

ISD Administration of Strong Beginnings Pilots

The Early Childhood Contact (ECC)

As part of administering Strong Beginnings, the Intermediate School District (ISD) will designate an Early Childhood Contact (ECC). The ECC is the early childhood leader at the ISD, facilitating an ISD-wide plan with a vision to improve child outcomes, to minimize achievement gaps and help all stakeholders to see the “big picture” of how Strong Beginnings strategically fits into the local Great Start Collaborative (GSC) early childhood efforts.

ISD administrative policies and procedures must document the approach to overarching aspects of the program, such as community needs assessment, choosing and supporting program providers and ISD subcontractors, notification of funding, community partnerships, recruitment, parent engagement and advocacy, communication, record-keeping, staff credentialing, and program and fiscal monitoring. Administrative policies and procedures must also address systematic oversight of program provider and subcontractor practices

The role of the ECC is to ensure that effective systems are in place to support these policies and administration of Strong Beginnings.

Several partners will help ensure ongoing program quality. For ISDs with larger populations, the ECC may work with a team to fulfill the responsibilities of the ECC position. For ISDs with smaller populations, the ECC may serve dual roles as ECC and ECS. In this instance, care must be taken to ensure that responsibilities of the ECS, as outlined in the *Early Childhood Specialist* section of this manual, are not compromised.

The ECC will also partner with a Strong Beginnings Family Liaison Supervisor (SBFLS) and, at times, Strong Beginnings Family Liaison(s) (SBFL) to ensure seamless support for children and families engaged in the family partnership process. The ECC will use the written Strong Beginnings philosophy statement as the foundation of these partnerships and data-based decisions for continuous quality improvement.

While it is permissible for ECCs in smaller ISDs to assume the role of Family Liaison and/or Family Liaison Supervisor (SBFLS), this can only be done if the ECC has the necessary social work-based training and experience required for these roles. Consideration must also be given to the time requirements necessary for each component of the responsibilities of the ECC, including acting as or actively partnering with and supporting the ECS and SBFLS, to ensure that all requirements of each role can be fulfilled.

Early Childhood Specialist (ECS)

The ECC ensures that there is an ECS assigned to each Strong Beginnings classroom. An ECS may support only Strong Beginnings classrooms or a

combination of Strong Beginnings and GSRP classrooms. Thoughtful consideration should be given to the match between ECS experience and age of children in the classroom when assignments are determined.

At times, ISDs are unable to identify a well-qualified candidate to fill an ECS position after an extensive search. In that case, the ECC should contact the assigned Strong Beginnings consultant.

Only a Reliable Assessor/Certified Observer completes the observations, interviews and scoring of the program evaluation tools(s). The Reliable Assessor/Certified Observer participates in the recertification process to maintain status as a Reliable Assessor/Certified Observer. See the Program Evaluation section of this manual for related information.

The ECS contract accommodates the intensive support and additional classroom visits, coaching and consultation that staff members with incomplete credentialing require.

In determining ECS classroom assignments and other duties, the ISD is responsible first and foremost for assuring the ECS's role in coaching and supporting the teaching team. As the ECC designs the system of ECS supports for the ISD and assigns classrooms to individual ECS, the following elements are considered:

- Required ECS functions and the hours needed to complete them.
- Additional functions the ISD assigns to ECS and the hours needed to complete them.
- Expertise and experience of the ECS.
- Experience of the program providers and teaching team(s) with operating a preschool program, maintaining a childcare license, and meeting Strong Beginnings requirements. For example, the ECC may plan additional classroom visits and/or more intensive support for beginning teachers, teachers new to Strong Beginnings or teachers that have less-than-expected program quality.
- Number of assigned program providers, sites, and classrooms.
- Geographic location of the assigned classrooms and amount of travel time between sites.
- Relationships between the ECS and teaching teams, especially if ECS are monitoring teaching staff as well as coaching them.

The ISD provides:

- A master calendar for all ECS activities, which aligns with reporting requirements on program evaluation, scheduled professional learning calendars and meetings such as ECS peer group, the local parent advisory meetings, school readiness advisory committee, or superintendent/school board meetings.
- A coaching documentation system and form(s) used for each session. The form must include at a minimum the date, the intention of the session,

method of feedback with the lead and associate teachers, observational notes reflecting the session, any expected follow-up on either the part of the ECS or the teaching team, and confirmation that all members of the teaching team and the ECS participated in the session and agree to the content of the form. The ECS must keep a copy of the form and provide one to the teaching team. The ECC should review documentation periodically to see that teaching teams are getting the support needed and that the ECS team members are fulfilling the requirements of the position.

