information about other live classes.

❑ CCR&R TRAINING CLASSES

- CCR&R offers several hundreds of hours of live training classes across the state each year. All classes sponsored by CCR&R are approved by DHS for training credit. To find CCR&R classes in your area, search i-PoWeR at <https://ccmis.dhs.state.ia.us/trainingregistry/> or speak with your Child Care Consultant.

❑ ONLINE TRAINING

- Various approved online training opportunities are available, some of which can be completed on-demand. Others require you to log-in at the appointed date and time. Explore online opportunities and register via i-PoWeR.

Child care is a service that operates through a contractual relationship between the provider and the parent in the interests of the child. In writing down policies, centers are challenged to focus on activities and practices that are conducive to positive child development and safety practices. Written policies provide a method for parents to choose the type of program that best suits the needs of their child. Written policies are an important step in building a comprehensive and well-developed program, providing a mechanism to communicate to staff/parents and ensuring consistency in implementation. Also see our website link at <https://iowaccrr.org/providers/ccr/>.

Centers must have written policies that address the following:

- Fee policies and financial agreements for the children served.
- Enrollment and discharge of children, field trips and non-center activities, transportation, discipline, nutrition, health and safety policies.
- Curriculum or program structure that uses developmentally appropriate practices and an activity program appropriate to the developmental level and needs of the children.
- Iowa law requires child care providers to have a written emergency plan in place. Emergency plans must include procedures for:
 1. Evacuation and relocation
 2. Sheltering-in-place
 3. Lockdown
 4. Addressing the individual needs of children, including those with functional or access needs
 5. Communication and reunification with parents and other approved individuals
 6. Continuity of operations
- Staff orientation to the center's policies and to the center licensing standards.
- Ongoing training and staff development in compliance with professional growth and development requirements.
- Provision of the center policies to all staff at the time of employment and each parent at the time a child is admitted to the center. A copy of the fee policies and financial agreements shall be provided to each parent at the time a child is admitted to the center.
- Bite policy that includes the following elements:
 - Explanation of the center's perspective on biting.
 - Description of how the center will respond to individual biting incidents and episodes of ongoing biting.
 - Description of how the center will assess the adequacy of caregiver supervision and the context and the environment in which the biting occurred.
 - Description of how the center will respond to the individual child or caregiver who was bitten.
 - Description of the process for notification of parents of children involved in the incident.
 - Description of how the incident will be documented and how confidentiality will be protected.
 - Description of first-aid procedures that the center will use in response to biting incidents.
- How the center will ensure people do not have unauthorized access to children at the center. The policy shall include, but is not limited to, the following:
 - Criteria for allowing people to be on the property of the facility when children are present.
 - Description of how center staff will supervise and monitor people who are permitted on the property of the center when children are present, but who have not been cleared for involvement with child care through the formal record check process. The description shall include definitions of "supervision" and "monitoring."
 - Description of how responsibility for supervision and monitoring of people in the center will be delegated to center staff, which includes provisions that address conflicts of interest.
 - Description of how the policy will be shared with parents/guardians of all children who are enrolled at the center.
- Protection of children's confidentiality.
- Parents shall have unlimited access to their children and to the provider caring for their children during the center's hours of operation or whenever their children are in the care of a provider, unless prohibited by court order.

Minimum Staff Ratios

Age of Children	Minimum Ratio of Staff to Children
Two (2) weeks to two (2) years	One (1) to every four (4) children—(1:4)
Two (2) years	One (1) to every six (6) children—(1:6)
Three (3) years	One (1) to every eight (8) children—(1:8)
Four (4) years	One (1) to every twelve (12) children—(1:12)
Five (5) to ten (10) years	One (1) to every fifteen (15) children—(1:15)
Ten (10) years and over	One (1) to every twenty (20) children—(1:20)

