

Credential AREA: Illinois Director Credential (Level III)
TOPIC: Legal & Fiscal Management Assessment Example
Policies & Procedures Handbook

I. Assessment Competency & Standard Alignment

Gateways Competencies Assessed
LFM1: Develop policies and procedures and implement best practices in alignment with federal, state, and local mandates
LFM2: Develop fiscal policies and procedures and implement best practices to support sound fiscal operations
LFM3: Develop and/or implement policies and practices that align funding stream requirements and long-term fiscal health, equitable compensation for staff, and high-quality services for children and families
LFM4: Analyze and adapt, based on best practice, the effectiveness of operating budgets, resource allocation, and the utilization of blended funding streams

Suggested Competency Cross-Alignments
(with a few edits to this assessment task, these additional competencies could also be assessed with this task)
HRD1: Develop and implement written policies in accordance with best practice for hiring, onboarding, and mentoring staff in accordance with legal mandates and professional standards
MPR1: Develop and/or implement strategic marketing and/or public relations strategies to build or sustain a high-quality program
POFM1: Develop plans and procedures that ensure healthy, nutritious, and safe program and facility operations
TEC1: Demonstrate technological literacy
TEC3: Develop and/or implement technology policies and appropriate technologies to manage administrative functions
MPR3: Evaluate the cost-benefit of marketing and/or public relations strategies in order to achieve desired goals
POFM3: Implement organizational systems that ensure healthy, nutritious, and safe program and facility operations

II. Assessment Task Description/ Directions

Overview:

Option 1 (for those wanting to become leaders in the field)	Option 2 (for those who are already leaders in the field at a licensed site)
<ul style="list-style-type: none"> ▪ Develop legal and fiscal policies & procedures handbook for an identified program/ center/ school or a hypothetical one ● Develop a long-range plan for the fiscal health of your hypothetical/ target site, including alignment of potential funding streams and a compensation comparative analysis of ECE/ SAYD providers in the suggested geographical area in addition to other advanced fiscal procedures ● Create a “best-practice” position statement relative to the proposed operating budget, with consideration to potential funding streams 	<ul style="list-style-type: none"> ● Refine and update or develop a legal and fiscal policies & procedures handbook for your program/ school/ center ● Develop a long-range plan for the fiscal health of your site, including alignment of potential funding streams and a compensation comparative analysis of ECE/ SAYD providers in the suggested geographical area in addition to other advanced fiscal procedures ● Provide an analysis of the current operating budget, including blended funding streams (if applicable) in consideration of best practices and suggest areas of improvement

Specific Steps for Option 1

This task consists of four main parts, including:

Part 1: Legal Policies & Procedures Section

- For Part I of your handbook, you will develop legal policies and procedures for an identified program/ center/ school or a hypothetical one
- You are required to identify the type of early childhood/ school-age organization for which you are developing policies and procedures
- All policies and procedures should represent evidence-based practices, as well as state, federal and local mandates
- Your legal policies and procedures should include but are not limited to, the following:
 - Reporting policies, procedures, and training for staff regarding identification and reporting of child abuse and neglect
 - Policies, procedures, and training for staff regarding the inclusion of children with special needs
 - Policies, procedures, and training for staff regarding the confidentiality of work-related information

Part 2: Fiscal Policies & Procedures Section

- For Part 2 of your handbook, you will identify appropriate fiscal policies and procedures that reflect evidence-based practice in the field and are aligned with state, federal, and local mandates for your hypothetical or target center/ organization/ school

- Your fiscal policies and procedures should also include those related to, but not limited to, the following annual budgetary expenses for your hypothetical or target center/ school/ organization:
 - Salaries & Benefits
 - Equipment upgrades, depreciation, & repair
 - Supplies & Materials
 - Food service
 - Parent training
 - Staff training and professional development
 - Excursions and special activities
 - Ongoing recruitment/ marketing
 - Telephone
 - Postage
 - Printing
 - Uncollected fees
 - Revenue
 - Tuition (including daily, ½ day, hourly rates and sliding scale parameters)
 - Fees (including registration, diaper, late, late payment, vacation etc.)
 - Bookkeeping system and tuition collection policies for assessing, billing and collecting fees and tuition
 - Basic fundraising activities
 - Basic grant solicitation
 - Petty cash use and reimbursement system

Technology Option:
 - Online excel or budgetary program to develop the annual budget