- A position description for every ECS, whether employed or contracted by the ISD or subcontractor, that includes the amount of time to be dedicated to Strong Beginnings work for the year. All position descriptions must be clear in the expectations to meet Strong Beginnings requirements: classroom observation/program evaluation, feedback, ongoing support, meetings, professional learning, etc. All must include a requirement to attend ISD and/or CCRESA ECS meetings and professional learning required for the ECS as well as being available to the ISD, CCRESA or the MSU research team as needed as part of the monitoring process. References to meeting the requirements included in the position description must be included in all subcontractors.

Supporting alignment of Strong Beginnings with GSRP and protecting hallmarks of early childhood education such as learner-centered, active, participatory learning and authentic partnership with families in their child's development is another important role of the ECS. (See the Transition section of the Implementation Manual for more information.)

Branding

The program name Strong Beginnings (SB) must be used to identify all funded pilot programs. Branding must be evident at the ISD, program provider, and classroom level, and may be formally addressed within written agreements.

The name and MDE logo identify each program as a strong partner in the systems-building efforts of Great Start, where services to children and families emerge from our Michigan Early Childhood Standards of Quality for Infants and Toddlers (ECSQ-IT) and the Early Childhood Standards of Quality for Prekindergarten (ECSQ-PK). Name-branding assists advocacy efforts, making it evident that children who participate in SB have strong child outcomes, setting the stage for successful school experiences and graduation on-schedule with peers.

Strong Beginnings funding should be mentioned in speaking engagements and discussion with the media. In written materials, the name is spelled out fully at the first use of the acronym. The name is never modified. The federal grant name (The Preschool Development Grant Birth through Five Initiative) and MDE logo as well as the program name, Strong Beginnings, is included on public- and parent-facing publications or project materials developed with funds awarded under this program, including print materials and electronic information (e.g., program websites and

social media). This includes print materials that are publicly distributed, intended for program recruitment, or are 'parent-facing' (e.g., application, newsletters, handbook, meeting minutes, etc.), reports/presentations, films, brochures, flyers, signs, etc. Where more than one entity's logo will be used they should be of a similar size and when possible appear on a single line. Logos are available for use and located in the resources for the Overview section of this manual. The following statement for acknowledgement of funding will be used:

- These materials were developed with the support of the Preschool Development Grant Birth through Five Initiative (PDG B-5), Grant Number 90TP0055 from the Office of Child Care, Administration for Children and Families, U.S. Department of Health and Human Services.

Child Eligibility Files

Eligibility for Strong Beginnings requires verification of a child's age and family income, as well as documentation of Program Eligibility Factors. Documentation of eligibility must be on file for every child enrolled in Strong Beginnings. This documentation must be maintained for seven (7) years.

The Michigan Department of Education (MDE) and CCRESA require that ISD monitoring of program providers and subcontractors includes an annual review of child files to verify child eligibility was accurately and properly determined. Child files are also subject to periodic CCRESA review.

Security of Sensitive Information

Maintaining copies of child birth certificates or other child and family personal information, as well as financial documents viewed to verify income in child files must be considered with great care. Maintenance procedures for sensitive documents must include security measures to ensure the files and the data contained therein is protected. This includes redacting personally identifiable data on forms including social security numbers, date of birth (for all but the child enrolled), maiden names, etc. Files should be kept in a secure location under lock and key, only accessible to authorized program staff.

Applications and accompanying documents should only be discussed with those that have permission to access the information. This would include among programs to determine placement as well as any others the parent authorizes to have access.

Electronic Files

Files may be electronic with scanned or photo images of eligibility documentation but must include proper security protocols to ensure safety of the data and limit files access only to authorized program staff.

Educational Records vs. Eligibility Records

The educational record for each child - including home visit and parent teacher conference forms, observation data, developmental screener data, other child growth/progress documentation, and samples of child's work, etc. as well as

information from the Family Liaison - *is distinctly different than eligibility documentation and should be maintained in a separate file.*

In cases of single, separated, or divorced families, both parents must be granted access to the child's educational information (unless court documents specify otherwise), however, access to personal data provided to determine eligibility (e.g. tax forms, pay stubs, etc.) should be restricted to only the parent that provided that data.

Strong Beginnings Policies and Procedures

Written policies and procedures support consistent operational activities. Policies and procedures provide clarity when dealing with accountability issues or activities that are of critical importance and may have serious consequences, e.g., grievance, flow of funding, and submitting reports. Well-written procedures that are implemented and followed help to minimize misunderstandings by identifying responsibilities and establishing boundaries. All parts of the system are dependent upon one another to function properly and provide the highest level of service to children and families.