- Combinations of age groupings for children four years of age and older may be allowed and may have staff ratio determined on the age of the majority of the children in the group. If children three years of age and under are included in the combined age group, the staff ratio for children aged three and under shall be maintained for these children. Preschools shall have staff ratios determined on the age of the majority of the children, including children who are three years of age.
- If a child between the ages of 18 and 24 months is placed outside the infant area, the staff ratio of 1 to 4 shall be maintained as would otherwise be required for the group until the child reaches the age of two.
- Every child-occupied program room shall have adult supervision present in the room.
- During **nap time**, at least one staff shall be present in every room where children are resting. Staff ratio requirements may be reduced to one staff per room where children are resting for a period of time not to exceed one hour provided staff ratio coverage can be maintained in the center. **The staff ratio shall always be maintained in the infant area.**
- The minimum staff ratio shall be maintained at **mealtimes** and for any **outdoor activities** at the center.
- When seven or more children under the age of three are present on the licensed premises or are being transported in one vehicle, at least two adult staff shall be present. Only one adult is required when a center is transporting children in a center-owned vehicle with parent authorization for the sole purpose of transporting children to and from school. When a center contracts with another entity to provide transportation other than for the purpose of transporting school-age children to or from school, at least one adult staff in addition to the driver shall be present if at least seven children provided care by the center are transported.
- Any child care center-sponsored program activity involving five or more children conducted away from the licensed facility shall provide a minimum of one additional staff over the required staff ratio for the protection of the children.
- For a period of two hours or less at the beginning or end of the center's hours of operation, one staff may care for six children or less, provided no more than two of the children are under the age of two years.
- For centers or preschools serving **school-age children**, the ratio for school-age children may be exceeded for a period of no more than four hours during a day when school classes start late or are dismissed early due to inclement weather or structural damage provided the children are already enrolled at the center and the center does not exceed the licensed capacity.
- See Comm 143 Pages 73-78 for more information.



SECTION II: How CCR&R Can Help Child Care Consultants

Child Care Consultants can assist you with your child care business in a number of ways!

- **MARKETING** | We can help you enroll new families by becoming a part of our parent referral system, as well as provide ideas for additional ways to advertise your business.
- **CURRICULUM & ASSESSMENT** | We can share information about various types of curriculums and assessment tools, then assist you in deciding which will be best for your program.
- **DEVELOPMENTALLY APPROPRIATE PRACTICE** | We can help your staff plan and implement a developmentally appropriate program so that children receive the most effective, responsive care.
- **ROOM ARRANGEMENT** | We work with you, brainstorming different places shelving and toys could go to meet the needs of you and the children you care for.
- **WORKING WITH FAMILIES** | If you are looking to have more parent involvement in your program or want ideas on ways you can communicate with parents, we can assist you.
- **POLICIES** | If the policies you have aren't working for you or you are struggling to have parents follow your policies, we can assist you to modify the policies you have, assist with creating new ones, or suggest strategies for getting parents to follow them.
- **TRAINING & STAFF DEVELOPMENT** | We are available to answer questions about training you or your staff have taken in the past and also help you plan for future trainings. While you or your staff are taking training, we can consult with you in order to make sure key concepts are being implemented in your program.
- **CHALLENGING BEHAVIORS** | If a child's behavior has you puzzled, we can offer support to help you find ways to help the child be successful in your care.
- **DHS REGULATIONS** | We can help you maintain compliance with all state licensing standards and requirements, get ready for an inspection or if you have question about any of the DHS requirements, we can help.
- **CACFP** | Your program may be eligible to participate in the Child and Adult Care Food Program (CACFP)— we can help you with the application and documentation process, as well as with implementation of recordkeeping procedures required by CACFP. Additionally, services are available to help you with meal planning that meets CACFP guidelines.
- **QUALITY IMPROVEMENT** | We can help you figure out your program's strengths and areas for improvement—then help you figure out what to do to improve your program.
- **QUALITY RATING SYSTEM** | If you are interested in participating in Iowa's QRS, we can help you get started and set goals for ways to move up the levels.
- **GRANTS** | Some counties offer financial support to help centers and preschools get started or to improve their business. We can help you figure out whether your county has one of these programs, and whether you qualify.
- **HEALTH** | We can share ways to keep the children healthy, such as: hand washing techniques, diaper changing information, sanitizing and disinfecting procedures and when to exclude children because of illness.
- **SAFETY** | If you have questions about keeping your program safe or need help writing an emergency preparedness plan, we can answer your questions and help you find the information you need.

