



NATIONAL CENTER ON

Program Management and Fiscal Operations

# Partnership Agreements: Understanding and Measuring Effectiveness

# Objectives

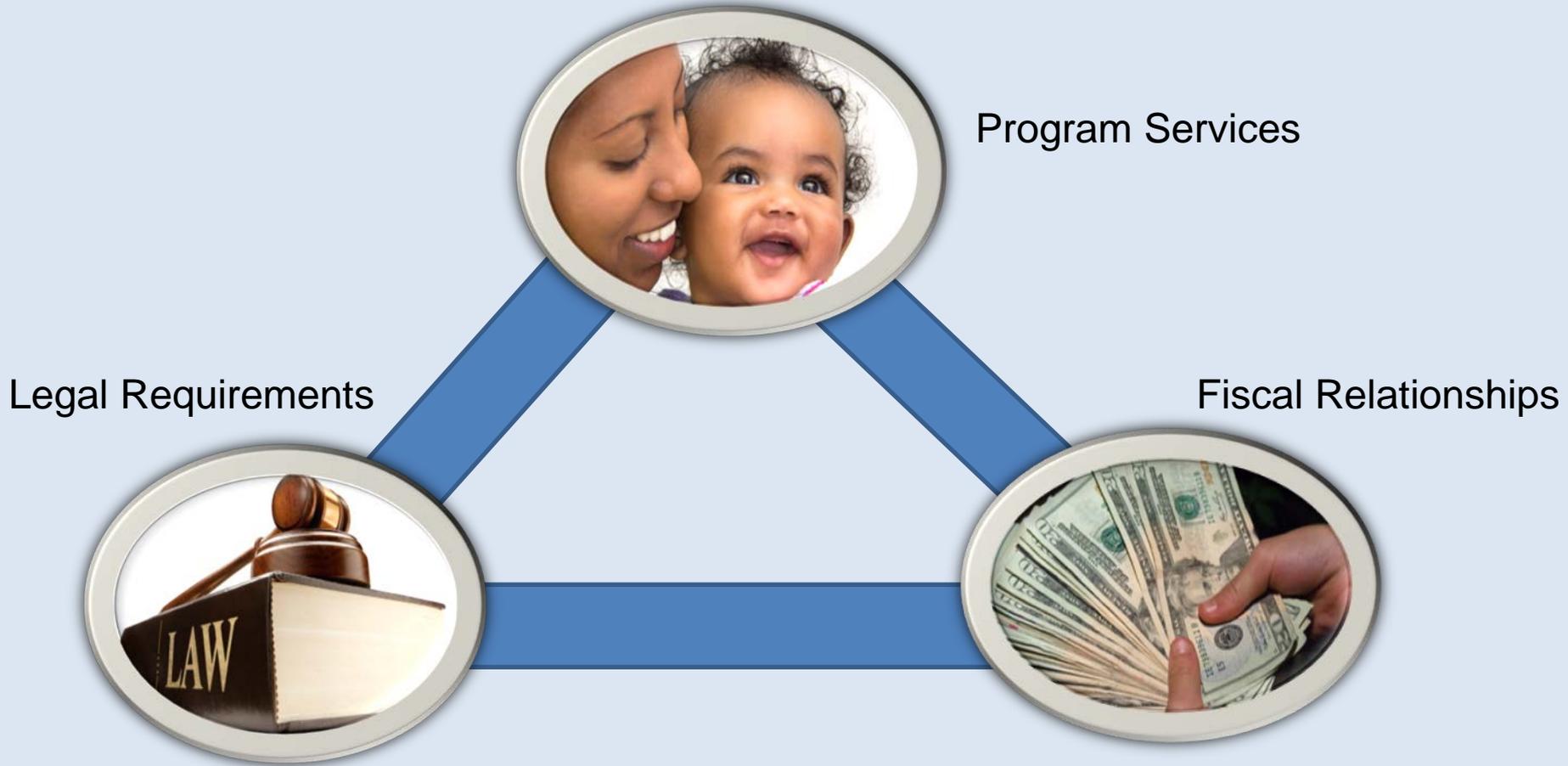
As a result of attending today's session, you will:

- Be able to plan for a partnership that meets the needs of children, families, and stakeholders.
- Recognize the value of building strong relationships as imperative to sustaining the partnership
- Practice identifying the characteristics included in formal agreements
- Identify strategies and resources to help sustain and nurture an effective partnership
- Examine and analyze the health of the partnership

# Activity: Mediated Dialogue



# The Foundation of Effective Agreements



Courtesy of OHS

# Effective Partnerships

## What the Research Says...



# What Is a Partnership?

“A collaborative relationship between entities to work toward shared objectives through a mutually agreed division of labor.”

World Bank, Partnerships Group, Strategy and Resources Management, “Partnership for Development: Proposed Actions for the World Bank: (discussion paper, May 20, 1998). P. 5  
in Partnerships: Frameworks for Working Together, Compassion Fund National Resource Center, operated by Dare Mighty Things, In., in the performance of Health and Human Services ContractHHSP23320082912YC. P. 4

# What the Research Says About...

- ✓ Written agreements
- ✓ Processes and procedures
- ✓ Communication



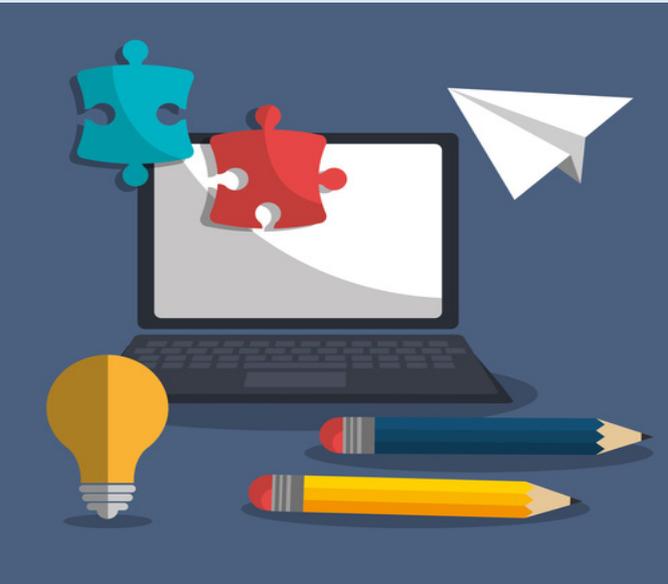
# Written Agreements



- ✓ Contract
- ✓ Policies on roles and responsibilities
- ✓ Goals and objectives that articulate what is to be achieved annually
- ✓ Plans describing financial arrangements
- ✓ Procedures for communication
- ✓ Agreement about curriculum

\*Schilder, D. (2014) Child Care/Head Start Partnership Snapshot: What the Research Says About Establishing and Sustaining Partnership, Waltham, MA, Education Development Center, Inc.

# Processes and Agreements



- ✓ Shared philosophy
- ✓ Orientation to Early Head Start program and regulations
- ✓ Conflict-resolution process
- ✓ Staff prepared for new responsibilities
- ✓ All staff involved in all phases
- ✓ Procedures to manage finances
- ✓ Procedures to keep children enrolled

\*Schilder, D. (2014) Child Care/Head Start Partnership Snapshot: What the Research Says About Establishing and Sustaining Partnership, Waltham, MA, Education Development Center, Inc.

# Communication

- Within each organization
- Across organizations
- Mutual respect
- Feeling like a full partner
- Feeling like your voice is heard
- Feeling free to call on each other