Strong Beginnings Policies and Procedures must include program and fiscal policies. ISDs have policies and procedures for GSRP and other grants, which can be used to aid in writing Strong Beginnings fiscal and program policies. For the purpose of the Strong Beginnings pilot, ISDs may adopt applicable GSRP policies and indicate that they will also be used for Strong Beginnings. Program providers must be provided with a copy of newly developed Strong Beginnings Policies and Procedures as well as those adopted from GSRP. Some examples of policies and procedures that need to be written are: travel expenses allowable with amounts, steps for the bidding process, and seclusion and restraint. All new Strong Beginnings policies and procedures will be reviewed during a program and/or fiscal review by CCRESA.

Written processes must be in the Strong Beginnings administrative files.

1. Assurances
2. Child Recruitment
3. Closure Procedures
4. Communication
5. Community Needs Assessment
6. Community Partnerships
7. Fiscal Policy and Review
8. Monitoring Program Providers
9. Parent Advisory Committee
10. Philosophy
11. Professional Learning
12. Program Evaluation
13. Record Keeping
14. School Readiness Advisory Committee
15. Sliding Scale of Tuition

- 16. Distribution of Funds
- 17. Written Agreement
- 18. Family Partnership

Assurances

ISDs agree to comply with all applicable requirements of State statutes, Federal laws, executive orders, regulations, policies, and award conditions governing Strong Beginnings. ISDs understand and agree that if they materially fail to comply with the terms and conditions of the award, CCRESA may withhold funds otherwise due until the ISD as fiscal agent/contractor comes into compliance, or the matter has been adjudicated, and the amount disallowed has been recaptured (forfeited). CCRESA may withhold up to 100 percent of any payment based on a monitoring finding, audit finding, or pending final report. All current assurances can be viewed in the Strong Beginnings Request for Proposals.

Child Recruitment

Refer to the *Recruitment and Enrollment* section of this manual for guidance on generating written procedures that align with Michigan Department of Education (MDE) requirements about recruitment.

The ISD should work with program providers to create outreach and recruitment campaigns that can be funded by the 2% maximum that can be set aside and used for this work. Funds from both the Strong Beginnings and GSRP budgets may be used in a coordinated recruitment and enrollment campaign. Sharing ideas with other ISDs and adapting or adopting each other's work may make the most efficient use of the funds.

Closure Procedures

Closure procedures guide the ISD when a program provider declines to participate in Strong Beginnings or in the event a program provider contract is terminated. A previous program provider that no longer chooses to implement the program must provide written notification to the ISD. Notification must include an inventory of the equipment and supplies purchased with Strong Beginnings funds that are remaining, this includes any food service equipment and supplies. The program provider must arrange to return all remaining equipment and materials to the ISD. The returned materials should be distributed for use within other Strong Beginnings or GSRP classrooms as needed. Excess materials can be sold to non-Strong Beginnings or GSRP providers and the funds utilized by the ISD to support Strong Beginnings or GSRP, after a determination is documented that use is not needed within the ISD. Materials that are well worn or aged may also be donated as appropriate.

There are infrequent instances where a program may close during the school year. Details on terminated contracts must be written in a policy and procedure by the ISD. The ISD will lead transitioning activities with the goal to prevent a break in service to children and to minimize distress to the children and families.

Considerations include:

- Agreement between parties of what is a reasonable amount of time needed to finalize the closure;
- Confirmed personnel contacts before agency closure, regarding who the ISD will work with for final invoice and payment structure pieces;
- Possible proration of the funding;
- Transfer of child files;
- Transfer of subcontractor administrative files;
- Final expenditure report;
- Transfer of inventory and supplies purchased with Strong Beginnings funds; and
- All remaining reports covering the period of time for which the subcontractor participated.

At the conclusion of the Strong Beginnings pilot, all remaining equipment, materials and supplies, including consumables, that have been purchased with program funds will be returned to the ISD for distribution to other state funded early childhood programs.

Communication

The ISD must establish and monitor systems to ensure that timely and accurate information is provided among the ISD, program providers, subcontractors, parents, policy groups and staff. Consider the following strategies:

Communication with families must be carried out on a regular basis throughout the program year, and carried out in the parent's primary or preferred language, for example:

- Newsletters
- Focus groups or surveys
- Parent-teacher conferences
- Open house events
- Local Parent Advisory Committee and School Readiness Advisory Committee meetings and minutes
- Web site
- Children's progress notes
- Family Advocacy activities

Communication with local advisory groups and the ISD-wide school readiness advisory committee includes the following information provided on a regular basis:

- Procedures and timetables for program planning
- Policies, guidelines, and other communications from CCRESA
- Program and financial reports
- Program plans, policies, procedures, application.