The best part is - **consultation and assistance from a CCR&R Child Care Consultant is always 100% FREE!**



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CCR&R Training Tips

Every year, CCR&R provides several hundred hours of free or low-cost training for child care providers across the state of Iowa. **To ensure each and every one of your training experiences is successful**, read through the following policies that apply to all CCR&R-sponsored training events:

- In order to register for training classes, an individual must have an account on i-PoWeR. To create an account, visit <https://ccmis.dhs.state.ia.us/trainingregistry/TrainingRegistry/Public/>
- Registration fees (when applicable) are non-refundable. If registering for a training that requires a fee, please note that registration is not complete until CCR&R receives payment of the registration fee. Training descriptions and any applicable registration fees can be found on the i-PoWeR website.
- Individuals must register for trainings and pay any fees (when applicable) in advance in order to guarantee a seat in a training class. Training credit and a training certificate will not be issued if registration is not completed in advance. Registrations cannot be completed by CCR&R staff, but your CCR&R Child Care Consultant is available to assist if you have any problems with i-PoWeR.
- Registrations will be processed in the order they are received and a waiting list will be established when necessary. Participants will be notified via email when registration is approved and/or when placed on a waiting list, so **please keep your account current**.
- Classes will begin at the published start time. Participants should plan to arrive about 10 minutes early to find a parking space, locate the classroom, sign in and find a seat.
- Participants must attend the entire class to receive training credit. Participants arriving 5 minutes late may choose to stay and attend the class if space allows, but will not receive training credit or a certificate. Anyone leaving a class early will not receive training credit or a certificate.
- Upon arrival to a training class, participants must sign-in on the attendance sheet. Attendance cannot be verified by CCR&R if a participant does not sign-in.
- Participants are expected to behave in a courteous manner in class. Cell phones need to be turned off. Phone calls and text messaging are not allowed during class time. If an emergency call must be taken, participants should step outside of the classroom. CCR&R reserves the right to withhold a training certificate if a participant engages in unprofessional behavior that disrupts the class. Such action will be at the discretion of the instructor and/or CCR&R staff and may include notifying the participant's employer.
- Children are not allowed at CCR&R sponsored training. Children 14-18, who meet the DHS regulation definition of an employee or assistant in a child care program may attend training, but should be accompanied by an adult.
- Maintaining training certificates is the responsibility of the participant. There may be a \$5 processing fee (per certificate) for lost or missing training certificates.
- If a training is cancelled or rescheduled, all registered participants will be notified via email through i-PoWeR, so **please keep your account current**.
- CCR&R endorses the principle of equal opportunities for all people regardless of race, color, creed, marital status, national origin, sex, sexual orientation, religion, ancestry, age or non-job related handicap or disability in the educational programs or activities it operates. To receive more information or to request an accommodation, please contact the CCR&R Training Specialist.



Iowa's Quality Rating System

WHAT IS IOWA'S QUALITY RATING SYSTEM?

The Quality Rating System (QRS) is a voluntary program from the Iowa Department of Human Services (DHS) that provides a rating between one and five stars for providers who go the extra mile to offer exceptional care. QRS was created to raise the quality of child care in Iowa, to increase the number of children in high-quality child care settings and to educate parents about quality in child care.

HOW DO I APPLY?

Your CCR&R Child Care Consultant can help you understand what is required for each QRS level, help you develop a plan to achieve that level and assist you with the application process. Application materials can be found online at: <https://dhs.iowa.gov/igrs/forms>. Completed applications must be submitted to a CCR&R office for review. CCR&R will then submit your application to DHS for approval.

WHAT DO THE LEVELS MEAN?

A child care center or preschool with a QRS Level 1 rating has met Iowa's licensing standards and procedures. A program that has earned a Level 2 rating participates in the Child and Adult Care Food Program (or is not eligible), provides an orientation for new employees, asks employees to complete a self-assessment and completes a center self-assessment.