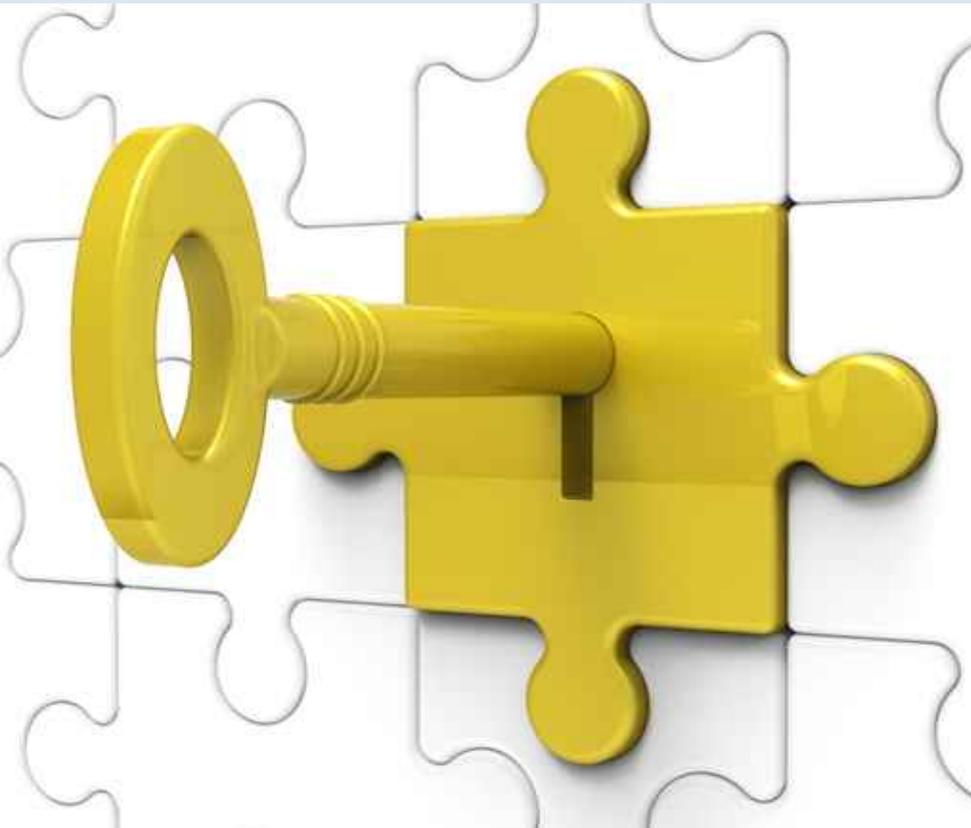
# Partnership Basics

## Strategies for Creating Successful Partnerships

- Share a vision
- Communicate
- Work at it
- Clarify expectations
- Reach out
- Considerations