Communication among staff must include mechanisms for regular communication among all program staff:

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- Staff meetings
- Distribution of program quality reports and family goal summaries
- Intranet or listserv for internal staff correspondence
- Development of program provider plans that includes center operations
- Updates to annual written plans
- Professional learning communities (PLCs)

Funding Application

An annual comprehensive needs assessment using aggregated data from the ISD service area and a community collaboration plan is required by MDE. The ECC must seek endorsement of the plan by the local GSC and ensure that Strong Beginnings is part of the community's Great Start strategic plan. The signed GSC Endorsement Form is retained at the ISD. The needs assessment must document:

- Annual data collection on poverty, number of three-and four-year-old children at risk for low educational attainment and existing preschool programming;
- Discussion of data with representatives from each local education agency (LEA), child care organizations and the GSC;
- Collaborative decisions on enrollment request, program options and process to determine preschool sites for the upcoming academic year and;
- The estimated number of eligible children who will remain unserved after the ISD, LEAs and community early childhood programs have met their funded enrollments.

This may be completed in conjunction with the GSRP requirement after the pilot has begun.

See the resources for this section: [*GSC Endorsement Guidelines*](#)

Community Partnerships

Strong Beginnings administrative policies will reflect the role of the ECC as a trusted, credible leader in the GSC, where a collective impact approach prioritizes early childhood efforts. The ECC identifies and creates connections with administrators of the licensed childcare centers in the region. The ECC increases the number of and strengthens partnerships between LEAs, Head Start grantees, childcare organizations, municipalities with early learning initiatives, extended-learning programs, and other community-based programs.

It is important to have a shared language and understanding of the early learning years, as well as the variety of settings that children are in before transitioning into Strong Beginnings and those they will experience after transitioning out of GSRP. Use of shared language, goals, and evaluation should be included in the strategic plan for Strong Beginnings and public statements. The ECC will support clear and consistent communication about vertical alignment as a priority in both internal (e.g., district strategic plans, teacher newsletters) and external (e.g., websites, family newsletters) platforms.

Fiscal Policy and Review

Each ISD must have written fiscal policies outlining procedures including but not limited to:

How and when the program providers receive their allocations, including transportation and initial supplies and equipment allocations;

How and when the program provider budgets (original only as no carryover is allowed) and Final Expenditure Reports (FERs) are submitted to the ISD, including supporting documentation;

- Budgeting and budget amendments;
- Completing FERs;
- Allowability of costs;
- Inventory requirements;
- Cash management;
- Procurement;
- Closeout procedures for program providers (FERs, audits, and equipment). See also “3. Closure Procedures” earlier in this section;
- Professional learning/training of program providers on fiscal components of Strong Beginnings;
- Travel;
- Fiscal monitoring process of program providers;
- Food service and required spreadsheet and/or other documentation.

For the Strong Beginnings pilot, ISDs may use policies developed for GSRP as long as there is an indication that the policy is also applicable to Strong Beginnings.

Program provider documentation must be reviewed by the ISD, depending on the agreed upon payment schedule. For example, if 100% reimbursement is used, then the ISD must require supporting documentation before a payment is made. The ISD may also choose to review program providers on an annual basis. The ISD must provide professional learning to both the program provider fiscal and program staff responsible for Strong Beginnings. Fiscal policies will be reviewed by CCRESA during a fiscal review. For further information on fiscal reviews, see the Fiscal Review Process document in the resources for the Reporting and Monitoring section of this manual.

Monitoring Program Providers

Administrative policies must also reflect how the ISD will provide oversight and monitoring of program provider practices, such as local policies/procedures related to:

- Michigan Department of Licensing and Regulatory Affairs (LARA), Child Care Licensing Division, including report of violations;
- Participation in Michigan’s Great Start to Quality system;
- Parent engagement and Family Partnership Program, including formal contacts and goal setting documents;

- Use of a parent handbook that includes all required elements outlined in the Classroom Requirements section of this manual;
- The advisory structure including the advisory committee(s), and data analysis team(s);
- Human resources (staff hiring, compliance plans, supervision);
- Adult/child ratio, class size, hours and weeks of operation;
- Professional learning for teaching teams, including formal training in the curriculum and child assessment tools in use;
- Professional learning for Family Liaisons including training in the process and assessment tools in use as well as opportunities for reflective supervision.
- Coordination of service(s) providing family advocacy
- Supervision of Family Liaisons
- Participation in the National School Nutrition Program and/or the Child and Adult Care Food Program, as applicable;
- Child enrollment;
- Child files;
- Transition plans into and out of Strong Beginnings;
- Timely collecting and reporting of data required by CCRESA Implementation Team and/or Michigan State University Research Team
- Tuition; and
- All program policies identified in the Classroom Requirements section of this manual.