If a child care center or preschool has achieved a QRS Level 3, 4, or 5 rating, the program has made significant steps in meeting key indicators of quality in the areas of:

- Professional Development
- Health and Safety
- Environment
- Family and Community Partnerships
- Leadership & Administration

WHAT ARE THE BENEFITS OF QRS?

By participating in the QRS, a child care program shows parents and the community that they are committed to providing quality child care and are working towards improving the quality of care. Programs may also be eligible for grants or support through Early Childhood Iowa. Finally, achievement bonuses - ranging from \$400 to \$4,000 - are awarded to programs who participate in the QRS, to help in the pursuit of higher quality.

Effective January 1, 2019, QRS-rated child care providers will receive a higher CCA reimbursement rate. Talk to your Child Care Consultant for more information.

WANT TO LEARN MORE?

For additional information on requirements and resources, visit our website at: <https://iowaccrr.org/providers/qrs/>.



WHAT ARE “PARENT REFERRALS”?

Parent Referrals are one way for you to market your child care business and find new clients. Parents and families who are looking for child care may contact our CCR&R Parent Specialists. The Parent Specialist will gather information based on the family’s needs, talk to the parents about looking for quality child care and prepare referrals so they can contact child care providers.

WHY NOT RECOMMENDATIONS?

During the referral process, the Parent Specialist emphasizes to the parent that the search results they receive are REFERRALS only and NOT RECOMMENDATIONS. It is the parent’s responsibility to contact, interview and select the child care program that best meets their child’s needs. A program that provides excellent care for one child may not meet the needs for another child and family.

WHAT DO PARENTS RECEIVE IN THEIR REFERRAL PACKET?

The parent referral packet includes an introduction letter, a Guide to Choosing Quality Child Care Booklet, a brochure explaining the Iowa Quality Rating System (QRS) and the referrals. The packet also includes assorted brochures with information on choosing quality child care.

HOW DOES CCR&R DECIDE WHICH CHILD CARE PROGRAMS ARE REFERRED TO A FAMILY?

Parent referrals are customized for each family using a standard intake and processing procedure. After the database generates a referral list of child care programs, the Parent Specialist checks the file of each provider to make sure the programs closely match the needs of the family. Programs that have updated their information with CCR&R are put on the final referral list. Child care programs who are ChildNet Certified or have earned a rating on Iowa’s Quality Rating System (QRS) will appear at the top of the referral list.

ARE THERE OTHER WAYS PARENTS CAN RECEIVE INFORMATION ABOUT MY CHILD CARE BUSINESS?

Parents can also access the CCR&R website, <https://iowaccrr.org/families>, to obtain a listing of child care options. Parents enter their child care needs into the database and it matches them with available programs. Information that families can access regarding your program is limited. The search result lists your first name, business name (if applicable), city and phone number. Parents can also see your hours, days of care, type of care and if you are a QRS rated provider. Another way parents can receive information is to call our CCR&R toll free number, 855-244-5301, to request a survey be emailed for them to complete. Once completed the parent will email back the information so we can complete the referral process and email the referrals to the parents.

WHAT DOES THE REFERRAL SERVICE COST?

CCR&R parent referral services are free.

HOW DO I “UPDATE MY FILE’ WITH CCR&R?

You can update your vacancies and other information for the CCR&R referral list by contacting your Child Care Consultant, the Regional Data Specialist or by visiting: <https://iowaccrr.org/providers/UYF/>.

ADDITIONAL INFORMATION

For more information about the CCR&R parent referral process, please visit our website: <https://iowaccrr.org/families/>.



SECTION III: Resources

Professional Development



CAREERS AND PATHWAYS FROM IOWA AEYC

Early care, health, and education professionals are required to complete training and/or formal education to work with young children. Continuous professional development and support are also necessary to develop and to provide quality early childhood experiences. As partners, Iowa AEYC and Early Childhood Iowa (ECI) Professional Development Leadership Teams, continue to define career pathways, competencies, and certification processes.

Why is a **career pathway** important? The pathway creates a career plan (not just a job). Each occupation requires different levels of training, education, and continuous professional development. Using a career pathway, every early childhood professional can plan the personal sequence of training and qualifications, and can understand professional responsibilities for each specific job.