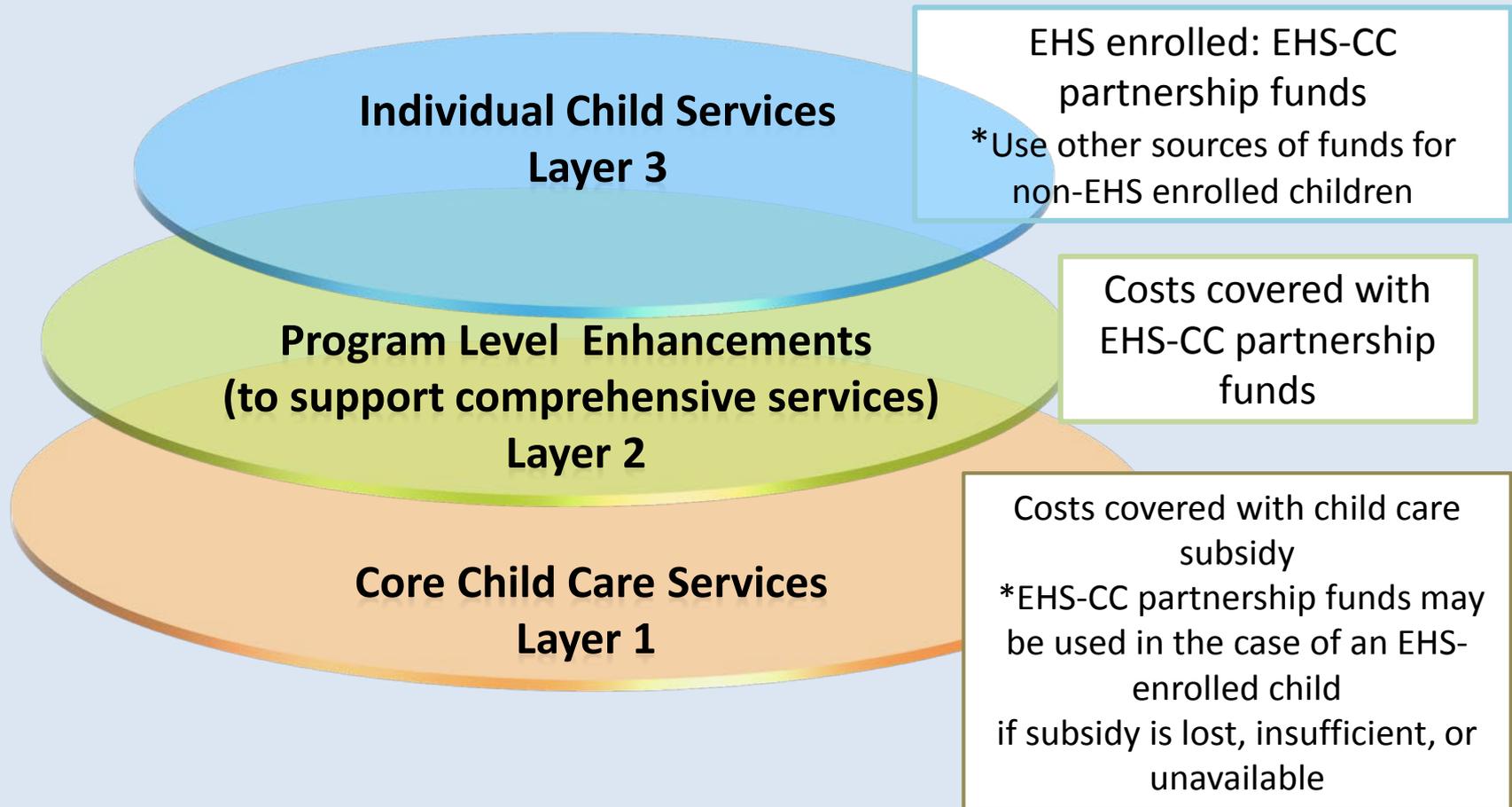


# Planning Is Key



- Take enough time to plan well
- Consider program goals and objectives
- Include all stakeholders in planning
- Don't forget to talk about the money
- Anticipate and provide for change

# Layering Services and Costs



# Layering Services

## Core Child Care Services

Layer 1

- Child care funded with subsidies and other child care fees and funding, based on family activity needs
- Full day/year child care services funded with Partnership funds for those who have temporarily lost subsidy or who need their day/year extended

## Program Level Enhancements

Layer 2

- Salary and benefit increases
- Staff training
- Expanded hours
- Increased staffing levels
- Equipment and supplies
- Minor facility improvements
- Health, mental health and nutrition services
- Parent trainings
- Screenings and assessments benefitting curriculum implementation
- No-cost incidental benefits

## Individual Child Services

Layer 3

- Individual screenings and assessments not necessary for curriculum
- Referrals to outside agencies
- Family services worker home visits
- Teacher home visits
- Infant formula and diapers