For the Strong Beginnings pilot, ISDs may use policies developed for GSRP as long as there is an indication that the policy is also applicable to Strong Beginnings.

Parent Advisory Committee

MDE requires Strong Beginnings sites to provide for active and continuous participation of parents of enrolled children. Keeping in mind that those most in need of quality public education may feel less well-served by the system, the ECC will champion parents as active decision makers in Strong Beginnings, ensuring annual training that instills confidence in parents as active members. Strong Beginnings administrative files must address design and monitoring of Strong Beginnings advisory groups. Strong Beginnings and GSRP may be served by one advisory group including a proportional number of representatives from each program.

The ISD ensures that program providers have a local Strong Beginnings parent advisory committee with a focus on local considerations, including recruitment/enrollment, program evaluation results and child outcome data. ISDs that direct-run classrooms must also have a local parent advisory. These committees minimally meet twice each program year. Each local committee has one parent representative for every 18 children enrolled in its program, with a minimum of two parents or guardians. Parents with children in Strong Beginning and in GSRP may both be included in the same advisory committee and should be proportionally represented. The local Strong Beginnings or Strong Beginnings/GSRP parent

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advisory committee also has representation from program teaching staff, Family Liaisons and support of other Strong Beginnings and, if included, GSRP administration.

The local Strong Beginnings or Strong Beginnings/GSRP parent advisory committee designates a liaison to the GSC Parent Coalition, working with other committed parents to support early childhood practices in the community. Activities of the GSC Parent Coalition can be shared with the parent advisory committee in person, virtually (e.g., Skype) or through emailed reports.

Refer to the *Parent Involvement* section for more information on parent engagement.

Philosophy

The ISD will ensure that each program provider has a written philosophy statement including their philosophy regarding family partnerships and must have a process to approve each philosophy statement, determine whether the statements are promoted widely and whether the beliefs documented are used in decision-making. Discrete philosophy statements will have common features that are aligned with the *Early Childhood Standards of Quality for Pre-Kindergarten (ECSQ-PK)*, yet will provide for local language to address social, economic, cultural, and family needs. See the *Classroom Requirements* section of this manual for additional information on preschool philosophy statements and the Parent Involvement and Partnership section of this manual for additional information on the family coaching philosophy.

Professional Learning

Administrative policies acknowledge that effective professional learning (PL) can improve the instructional coherence among program provider and improve the quality of learning opportunities for young children. The planning of PL opportunities is data-driven, ongoing, and part of a long-term continuous improvement plan.

The ECC strengthens local administrative quality by arranging PL for elementary principals, directors of childcare organizations, municipalities with early learning initiatives, extended-learning programs, and other community-based organizations. This group is poised for relationship-building and to learn best practices for prekindergarten and early preschool.

The ECC and the ECS support meaningful PL for teaching teams. The ECS is critical to preschool quality and supports Strong Beginnings teaching teams throughout the academic year with expertise in the ECSQ-PK, and status as a reliable assessor/certified observer in the applicable program evaluation tool. Refer to the *Early Childhood Specialist* section of this manual for more information on the ECS position. The ECC will demonstrate innovative efforts to create and standardize time for school- and community-based Strong Beginnings teaching teams to work together across different daily, weekly, quarterly, and school year calendars.

ECS need time to reflect on what makes their own professional learning work strong, and what hinders it. The ECC engages and supports ECS teamwork by gathering the ECS as a community of learners more than once per year to reflect on the ECS role and responsibilities. The ECC also insures that the ECS is able to attend professional learning events, such as curriculum/child assessment training, state sponsored professional learning events and/or the HighScope International Conference.

The ECC, in collaboration with the Family Liaison Supervisor(s), ensures that Family Liaisons are provided reflective supervision/consultation at least monthly during the school year as well as monthly staff meetings and are able to attend professional development events, such as training in motivational interviewing.

Program Evaluation

The program evaluation plan reflects a discriminating use of data. Data markers include child-based data, classroom-based data, family advocacy data, staff surveys and markers of family well-being.

Record-keeping

ISD administrative procedures must identify where critical program records are housed and staff position(s) responsible to maintain files. Refer to the *Reporting and Monitoring* section of this manual.

Refer to the *Program Evaluation* section of this manual for guidance on generating written procedures that align with requirements for the evaluation.

