



A Fiscal Management Checklist for Partnerships

This checklist focuses on the fiscal aspects of early education partnerships. Although some of the questions can apply to a single entity that blends various sources of funding (e.g., child care subsidies, parent fees, preK, Head Start), partnerships between separate programs/entities or with family child care providers will find the checklist most useful. The checklist contains four sections:

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|-------------------------|------------------------|
| I. Funding Sources | II. Braided Funding |
| A. Child Care Subsidies | III. Fiscal Agreements |
| B. Parent Fees | IV. Fiscal Reporting |
| C. Head Start | |

Questions in each of the sections are often interrelated; therefore, partners may want to address each section of the checklist together. Some partners may use the checklist when the partnership is forming; others might find it helpful in refining the fiscal aspects of their partnership. Partners should consider including many of the areas addressed in this checklist in their written agreement, and using this tool in conjunction with *Shaping a Partnership: A Checklist for Developing Partnerships*, another QUILT document.

Please note that not every question applies to every partnership; however, each question should stimulate awareness and discussion between partners, helping to build a solid understanding and ultimate agreement on the fiscal aspects of the partnership. The ultimate goal of the checklist is to help partners effectively manage limited early education financial resources and to advance quality and services for children and their families through well-designed partnership endeavors.





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	Not Yet Addressed	Under Discussion	Finalized	Action Steps
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I. Funding Sources

<input type="checkbox"/>	What specific fiscal resources does each partner bring to the partnership?				
<input type="checkbox"/>	How will partners familiarize themselves with the policies or rules of each of their funders that are pertinent to the partnership?				
<input type="checkbox"/>	How will partners maximize all available funding (e.g., child care subsidies, special grants, foundations) to support the partnership?				
<input type="checkbox"/>	What, if any, are the restrictions and/or caps of each funder, and what impact do these have on the partnership?				
<input type="checkbox"/>	What, if any, are the match/in-kind requirements for each funding source, and how will each partner meet these requirements?				
<input type="checkbox"/>	What is the state or tribal child care funding system, and what impact do its regulations and policies have on the partnership?				
<input type="checkbox"/>	Which partner will manage the Child and Adult Care Food Program?				
<input type="checkbox"/>	Are multiple signatures needed on grant submissions? If so, whose?				
<input type="checkbox"/>	What plans does the partnership have to access additional funding (e.g., foundations, businesses), and which partner will take the lead?				
<input type="checkbox"/>	How will partners share information about additional funding opportunities?				

A. Child Care Subsidies

<input type="checkbox"/>	Which partner will access and manage the state or tribal child care funding (e.g., contract, grant, or subsidy and parent fees)?				
<input type="checkbox"/>	How will the partnership project child care funding revenue, including subsidy and parent fees, for families served in the partnership?				
<input type="checkbox"/>	What fiscal provision has the partnership made to ensure continuity of care if a child's subsidy is terminated?				
<input type="checkbox"/>	Will provisions be made for families not eligible for subsidies? If yes, what are they?				



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I. Funding Sources *(continued)*

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B. Parent Fees

<input type="checkbox"/>	What are the fee collection schedules and policies of each partner, if any?				
<input type="checkbox"/>	How will Head Start inform its parents of fee collection policies?				
<input type="checkbox"/>	What provisions are in place for collecting fees (including late fees) and which partner will collect them?				
<input type="checkbox"/>	How will collected fees be used?				
<input type="checkbox"/>	How will partners handle non-payment of fees by parents?				
<input type="checkbox"/>	In what special circumstances can either partner waive parent fees?				
<input type="checkbox"/>	Are any additional fees charged to parents (e.g., special activities, transportation, field trips)?				

C. Head Start

<input type="checkbox"/>	How will the partnership consider the Head Start program's cost per child in fiscal negotiations?				
<input type="checkbox"/>	How and when will Head Start discuss the fiscal aspects of the partnership with its federal program specialist and the agency's independent auditor?				
<input type="checkbox"/>	How will Head Start reflect the partnership in its federal grant application budgets?				
<input type="checkbox"/>	How will partners assist the Head Start program in securing its non-federal share requirements?				
<input type="checkbox"/>	How will Head Start involve the Policy Council in the partnership's fiscal decisions?				



