



NEW HAVEN PUBLIC SCHOOLS  
**AGREEMENT COVER SHEET**

**Cover Sheet is an Internal Document for Business Office Use**

**Please Type**

Contractor full name: Shine Early Learning

Doing Business As, if applicable:

Business Address: 500 Seventh Avenue, 8<sup>th</sup> Floor, NY, NY, 10018

Business Phone: (212) 289-2402

nearly.com

Funding Source & Acct # including location code:  
General Funds 1904 -4300-56694 location: 0443

Principal or Supervisor: Mary Derwin, Supervisor NHPS Head Start

Agreement Effective Dates: From 09/01/23 To 1/1/24.

Total amount: \$40,000

Description of Service: Shine Early Learning will partner with New Haven Public Schools to provide a collaborative support structure for the grant development of the NHPS Head Start competitive grant. The scope of work for this engagement is designed to make full use of existing resources and bring in additional capacity where it will have the most impact on application success. Shine will provide support for the project strategy, narrative and budget development, revisions, editing, formatting and submission of the competitive grant.

Phone: 203-980-5065

Submitted by: Mary Derwin



NEW HAVEN PUBLIC SCHOOLS

## Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Mary Derwin  
**Date:** June 1, 2023  
**Re:** Shine Early Learning Contract

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Please **answer all questions and attach any required documentation as indicated below**. Please have someone **ready to discuss** the details of each question during the Finance & Operations meeting or this proposal might not be advanced for consideration by the full Board of Education.

1. **Contractor Name:** Shine Early Learning
2. **Description of Service:** Shine Early Learning will partner with New Haven Public Schools to provide a collaborative support structure for the grant development of the NHPS Head Start competitive grant. The scope of work for this engagement is designed to make full use of existing resources and bring in additional capacity where it will have the most impact on application success. Shine will provide support for the project strategy, narrative and budget development, revisions, editing, formatting and submission of the competitive grant.
3. **Amount of Agreement total cost:** \$40,000
4. **Funding Source** and account number -General Funds 1904 -4300-56694 location: 0443
5. **Continuation/renewal or new Agreement?**  
**Answer all questions:**
  - a. If continuation/renewal, has the cost increased? If yes, by how much? No
  - b. What would an alternative contractor cost: Comparable cost
  - c. If this is a continuation, when was the last time alternative quotes were requested? N/A
  - d. For new or a continuation, is this a service existing staff could provide. If no, why not?  
No, the staff does not have the same level of expertise as the researchers at Shine Early Learning. Staff will however be working in collaboration with Shine to provide content, context, and community contacts in order to complete the assessment
6. **Type of Service:**  
**Answer all questions:**
  - a. Professional Development? N/A

- i. If this is a professional development program, can the service be provided by existing staff? If no, why not? N/A
- b. After School or Extended Hours Program? N/A
- c. School Readiness or Head Start Programs-Head Start
- d. Other: (Please describe)

**7. Contractor Classification:**

**Answer all questions:**

- a. Is the Contractor a Minority or Women Owned Business No
- b. Is the Contractor Local-No, located in NYC
- c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national? For Profit
- d. Is the Contractor a public corporation? Private Corporation
- e. Is this a renewal/continuation Agreement or a new service? New service
- f. If it is a renewal/continuation has cost increased? If yes, by how much? No
- g. Will the output of this Agreement contribute to building internal capabilities? If yes, please explain: All staff leadership involved in the grant writing process will further develop their skills directly related to the grant development process, Head Start program design, and the matching of the service delivery model to the community assessment. These skills are transferable to any grant writing project on behalf of NHPS.

**8. Contractor Selection:**

**Answer all questions**

- a. What specific skill set does this contractor bring to the project? If a new contractor, please attach a copy of the contractor's resume. See attached information/background regarding Shine Early Learning
- b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source?  
Quotes
- c. Please describe the selection process including other sources considered and the rationale for selecting this Contractor:  
The contractor was selected based on request for quotes/proposals and several meetings with additional firms with services and expertise in Head Start competitive grant writing process. Homeland and Foundation for Families were contacted, and discovery meetings were attended by the Leadership Team. Following the meetings neither company submitted a quote/proposal as requested. The program has used Shine Early Learning several times in the past and their proposal was submitted in a timely manner.

**9. Evidence of Effectiveness & Evaluation**

**Answer all questions**

- a. What specific need will this contractor address and how will the contractor's performance be measured and monitored to ensure that the need is met?  
The Designation Renewal System (DRS) holds Head Start and Early Head Start agencies accountable for delivering high-quality and comprehensive services to the children and families they serve, and meeting program and financial requirements. The DRS establishes seven conditions to determine whether programs qualify for continued Head Start funding for five years without competing for those funds with other local agencies. Because the program had two or more deficiency findings in the 2019-2020 SY, NHPS Head Start must re-compete for the slots and federal funding available in the

area. Shine will partner with the program to provide a community assessment as well as professionally written competitive grant that is innovative, meets the needs of the community in its service delivery model, and provides adequate staffing and training to address all areas of deficiency. Shine will use their expertise to ensure the grant meets the scoring criteria set by the Office of Head Start.

- b. If this is a renewal/continuation service attach a copy of the evaluation or archival data that demonstrates effectiveness. The service is not a renewal contract, however, NHPS Head Start has used the Shine Early Learning service in the past to successfully re-compete for the five-year Head Start Basic Grant. The most recent time was in 2018 SY.
- c. How is this service aligned to the District Continuous Improvement Plan?