The [Navigate Your Pathway](http://ecieducationpathway.org/) website, through Iowa Association for the Education of Young Children (Iowa AEYC) is a hands-on, interactive tool that allows early childhood professionals to make decisions about the training and education needed to develop a dynamic, fulfilling career. Visit <http://ecieducationpathway.org/> to begin planning your career pathway!

CHILD DEVELOPMENT ASSOCIATE (CDA) CREDENTIAL

The Child Development Associate (CDA) Credential is a nationally recognized credential earned by those working in the early care and education field. The CDA credential is based on a core set of competency standards and includes an assessment process by the Council for Professional Recognition. The CDA credential, a recognized part of child care regulations in Iowa and across the country, is a way to earn points on Iowa's Quality Rating System (QRS) and is part of achieving some accreditation standards. CDA credentials have been awarded around the country since 1971 and over 300,000 credentials have been granted. All CCR&R trainings correspond with the eight CDA content areas. More information about the CDA credential can be found at: <https://iowaccrr.org/providers/cda/>



T.E.A.C.H. EARLY CHILDHOOD IOWA

T.E.A.C.H. (Teacher Education and Compensation Helps) is a comprehensive scholarship program that provides the early childhood workforce access to educational opportunities and is helping establish a well-qualified, fairly compensated and stable workforce for our children. T.E.A.C.H. supports CDA assessments, CDA renewals, and early childhood associate degrees, bachelors degrees, endorsements to teaching licenses, and teacher licensure renewal.

Early child care and education providers who may be eligible include those who:



- Work in a regulated preschool, child care center, or home program for at least 30 hours per week (or all the hours your preschool offers programming with a 20 hour minimum)
- Have worked with children birth to age 5 in current program for at least 3 months (6 months for bachelor scholarships)
- Are working toward an early childhood degree, CDA credential (or renewal), endorsement, or teacher licensure renewal at an Iowa college
- Have the support of your employer (if applicable).
- Demonstrate participation in or progress towards a quality initiative such as QRS, QPPS, Head Start, or NAEYC/NAFCC accreditation.

For more information on the T.E.A.C.H. Early Childhood Iowa Program or to apply, visit: <http://www.iowaeyc.org/teach.cfm>

Child Care Assistance (CCA)

WHAT IS CHILD CARE ASSISTANCE (CCA)?

Child Care Assistance is financial assistance available to the parents of income-eligible families who are absent for a portion of the day due to attending school or employment. Assistance may also be available for a limited period of time to the children of a parent looking for employment.

WHO QUALIFIES FOR CCA?

To be eligible for child care assistance families need to meet specific income guidelines and either be employed an average of 28 hours a week, be a full-time student and/or searching for a job.

HOW CAN I RECEIVE CCA PAYMENTS?

In order to receive Child Care Assistance (CCA) payments, you must first be approved by the Department of Human Services. There is a separate application for CCA. You can find this application on the DHS website: <https://ccmis.dhs.state.ia.us/providerportal/DocumentsandForms.aspx>. Your CCR&R Child Care Consultant can also provide you with a copy.

WHAT ARE THE BENEFITS TO RECEIVING CCA?

One of the major benefits to receiving child care assistance from the state is that you are guaranteed an automatic payment every month for the child care services you provide. You don't have to worry about the families not paying on time. You are also providing quality early care and education for children that might not have that opportunity elsewhere.

WHAT INFORMATION DO I NEED TO ACCEPT A CHILD ON CCA?

The most important document that you need to see before accepting a family that receives child care assistance is the Notice of Decision (NOD) from the Department of Human Services office. The Notice of Decision will state if a family has been approved or not for child care assistance. It can take up to 30 days for a family to receive the NOD upon applying for the assistance.

If you do decide to accept a family before seeing the NOD, you may get paid back to the date of application (if they are approved) - but that is not guaranteed. If the family is not approved, you will not be paid by DHS for the care you provided.