Part 3: Advanced Fiscal Policies & Procedures

- Part 3 requires the development of advanced fiscal policies and procedures for your hypothetical or target program/ school/ center
- You are required to develop each of the following:
 - An equitable salary scale based on the following criteria 1) role, 2) level of generalized education, 3) specialized education, and 4) experience
 - A compensation comparative analysis of ECE/ SAYD providers in the suggested geographical area
 - A long-range plan for fiscal health for your hypothetical center, including alignment of potential funding streams
 - Effective cash flow projections and budget allocations based on hypothetical operating budget and allowable expenses
 - A compelling grant proposal that includes all components required in a Request for Proposal (RFP) or funder guidelines

Technology Option:
 - Website options

Part 4: Fiscal Policies & Procedures Analysis & Next Steps

- Part 4 asks you to develop a “best practice” position statement relative to the proposed operating budget, with consideration to potential funding streams
- Additional information in this plan should include:

- Hypothetical cash flow projections and budget allocations based on the hypothetical/ target site's current operating budget and allowable expenses
- Identified areas of hypothetical opportunity in terms of monetary and resource allocation
- Identified areas of hypothetical opportunity to adjust operating budget, resource allocation, and the utilization of blended funding streams
- Plans for how to conduct an annual fiscal audit and review of funding streams

Technology Option:
 - Cash flow example:
<https://tinyurl.com/yxenuyf6>

Specific Steps for Option 2

This task consists of four main parts, including:

Part 1: Legal Policies & Procedures Section

- For Part I of your handbook, you will update and refine or develop legal policies and procedures for your program/ school/ center
- You are required to identify the type of early childhood/ school-age organization in which you are employed and for which you are developing policies and procedures
- All policies and procedures should represent evidence-based practices, as well as state, federal and local mandates
- Your legal policies and procedures should include but are not limited to, the following:
 - Reporting policies, procedures, and training for staff regarding identification and reporting of child abuse and neglect
 - Policies, procedures, and training for staff regarding the inclusion of children with special needs
 - Policies, procedures, and training for staff regarding the confidentiality of work-related information

Part 2: Fiscal Policies & Procedures Section

- For Part 2 of your handbook, you will identify appropriate fiscal policies and procedures that reflect evidence-based practice in the field and are aligned with state, federal, and local mandates for your program/ school/ center
- Your fiscal policies and procedures should also include those related to, but not limited to, the following annual budgetary expenses for your program/ school/ center:
 - Salaries & Benefits
 - Equipment upgrades, depreciation, & repair
 - Supplies & Materials
 - Food service
 - Parent training
 - Staff training and professional development
 - Excursions and special activities
 - Ongoing recruitment/ marketing
 - Telephone
 - Postage
 - Printing

Technology Option:
 - Online excel or budgetary program to develop the annual budget

- Uncollected fees
- Revenue
- Tuition (including daily, ½ day, hourly rates and sliding scale parameters)
- Fees (including registration, diaper, late, late payment, vacation etc.)
- Bookkeeping system and tuition collection policies for assessing, billing and collecting fees and tuition
- Basic fundraising activities
- Basic grant solicitation
- Petty cash use and reimbursement system

Part 3: Advanced Fiscal Policies & Procedures

- Part 3 requires the development of advanced fiscal policies and procedures for your program/ school/ center
- You are required to refine/ update or develop each of the following:
 - An equitable salary scale based on the following criteria 1) role, 2) level of generalized education, 3) specialized education, and 4) experience
 - A compensation comparative analysis of ECE/ SAYD providers in the suggested geographical area
 - A long-range plan for fiscal health for your hypothetical center, including alignment of potential funding streams
 - Effective cash flow projections and budget allocations based on hypothetical operating budget and allowable expenses
 - A compelling grant proposal that includes all components required in a Request for Proposal (RFP) or funder guidelines

Technology Option:
- Website options

Part 4: Fiscal Policies & Procedures Analysis & Next Steps

- Part 4 asks you to provide an analysis of the current operating budget, including blended funding streams (if applicable) in consideration of best practices and suggest areas of improvement
- Additional information in this plan should include:
 - Hypothetical cash flow projections and budget allocations based on the hypothetical/ target site's current operating budget and allowable expenses
 - Identified areas of hypothetical opportunity in terms of monetary and resource allocation
 - Identified areas of hypothetical opportunity to adjust operating budget, resource allocation, and the utilization of blended funding streams
 - Plans for how to conduct an annual fiscal audit and review of funding streams