# Foundations of Effective Agreements

## Legal Requirements



# Basic Legal Requirements

## Legal basis for an agreement

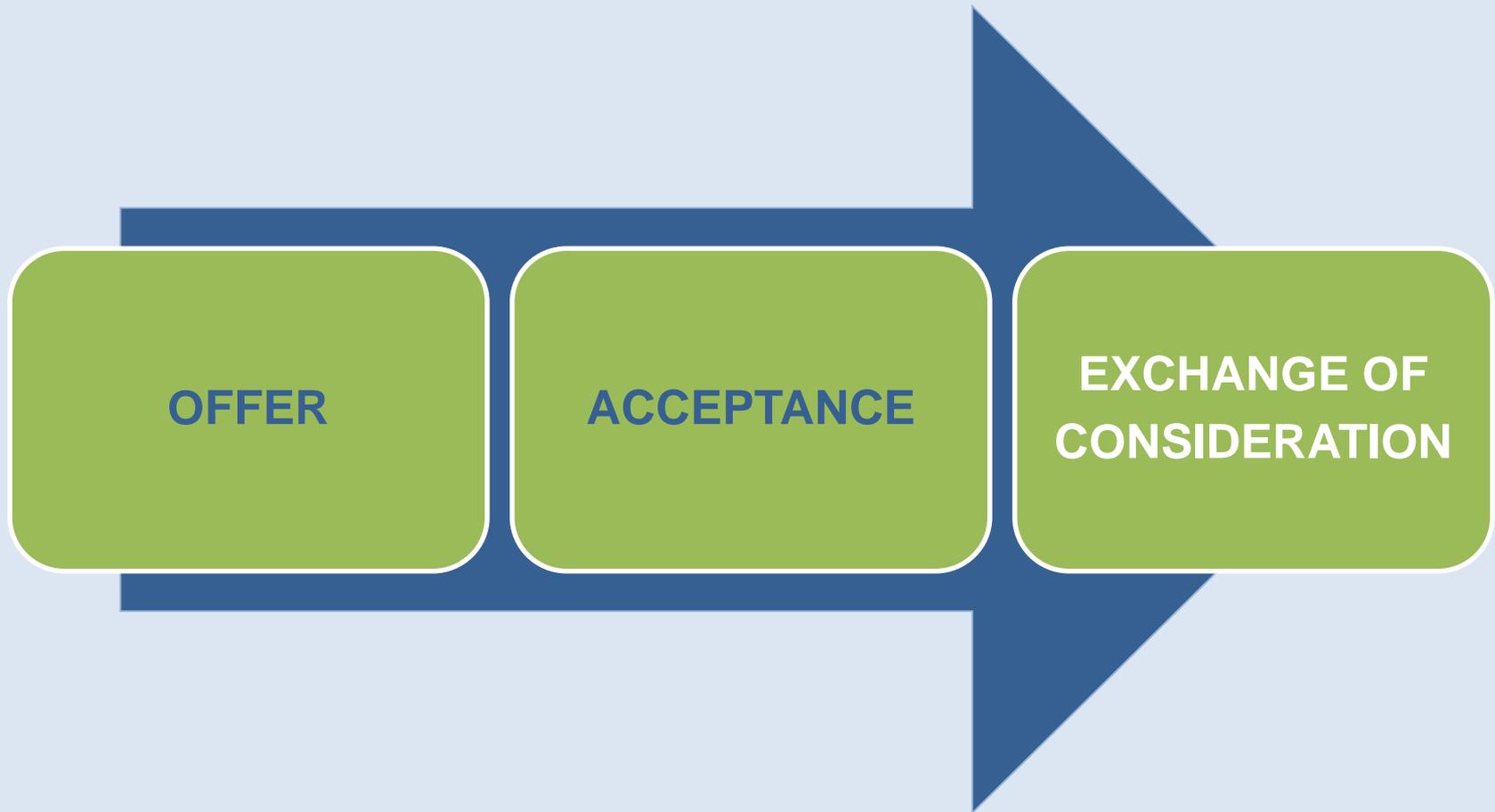
- An offer
- Acceptance
- Exchange of consideration



## Basic elements of an agreement

- Identification of the parties
- Statement of the term (length) of the agreement
- The performance required of each party
- Remedies in the event of default

# Legal Existence of an Agreement



# The Parties to the Agreement

The parties to this child care partnership agreement are ABC, Inc. and the Child Learning Center, who agree as follows...

The parties to this child care partnership agreement are All Because of Children, Inc., an Oregon nonprofit corporation (referred to as “ABC” or “Grantee”) and Learning Center Corporation, an Oregon for profit corporation doing business as the Child Learning Center (referred to as “CLC” or “Provider”). ABC and CLC agree as follows....

# The Term of the Agreement

The term of this lease agreement shall be for two years and at the end of the initial term this lease will continue until terminated by either party.

The term of this lease agreement shall be for two (2) years, beginning January 1, 2014 through December 31, 2015. This lease agreement shall automatically renew on the same terms and conditions for additional one (1) year term unless this lease agreement is terminated by either party, in writing, at least thirty (30) days prior to the end of the then-current lease term. No cause is required in connection with termination exercised as set forth in this paragraph.