Child Care Nurse Consultant (CCNC)

Health and Safety is the basic foundation on which a good child care program is built. A Child Care Nurse Consultant (or “CCNC”) is a registered nurse with additional training and expertise in child health & development who is available to answer your questions. The CCNC is a health professional who is knowledgeable about:



- Infectious diseases and immunizations
- Hygiene and sanitation
- Injury prevention
- Children with special health care needs
- Nutrition
- Oral health
- Mental health
- Environmental health
- Emergency management
- Playground safety

The CCNC is up to date on best practice standards, DHS regulations, and can assist you with the QRS. You can call or send questions to your CCNC about health and safety policies, health programs, health of personnel, and specific child health or safety issues. S/he is the nurse for **your** child care business! Services provided by your CCNC are also **FREE!** Your CCR&R Child Care Consultant can put you in touch with your CCNC. The link to more information can be found at <https://iowaccrr.org/providers/ccnc/>.

You can also visit the Healthy Child Care Iowa webpage - <https://idph.iowa.gov/hcci>. Healthy Child Care Iowa (HCCI) offers a variety of resources to assist you in offering quality child care. You can download posters, brochures, and forms to print yourself or you can contact your local Child Care Nurse Consultant for copies. Some examples of the resources available from HCCI include:

- Asthma Action Plan: a form that you may use when care planning for a child with asthma.
- Breastfeeding Support: a fact sheet on the importance of supporting breastfeeding; includes information on storage and handling guidelines.
- Child Care Weather Watch: a poster that provides information on weather and when it is safe for children to play outside
- Child Health Exam: form meets Iowa's child care regulations that require an annual physical exam for the young child.
- Child Injury/Incident Report: form that you can use to record an injury incident and the type of treatment given.
- Common Child Care Illnesses and Exclusion Criteria: a fact sheet that provides guidance for exclusion of children with signs and symptoms of illness or disease
- Diapering Poster: a full-color, illustrated procedure for diapering in child care; complies with Caring for Our Children National Health and Safety Performance Standards (3rd edition)
- Food Allergy Action Plan: a form that you can use for care planning for a child who has a food allergy.
- Head Lice: a brochure that provides tips and treatment information about head lice, as recommended by the Iowa Department of Public Health
- Monthly Medicine Report: a form that you can use to document medication given to children while at care.



Child & Adult Care Food Program (CACFP)

WHAT IS CACFP?

The Child and Adult Care Food Program (CACFP) is a federally funded program that provides meal reimbursement to child care centers, adult day care centers, emergency shelters, before and afterschool programs, and child development homes for serving nutritious meals. The objectives of CACFP are to:

- Assure that well balanced, nutritious meals are served to children and adults
- Help children learn to eat a wide variety of foods as part of a balanced diet
- Provide reimbursement for meals and snacks served to children and adults
- Develop lifelong healthy eating habits



WHO IS ELIGIBLE FOR CACFP?

Child Care Centers: Public or Private Non-Profit

Any child care organization in Iowa providing non-residential care for children may participate in the Child and Adult Care Food Program if the following requirements are met:

- The center is licensed by the Iowa Department of Human Services (DHS) **or** is specifically exempted from licensing by the Iowa DHS and has had the proper health and safety inspections
- The organization is a public institution, **or** the organization is a private non-profit organization with tax-exempt state [(501(c)(3))] as determined by the Internal Revenue Service (IRS), Code of 1986

A private non-profit or a public organization can operate a preschool, full day child care center, an outside school hours child care, an At Risk After School snack program or an emergency shelter program.

A Board of Directors governs the private non-profit organization. Voting board of directors should not have a vested interest in the center/s or be a paid center employee.

Child Care Centers: Private For-Profit

A private for-profit child care organization in Iowa providing non-residential care for children may participate in the Child and Adult Care Food Program if the following requirements are met:

- The center is licensed by the Iowa Department of Human Services (DHS) or is specifically exempted from licensing by the Iowa DHS and has had the proper health and safety inspections.
- The center has at least 25% free and reduced-price eligible children enrolled relative to the total enrollment or the licensed capacity. To determine CACFP eligibility, the center must collect income information from families and complete the required 25% documentation form (available on the CACFP website).