School Readiness Advisory Committee (SRAC)

The ECC is a leader in the ISD-wide School Readiness Advisory Committee (SRAC), established annually and which operates as a workgroup of the local GSC. One of the tasks of the SRAC is to annually review and make recommendations about:

- Collaboration with and involvement of community volunteer and/or social service organizations in addressing all aspects of educational disadvantage;
- Partnership with the local GSC, Regional Resource Center, and others to build the capacity of local community agencies to take part in Strong Beginnings and GSRP;
- Collaborative recruitment and enrollment process to assure that each child is enrolled in the program most appropriate to his or her needs and to maximize the use of federal, state, and local funds;
- The choice of an approved child curriculum and family partnership process;
- Nutritional services utilizing federal, state and local food program support as applicable;
- Health and developmental screening process;
- Referrals to community social service agencies, as appropriate;
- Parent involvement;
- Program Evaluation, Family Advocacy and Child Outcome data;
- Continuous improvement efforts; and

- Transition into kindergarten.

The SRAC will also make recommendations to the GSC regarding other community services designed to improve all children's school readiness.

Sliding Scale of Tuition

Up to 10% of children enrolled throughout the Intermediate School District (ISD) or consortium of ISDs may be from families above 250% of the Federal Poverty Level (FPL) with extreme risk for low educational achievement as determined by number or severity of Strong Beginnings program eligibility factors. These families must be charged tuition calculated on a sliding scale, based on family income and determined to be a reasonable amount a family should pay toward the program cost of Strong Beginnings. The pre-calculated fee is a per-child fee, not a per-family fee.

Strong Beginnings spaces filled by over-income families are compensated at the current Part-Day or School-Day amount per child. Sliding scale fees are collected in addition to the funded amount provided per child by state school aid funds administered by the CCRESA. The sample tuition sliding scale provided in the resources for this section may be adopted or amended. Alternately, the ISD may create a sliding scale of tuition. The written policies and procedures and the fee scale needs to be submitted to CCRESA for initial approval and should only be resubmitted if amended. Tuition income and related expenditures will not be reported to CCRESA, but records must be available for review upon request.

Refer to both the *Recruitment and Enrollment* and the *Eligibility* sections and the accompanying resources for each section for additional information on prioritization for enrollment, determining family income and documenting program eligibility factors.

The following policies must be adhered to:

1. Families whose income falls at or below 250% of FPL pay no tuition for Strong Beginnings.
2. The ISD shall establish a fee schedule for families with incomes greater than 250% of the FPL not to exceed the value of the space.
3. The ISD shall implement one sliding scale of tuition for all its Strong Beginnings program providers.
4. Part-Day and School-Day Strong Beginnings shall charge tuition to enrolled families over 250% of the FPL and shall charge the Strong Beginnings fee only for the portion of the day supported by Strong Beginnings.
5. Tuition fees from families must be expended within the program year that they were collected.
6. Tuition fees must be used to support Strong Beginnings, as defined in the Budget section of this manual.
7. Children in foster care, those experiencing homelessness, and children with an individualized education program (IEP) recommending placement in an

inclusive preschool setting are automatically eligible for Strong Beginnings and must be considered within the lowest quintile (0 – 50% Federal Poverty Level (FPL) for prioritization.

8. A child with an IEP recommending placement in an inclusive preschool setting prioritized for enrollment within the lowest quintile, with actual family income above 250% FPL, may not be charged Strong Beginnings sliding fee scale tuition.
9. Parents who pay tuition may not incur expenses for other portions of the program, such as meals or transportation.
10. The number and severity of factors and local prioritization of factors contributing to educational risk must be incorporated into enrollment practices for over-income families. Documentation of the program eligibility factors must be kept in each child's file.
11. Late payment fees are permitted only to recoup collection costs.
12. Income and tuition fees are calculated at the time of enrollment. During the academic year, if the family situation changes, families may request a recalculation of income to determine a lower tuition or potentially qualify as income eligible, thus eliminating remaining tuition due.

ISD Responsibilities:

1. The ISD shall establish written policies and procedures for the implementation of this fee policy.
2. An approvable plan will address educational risk, fees and information for families, including invoicing, collection practices and explanations to families about the reasons for tuition fees, and how confidentiality of family information is maintained.
3. Annually updated copies of the tuition policies and procedures must be included in recruitment materials.
4. The ISD shall require program providers to disseminate tuition policies to enrolled families and program staff, at least in their respective parent handbooks.
5. Parents must be notified of any upcoming tuition policy-change 30 days prior to the date the change is to take place.
6. The ISD shall ensure that the fee policy is adhered to by the program provider.
7. The ISD must adhere to all policies, above. The ISD has discretion with features such as:
 - a. Determining whether tuition payments are collected and retained at the program provider level or the ISD. When billing and procurement are the responsibility of the program provider, how tuition income is reported to the ISD;
 - b. Retention of a percentage of tuition income to cover accounting costs;
 - c. Invoicing, including payment schedule, how payments are made and receipt of payment;

- d. Fee adjustment for advance payment;
 - e. Fee adjustment for two or more enrolled children, absence or hardship. ISDs may assist families in need with alternate funding, scholarships, service agreements, etc.;
 - f. Uses for tuition income, e.g., purchases related to program quality or child development goals, professional learning, pooled for ISD distribution as enhanced funds; and
 - g. Whom parents should call with questions.
8. The ISD sliding fee scale and guidance will be reviewed annually as part of the school readiness advisory committee which operates as a workgroup of the local Great Start Collaborative (GSC).
 9. If a pilot site is unable to fill a classroom even after accepting 10% over-income children, the Implementation Consultants at CCRESA should be consulted for next steps.