Technology Option:
- Cash flow example:
<https://tinyurl.com/yxenuyf6>

III. Assessment Rubric

IDC Legal & Fiscal Management Master Rubric					
Competency	Distinguished	Competent	Developing	Unacceptable	Unable to Assess
LFM1: Develop policies and procedures and implement best practices in alignment with federal, state, and local mandates	Articulates and models for other ECE professionals, policies and procedures that are examples of best practices and are in alignment with federal, state, and local mandates	<p>Policies comply with federal and state laws related to wages and working conditions, inclusive of mechanisms for recourse and adjustment</p> <p>Identify appropriate legal resources to support effective program administration</p> <p>Develop effective policies, procedures, and training for staff regarding the identification and reporting of child abuse and neglect</p> <p>Develop effective policies, procedures, and training for staff regarding inclusion of children with special needs in accordance with the Americans with Disabilities Act and/or the Individuals with Disability in Education Act and the confidentiality of work-related information</p>	<p>Update/implement policies to comply with federal and state laws related to wages and working conditions</p> <p>Identify legal resources to support program administration</p> <p>Develop policies, procedures, and training for staff regarding the identification and reporting of child abuse and neglect</p> <p>Develop effective policies, procedures, and training for staff regarding inclusion of children with special needs and the confidentiality of work-related information</p>	<p>Update/implement policies without complying with federal and state laws related to wages and working conditions</p> <p>Ineffective legal resources supportive of program administration are identified</p> <p>Policies, procedures, and training for staff are incorrect/incomplete in supporting identification and reporting of child abuse and neglect</p> <p>Policies, procedures, and training for staff are not responsive to inclusion of children with special needs and the confidentiality of work-related information</p>	
Competency	Distinguished	Competent	Developing	Unacceptable	Unable to Assess
LFM2: Develop fiscal policies and procedures and	Articulates and models for other ECE professionals,	Develop and/or implement an effective operating	Formulates center/program fiscal policies and attempts	Creates center/program fiscal policies that do not	

implement best practices to support sound fiscal operations	fiscal policies that are examples of best practices and are in alignment with federal, state, and local mandates	budget and accounting policy that protects against mismanagement of funds Develop and/or implement appropriate short and long-range fundraising goals and grant proposals that support a program's mission	to align with federal, state, and local mandates	reflect best practices or align applicable mandates	
Competency	Distinguished	Competent	Developing	Unacceptable	Unable to Assess
LFM3: Develop and/or implement policies and practices that align funding stream requirements and long-term fiscal health, equitable compensation for staff, and high-quality services for children and families	Collaborates with all stakeholder groups to incorporate sustainable, substantive fiscal policies and procedures reflective of best practices that support long-term fiscal health, equitable compensation for staff, and effective services for children and families	Develop and/or implement effective cash flow projections and budget allocations based on current operating budget and allowable expenses. Develop and/or implement an equitable salary scale based on the following criteria: (1) role (2) level of generalized education (3) specialized education (4) and experience Write a compelling grant proposal that includes all components required in Request for Proposal (RFP) or funder guidelines	Authors fiscal policies and procedures that attempt to support effective services for children and families	Builds fiscal policies and procedures that are careless in regard to long-term fiscal health, ignore equitable compensation for staff, or provide inadequate funding to effectively serve children and families	
Competency	Distinguished	Competent	Developing	Unacceptable	Unable to Assess
LFM4: Analyze and adapt, based on best practice, the effectiveness of operating budgets, resource allocation, and the utilization of	Promotes with other ECE leaders' effective evaluative procedures which consistently provide data to justify the	Identify areas of opportunity in monetary and resource allocations. Effectively adjust operating	Implements some evaluative procedures which provide data to inform usefulness of operating budgets and resource allocation	Does not have or use data to justify the effectiveness of operating budgets and/or resource allocation	

blended funding streams	effectiveness of operating budgets and resource allocation, and the potential utilization of blended funding streams	budgets, resource allocation, and the utilization of blending funding streams based on fluctuating contextual factors, program needs and allowable expenditures			
Level I—Beige	Level II—Blue	Level III—Purple			

IV. Data Collection & Analysis Tool

Competencies	Cumulative Assessment Data				
Competency	Distinguished	Proficient	Needs Improvement	Unsatisfactory	Unable to Assess
LFM1: Develop policies and procedures and implement best practices in alignment with federal, state, and local mandates					
LFM2: Develop fiscal policies and procedures and implement best practices to support sound fiscal operations					
LFM3: Develop and/or implement policies and practices that align funding stream requirements and long-term fiscal health, equitable compensation for staff, and high-quality services for children and families					
LFM4: Analyze and adapt, based on best practice, the effectiveness of operating budgets, resource allocation, and the utilization of blended funding streams					