HOW TO APPLY FOR CACFP

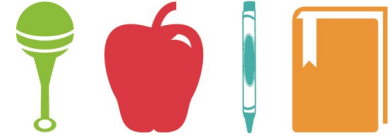
To apply for CACFP or learn more about the requirements for participation, contact the Iowa Department of Education, Bureau of Nutrition and Health Services at (515) 281-5356. You will need to complete applicable modules of the Steps to CACFP Success workshop to become familiar with the CACFP requirements. A CACFP consultant from your area will also need to complete a pre-approval visit.

Early Childhood Iowa (ECI)

There are approximately 2,000 days between birth and the first day of kindergarten. These first 2,000 days have a profound impact on a child's future wellbeing, ability to learn, and overall life success. That is because children's earliest experiences literally determine how their brains are wired; lay the groundwork for future health; and form the foundation of the social and emotional skills needed for academic and workplace success. Therefore, it is very important that Iowa invest in high quality early care and education. To help ensure that Iowa's children have a successful first 2,000 days, Early Childhood Iowa (ECI) was formed.

ECI was founded on the idea that communities and state government can work together to improve the well being of our youngest children. The purpose of ECI is to unite agencies, organizations, and community partners to speak with a shared voice to support, strengthen, and meet the needs of all young children and families.

2,000 DAYS



The State of Iowa provides funding to local ECI boards, which use the funding to: expand home visitation and parent education; create quality improvement activities for child care and preschool providers, including professional development and training; increase the availability of infant, shift care and inclusive child care; and increase access to child care and preschools for children living in low income families. ECI accomplishes these goals by providing funding to local agencies, like CCR&R, to support child care

providers, like you! Some examples are Preschool Scholarships, Quality Improvement incentives, Business Investment Program, Staff of CCNC, and disaster assistance. To learn more about Early Childhood Iowa, visit: <https://earlychildhood.iowa.gov/>

Iowa's Vision: **Every child, beginning at birth, will be healthy and successful.**



Helpful Links

Careers & Pathways	http://ecieducationpathway.org/
Caring for Our Children	https://nrckids.org/CFOC
CDC—Developmental Milestones	https://www.cdc.gov/ncbddd/actearly/milestones/
Child Development Associate (CDA) Credential	http://www.cdacouncil.org/
Consumer Product Safety Commission	https://www.cpsc.gov/
DHS Compliance & Complaint Reports	https://secureapp.dhs.state.ia.us/dhs_titan_public/ChildCare/ComplianceReport
DHS Provider Portal or “Kinder Track”	http://ccmis.dhs.state.ia.us/providerportal/
Early Childhood Iowa	https://earlychildhood.iowa.gov/
First Children’s Finance	http://www.firstchildrensfinance.org/
Healthy Child Care Iowa	http://www.idph.iowa.gov/hcci
Iowa Family Child Care Association	https://sites.google.com/prod/view/iowafcc
Iowa Assoc for the Education of Young Children	http://www.iowaaeyc.org/
Iowa Child Care Provider Training Registry/i-PoWeR	https://ccmis.dhs.state.ia.us/trainingregistry/
Iowa Child Care Resource & Referral	https://iowaccrr.org/
Iowa Department of Human Services	http://dhs.iowa.gov/
Iowa OSHA	http://www.iowaosha.gov/iowa-osha
Iowa Quality Rating System	http://dhs.iowa.gov/quality-rating-system
Iowa State University Extension	http://www.extension.iastate.edu/humansciences/child-care-education-professionals
Moodle	https://moodle.extension.iastate.edu/
National Association for Family Child Care	https://www.nafcc.org/
National Assoc for the Education of Young Children	https://www.naeyc.org/
National Center for Healthy Housing	http://www.nchh.org/
National Program for Playground Safety	http://playgroundsafety.org/
T.E.A.C.H.	http://www.iowaaeyc.org/teach.cfm
Tom Copeland Blog	http://tomcopelandblog.com/
USDA - CACFP	https://www.fns.usda.gov/cacfp/meals-and-snacks