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II. Braided Funding

<input type="checkbox"/>	How will the partnership braid/blend funds?				
<input type="checkbox"/>	How will the partnership agreement reflect the partnership's braided funding approach?				
<input type="checkbox"/>	What fiscal systems will ensure the integrity of the separate funding streams?				
<input type="checkbox"/>	How will braiding funds enable partners to address issues of quality?				
<input type="checkbox"/>	How will partners determine whether they need a cost allocation plan? If needed, how will this plan be developed, what will it include, and who will approve it?				

III. Fiscal Agreements

<input type="checkbox"/>	Who should be involved in the development and approval of the fiscal agreement (e.g., independent auditors, financial officers, governing bodies)?				
<input type="checkbox"/>	Which partner will have fiscal responsibility over which funding source?				
<input type="checkbox"/>	How will the partnership's fiscal agreement address service needs as identified through assessments and reviews and/or raised by partners during partnership negotiations?				
<input type="checkbox"/>	How will details of the fiscal agreement be included in the partnership agreement/contract?				
<input type="checkbox"/>	How will the fiscal agreement address partners' overlapping program and fiscal years?				
<input type="checkbox"/>	How does the fiscal agreement address the process and timeframe for payments to partners, and how are such payments authorized?				
<input type="checkbox"/>	What conditions (e.g., enrollment, length of agreement, improvements, termination of agreement), if any, are attached to payments?				
<input type="checkbox"/>	How does the partnership's fiscal agreement support the partnership's goals?				



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III. Fiscal Agreements *(continued)*

Not Yet Addressed			Under Discussion			Finalized			Action Steps		
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<input type="checkbox"/>	How does the fiscal agreement address the following:										
<input type="radio"/>	Personnel costs—including salaries, fringe benefits, and substitutes										
<input type="radio"/>	Facilities—including occupancy costs, utilities, telephone, license fees, taxes, maintenance, and renovations										
<input type="radio"/>	Insurance—such as indemnification, vehicle, staff, child, and facility										
<input type="radio"/>	Equipment—as defined by the funding sources (e.g., any item costing more than \$5,000)										
<input type="radio"/>	Supplies—both consumable and non-consumable										
<input type="radio"/>	Transportation—including fuel, maintenance, insurance, and registration/licensure fees										
<input type="radio"/>	Staff development—including required training and obtaining qualifications										
<input type="radio"/>	Contracts—such as contracts for additional services (e.g., mental health, nutrition, etc.)										
<input type="radio"/>	Continuous program improvement—including meeting higher standards										
<input type="radio"/>	Non-federal share (cash and in-kind services)—space, services, transportation, supplies, etc.										
<input type="checkbox"/>	Will partners share any of the above expenses, and, if so, how?										
<input type="checkbox"/>	Do some partnership expenditures require special authorization?										
<input type="checkbox"/>	What happens to jointly purchased items if the partnership ends?										



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III. Fiscal Agreements *(continued)*

		Not Yet Addressed Under Discussion Finalized			Action Steps
<input type="checkbox"/>	How does the fiscal agreement address allowable and non-allowable partnership expenses?				
<input type="checkbox"/>	What is the process for reviewing and revising the fiscal agreement?				

IV. Fiscal Reporting

<input type="checkbox"/>	What, if any, are the requirements for tracking and reporting partnership expenditures, revenues, and match requirements for each entity?				
<input type="checkbox"/>	Will the partnership generate any fiscal reports? Who will receive, approve, analyze, and act on fiscal reports?				
<input type="checkbox"/>	Are there any funding source reporting requirements that have implications for the partnership? If so, how will partners ensure that the required documentation is maintained?				
<input type="checkbox"/>	What are the auditing requirements of the partnership agencies? Will audit reports be shared?				