Distribution of Funds

Involving the local school readiness advisory committee and the GSC in the creation of the distribution plan is advised; the GSC works with community partners and is called on annually to endorse the ISD's Funding Application. In addition, program providers that are awarded Strong Beginnings funding must also currently receive funding for GSRP in order to promote program continuity for families, except in the use of a family or group childcare home for Strong Beginnings.

For the Strong Beginnings pilot, Community Based Organizations (CBOs), including those providing Head Start in separate classrooms, as well as LEAs may serve as program providers. In addition, ISDs may directly operate Strong Beginnings classrooms.

FBOs can make good Strong Beginnings partners as they are often well-connected to community agencies that support families. Faith-based program providers keep prayers and religious instruction from being a part of a Strong Beginnings classroom. In space used for dual purposes, there is no need to remove or cover faith-based displays. These program providers do not restrict Strong Beginnings enrollment or staff hiring due to faith-based considerations.

Existing program provider that has met the variety of quality and administrative benchmarks should be able to expect consistency of funding awarded. That is, the ISD may 'hold harmless' or increase classrooms in existing, Strong Beginnings partners. Only existing partners providing GSRP for at least two years will be considered when starting and expanding Strong Beginnings.

The ISD must develop a written process to distribute future; sustained Strong Beginnings funding that will be fair to all current and potential early childhood partners. The document will reflect policy and procedures to follow each year, with specific consideration of allocating funds to community partners, who must receive allocations before LEAs in their catchment area are awarded funds.

Written Agreements

A written agreement is required between the ISD and its program providers as well as between the ISD and agency/organization providing leadership for the Family Partnership Process in Strong Beginnings. Both agreements must contain the components that form a binding agreement between two or more parties, including an offer, acceptance of that offer and consideration of what each party gives of value that each would not normally be legally obligated to provide.

Agreement for Services for Program Providers

1. Each document must clearly state that it is a contract/agreement between the ISD and each program provider to meet the need for Strong Beginnings services.
2. Agreements must address impasse or default for parties that do not complete any portion of the agreement and identify the entity providing the dispute arbiter.
3. The contract will reflect Strong Beginnings requirements including:
 - a. a plan for how the ISD and program providers will partner to ensure high-quality implementation of Strong Beginnings (e.g., monitoring, auditing, orientation, mentoring, and hiring and professional learning of staff);
 - b. A list of the developmental screening tool, curriculum, child assessment tool used, and how staff will receive training on the full implementation of each of the tools;
 - c. The Family Partnership Process used and how the Strong Beginnings program providers will partner with the Family Liaison and the Family Liaison Supervisor or, if allowed to hire their own Family Liaison, how the Strong Beginnings program provider will provide support and professional learning to that liaison along with others employed by the program provider in similar positions. A plan showing partnership in conducting annual program evaluation using the applicable program evaluation tool, with expectations that each program develops annual plans toward earning a high-quality score (as defined for the applicable tool);
 - d. An explanation of how the program provider will be involved in area-wide and local advisory groups, how often the local group will meet each year and how the program provider will ensure parent participation
 - e. Requirements of pilot participation including timely data and information collection and submission required by the CCRESA Implementation Team and MSU Research Team.
4. The contract will include a general timeline for required Strong Beginnings reports and who will be responsible for completion of each report.

5. The contract will describe the ISD's system to seek information from the program provider about, provide oversight on, and evaluate the effectiveness of each of the itemized features in the local contracts.
6. The contract will ensure that administrative funds are not exceeded. It must include a statement regarding the administrative cap for the ISD.
7. It must also specify whether the ISD will keep the 2 percent for a shared outreach and recruitment campaign or allow the funds to be split with program providers. If split, the ISD must provide guidance on how the funds may be used.
8. The contract must report the process for flow of funding; e.g., state the process for the ISD to make monthly payments or reimbursements to the program providers and how the ISD will track both revenue and expenses.
9. The contract must state which financial records the program provider is required to submit to the ISD and which it must retain for monitoring purposes. The ISD will also affirm its responsibility to maintain financial records necessary for CCRESA audit.
10. The program option(s) to be implemented must be included: Part-Day, or School-Day.
11. The number of Strong Beginnings spaces to be filled must be included. Any modification to this number must be noted in an addendum.
12. If the ISD is retaining additional funds to support program quality, a strong contract will identify services.
13. The contract must be signed and dated by both parties. Complete titles, including agency name, must accompany each signature.
14. Contracts between the ISD and program provider that are continuing from previous years must be in place by October 1.
15. Contracts with new program providers, or current GSRP partners now providing Strong Beginnings, must meet this deadline if the program starts at the beginning of the school year.