# Performance of the Agreement

Sally Jones, Ph.D. agrees to provide one thousand forty (1,040) hours of mental health consulting services at the request of Grantee. Services will be provided for children participating in the Head Start, Early Head Start and Incarcerated Parents programs. Payment for services will be two hundred fifty dollars (\$250.00) per hour

Sally Jones, Ph.D. agrees to provide up to one thousand forty (1,040) hours of at least fifty (50) minutes per hour of mental health services as described in attached Exhibit A, incorporated by reference. Grantee will request services in writing with a brief explanation of the concern or issue to be addressed... Dr. Jones will provide services by the end of the next business week...and shall provide a report of services provided with attached child identifier by the 10th day of the following month. Grantee will pay all amounts determined to be in compliance with cost principles by the final day of the following month... Any disputed amounts...



# Remedies for Breach of the Agreement

In the event that either party is dissatisfied with the performance of the other party this agreement may be terminated.

In the event that either party believes that the other party is not in compliance with any of the terms and conditions of this agreement, written notice describing the nature of the noncompliance shall be given to.... Upon receipt of written notice, the noncompliant party shall have thirty (30) days to cure the noncompliance.... The parties shall have reasonable access to the program and financial records of the other party, to the extent needed to determine if compliance has, in fact, occurred. Reasonable access is defined as....

# Critical Concept

## Communication

- Development
- During the agreement

## Ongoing Monitoring

- Programmatic
- Fiscal



# Ongoing Monitoring



# Tool: Asking the Right Questions

## Ongoing Monitoring

Lead with strengths

What does the data show is working well?

Why does it work well?

Identify the challenges

What's not working well?

Why is it not working well?

Analyze data through dialogue

What aspects of "what is working" can be used to find a solution?

What factors have been considered in reaching a solution

What else do we need to know before we decide?

Make course correction

What changes do we propose?

Will the changes help us comply with regulations?

Do the changes advance our goals?

Who is responsible for implementing?

Check-in & follow up

What data will we need to review and how often?

How will we make sure the changes are working?

Is it a short-term or long-term solution?

# Tools: Ongoing Monitoring

## Quarterly Summary of Ongoing Monitoring Results

Name: \_\_\_\_\_ Monitoring Timeframe: \_\_\_\_\_

1. What was monitored? (service, system, goal/objective)	
2. What particular element was monitored?	Who monitored it?
3. What did you find?	
a) What strengths did you identify? (Exceeding regulations and innovating)	

## Ongoing Monitoring System

EHS-CC Partnership Program: \_\_\_\_\_  
Program Year: \_\_\_\_\_

Each EHS-CC Partners and the EHS-CC Partnership Grantee complete their Person Responsible Column with names or position titles to ensure that roles and responsibilities are clearly defined and understood by all.

System or Service Area	Tracking Tools	Frequency	Partnership Program Person Responsible	Grantee Person Responsible
1. Curriculum and Assessment	Curriculum policy, training documentation for teachers, parent communication, daily schedules, classroom observation and center reviews, food service	Annually during self-assessment process, quarterly monitoring visits		
2. Individualization	Classroom observations, lesson plans, Anecdotal notes, portfolios, IEPs	Quarterly Monitoring visits, Annual Self-Assessment		
3. Using Child Outcomes in Program Self-Assessment	Entry, Mid, and Exit Scores of Child Outcomes and Analysis, Planning documentation, Quality Improvement plans, On-going tracking of Child Outcomes	Annually, 3 x per year, and during self-assessment		
4. Prevention and Early Intervention	Developmental Screenings and referrals for suspected disabilities, Disability reports, Child files	Monthly tracking reports. Quarterly monitoring visits		
5. Tracking and Follow Up	Tracking data and reports, Daily Health Checks, Child files, Team Staffing reports	Monthly tracking reports. Quarterly monitoring visits		

# Communication



# Factors for Effective Communication



- Committed leadership
- Strong relationships and trust among program administrators
- Common vision and goal
- Joint training sessions for staff
- A plan for ongoing communication

# Stages of Group Development



- Forming
- Storming
- Norming
- Performing
- Adjourning

# Health Check



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Office of Child Care and Office of Head Start



HHS, Administration for Child Care and Office of Head Start

## A CHECKLIST FOR DEVELOPING A PARTNERSHIP AGREEMENT OR CONTRACT

Early education partners can use this checklist to assist them in developing a comprehensive agreement that clearly addresses partner's roles and responsibilities and many of the elements needed for the partnership to run smoothly. While agreements should be reviewed and revised over time, a strong agreement forged early in the partnership lays the foundation for a sustainable collaboration.

A partnership agreement between early education providers contains critical information and clarifying details. Agreements include some standard legal sections, but the language used often sets the tone for a "partnership spirit." On the following pages, you will find a list of specific items that may be included in a written agreement or contract or Addendum. This document provides a list of specific items that partners might include in a written agreement, although not every item needs to be addressed. Agreements should reflect the uniqueness of the partnership. Early education providers can use this document as they develop or review partnership agreements.

The checklist consists of the following five sections:

- I. General Information
- II. Partnership Services
- III. Fiscal Resources
- IV. Systems
  - a. Planning and Decisionmaking
  - b. Communications
  - c. Oversight



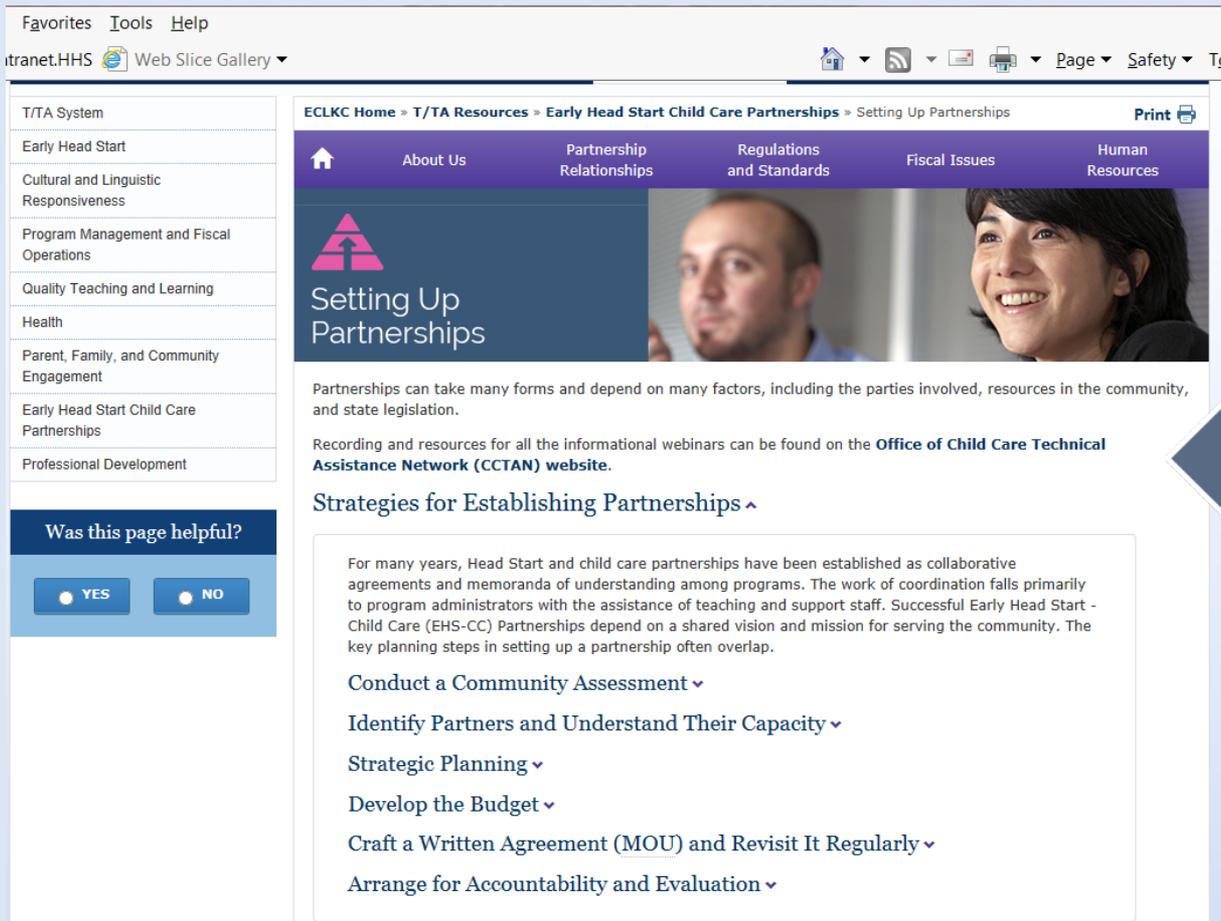
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# EHS-CC Partnership Agreements