Agreement of Services for Leadership of Family Partnership Process

16. Each document must clearly state that it is a contract/agreement between the ISD and the organization/agency providing leadership to the Family Partnership Process.
17. Agreements must address impasse or default for parties that do not complete any portion of the agreement and identify the entity providing the dispute arbiter.
18. The contract will reflect Family Partnership Process requirements including:
 - a. a plan for how the ISD and subcontractors will partner to ensure high-quality implementation of the Family Partnership Process
 - b. developing and implementing a written family partnership process plan that will be approved by the ISD
 - c. collecting and summarizing required data and providing it to the ISD and/or area-wide and local advisory and data groups

- d. hiring, assigning, orienting, monitoring, evaluating, providing reflective supervision and professional learning for staff and Supervisors,
 - e. Regularly meeting with representatives of the ISD and subcontractors utilizing Family Liaison services to share information and identify and solve problems.
 - f. An explanation of how the agency/organization will be involved in area-wide and local advisory and data groups, how often the groups will meet each year and how the agency/organization will be required to work toward collaboratively developed improvement goals based on data presented at data meetings.
19. The contract will include a general timeline for required Family Partnership Process and data collection reports and who will be responsible for completion of each report.
 20. The contract will describe the ISD's system to seek information from the agency/organization about, provide oversight on, and evaluate the effectiveness of each of the itemized features in the local contracts.
 21. The contract will ensure that administrative funds are not exceeded. It must include a statement regarding the administrative cap for the ISD.
 22. The contract must report the process for flow of funding; e.g., state the process for the ISD to make monthly payments or reimbursements to the agency/organization and how the ISD will track both revenue and expenses.
 23. The contract must state which financial records the agency/organization is required to submit to the ISD and which it must retain for monitoring purposes. The ISD will also affirm its responsibility to maintain financial records necessary for CCRESA audit.
 24. The number of Family Liaisons, and Family Liaison Supervisors to be hired and the number and location of classrooms to be supported.
 25. The contract must be signed and dated by both parties. Complete titles, including agency name, must accompany each signature.
 26. Contracts between the ISD and agencies/organizations that are continuing from previous years must be in place by October 1.
 27. Contracts with new agencies/organizations must be in place within one month of the program start date if not the beginning of the school year.

Other Contracts

A written agreement is also required between the ISD and any other party responsible for any Strong Beginnings service. The agreement must contain the components that form a binding agreement between two or more parties including; scope of services, defined compensation, a defined period and signatures with titles of all parties involved.

28. Family Partnership Process and Family Liaisons
 - a. ISDs must have written policies establishing the process that is used to determine the agency/organization that will provide leadership for the Family Partnership Process. (While this process does not need to

- be followed when selecting an organization/agency to serve in this role for the pilot, the process must be established during the pilot period.)
- b. These policies must include the description of an open application process, decision making criteria, and involvement of the School Readiness Advisory Committee.
 - c. Policies must also include the process for deciding whether Strong Beginnings classrooms operated by Head Start are allowed to utilize the Head Start Family Partnership Process with classrooms enrolling children funded by Strong Beginnings if another agency/organization is providing Family Liaisons to classrooms not operated by Head Start.
 - d. The ISD payment, oversight and monitoring system for the agency/organization used to provide leadership for the Strong Beginnings program (and for the separate Head Start system if applicable) must be described and include a plan for establishing and correcting poor performance by the agency/organization.
 - e. The policies should indicate under what circumstances the contract may be terminated by either party and how frequently the contract for leadership of the family advocacy process will be rebid.
 - f. A dispute resolution process must be established in the policies.

Portions of this section were adapted from:

HHS/ACF/ACYF/HSB (2006). *Tips for Establishing an Effective Communication System.*

Kauerz, K. & Coffman, J. (2013). *Framework for Planning, Implementing, and Evaluating PreK-3rd Grade Approaches.* Seattle, WA: College of Education, University of Washington.

Language Diversity and Literacy Development Research Group. *Lead for Literacy Initiative Memos.*