## Summary



# ECLKC: Early Head Start Child Care Contracts

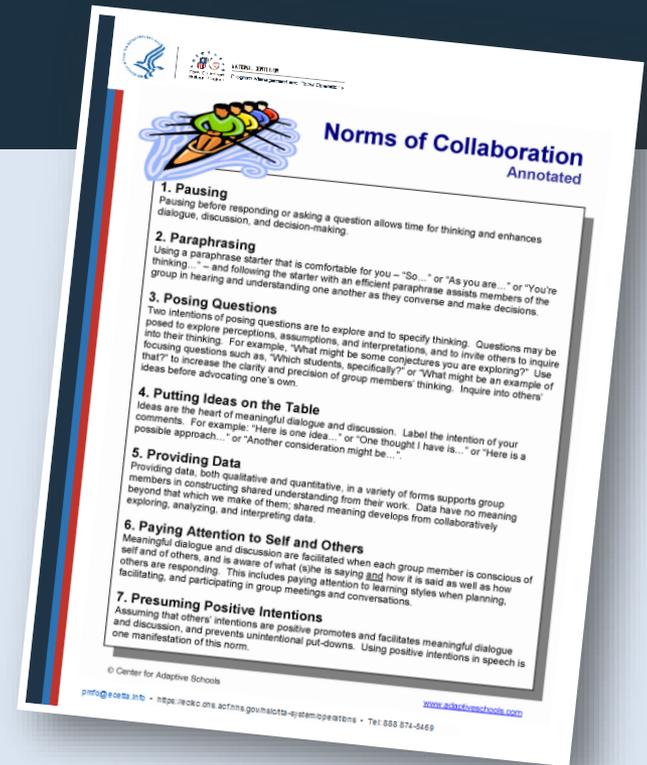


The screenshot shows a web browser window displaying the ECLKC website. The browser's address bar shows 'tranet.HHS' and 'Web Slice Gallery'. The website's navigation menu includes 'About Us', 'Partnership Relationships', 'Regulations and Standards', 'Fiscal Issues', and 'Human Resources'. The main content area is titled 'Setting Up Partnerships' and features a purple header with a home icon and a 'Print' button. Below the header is a banner image of a man and a woman smiling. The text on the page reads: 'Partnerships can take many forms and depend on many factors, including the parties involved, resources in the community, and state legislation. Recording and resources for all the informational webinars can be found on the **Office of Child Care Technical Assistance Network (CCTAN) website**. Strategies for Establishing Partnerships ▾' Below this text is a list of strategies: 'Conduct a Community Assessment ▾', 'Identify Partners and Understand Their Capacity ▾', 'Strategic Planning ▾', 'Develop the Budget ▾', 'Craft a Written Agreement (MOU) and Revisit It Regularly ▾', and 'Arrange for Accountability and Evaluation ▾'. On the left side of the browser window, there is a sidebar with a table of contents and a 'Was this page helpful?' section with 'YES' and 'NO' buttons.

Click Arrow to access

# Summary

- Effective Partnerships (What the Research Says)
- Foundations of Effective Agreements
- Critical Concepts: Communication and Ongoing Monitoring
- Health Check
- Resources



# Thank You!





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Program Management and Fiscal Operations

## Contact PMFO

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<https://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations>

Call us: 888.874.5469