The goals of the Head Start Grant and the NHPS's Strategic plan are directly aligned. The goal of the New Haven Public School District is to provide all students with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high-quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

The NHPS District's Strategic Plan's Overarching Goals are to support the students by:

1. Providing a strong foundation in early learning
2. Fostering high achievement for all learners
3. Developing the whole child
4. Ensuring that every student is ready and able to succeed in college, career, and life
5. A commitment to equity, growth, and progress

10. Why do you believe this Agreement is fiscally sound?

The agreement is fiscally sound as New Haven Public Schools has budgeted the necessary funding for the grant writing support through General Funds. This is not an allowable use of federal funds. Using this support service only increases the likelihood of being awarded the grant and aligning service delivery to the community needs. Shine is familiar with the NHPS Head Start program, the City of New Haven, and the scoring points used by the OHS in evaluation of grant submissions. They have helped author two previous competitive grants with successful outcomes.

11. What are the implications of not approving this Agreement?

The re-competitive grant covers the five-year budget period from 2023-2028. This would be a continuation of the Federal Grant, award number, 01CH010905-03-00, that totals approximately \$6,000,000 annually for Program Operations and \$67,000 annually for Training and Technical Assistance. This grant provides for the continuity of high-quality early education and comprehensive services and support for 531 Head Start preschool children and families in the city of New Haven. Failure to successfully write a highly competitive grant would jeopardize the award of funds and slots. The grant could be lost to private childcare competitors within the city of New Haven. Beyond the direct impact on children and families, the NHPS district would jeopardize the funding for 32 classrooms and income of approximately 120 staff members.

Rev: 8/10/202



NEW HAVEN PUBLIC SCHOOLS

**AGREEMENT**  
**By And Between**  
**The New Haven Board of Education**  
**AND**

**Shine Early Learning**

FOR DEPARTMENT/PROGRAM:

**New Haven Public School Head Start**

This Agreement entered into on the 24th day of July 2023, effective (*no sooner than the day after Board of Education Approval*), the 1st day of September, 2023, by and between the New Haven Board of Education (herein referred to as the “Board” and, Shine Early Learning located at, 500 Seventh Avenue, NY, NY (herein referred to as the “Contractor”).

**Compensation:** The Board shall pay the contractor for satisfactory performance of services required in the amount of \$40,000 for the Head Start grant development. (Payable at 50% \$20,000 upon contract execution and final payment \$20,000 within 2 months after initial payment). The maximum amount the contractor shall be paid under this agreement: Forty thousand dollars (\$40,000) upon receipt of a detailed description of work performed and date of service.

**Fiscal support** for this Agreement shall be by the General Funds of the New Haven Board of Education, **Account Number:** 1904 -4300-56694 **Location Code:** 0443

This agreement shall remain in effect from September 1, 2023 to January 1, 2024.

**SCOPE OF SERVICE:**

Shine Early Learning will partner with New Haven Public Schools to provide a collaborative support structure for the grant development of the NHPS Head Start competitive grant. The scope of work for this engagement is designed to make full use of existing resources and bring in additional capacity where it will have the most impact on application success. Shine will provide support for the project strategy, narrative and budget development, revisions, editing, formatting and submission of the competitive grant. (Section 3 of attached scope)

**Exhibit A: Scope of Service:** Please attach contractor's detailed Scope of Service on contractor letterhead with all costs for services including travel and supplies, if applicable.

**Exhibit B: Student Data and Privacy Agreement:** Attached

**APPROVAL:** This Agreement must be approved by the New Haven Board of Education **prior to service start date**. Contractors may begin service no sooner than the day after Board of Education approval.

**HOLD HARMLESS:** The Contractor shall insure and/or indemnify the Board and its members, employees and agents against all claims, suits, and expenses, including reasonable attorney's fees, in connection with loss of life, bodily injury or property damage arising from any neglect act or omission of the Contractor or its employees or agents. Further, the Contractor covenants and agrees that it shall hold the Board and its members, employees and agents harmless against any and all claims, suits judgments of any description whatsoever caused by the Contractor' breach of this agreement or based upon the conduct of the Contractor, or its agents or its employees or arising out of in connection with their activities under this agreement.

**TERMINATION:** The Board may cancel this agreement for any reason upon thirty (30) days' written notice sent to the Contractor by certified U.S. mail, return receipt requested; provided however, that the Board shall be responsible to the Contractor for all services rendered by the Contractor through the last day of thirty (30) day notice period, as long as the Agreement was approved by the Board prior to the start date of service.



Contractor Signature

\_\_\_\_\_  
President  
New Haven Board of Education

June 2, 2023

Date

\_\_\_\_\_  
Date

Reggie Bicha, President

Contractor Printed Name & Title

Revised: 11/27/19

## Shine Early Learning- New Haven Public Schools Head Start (NHPSHS) Scope of Work

Shine Early Learning is pleased to propose a scope of work that includes comprehensive services across all of NHPS's Head Start programs. There are three components to our partnership, all of which are expected to be implemented jointly: Community Assessment, Targeted Training & Technical Assistance, and Grant Development.

Included below are defined priority areas of support that will be strategically implemented throughout the course of three years (our contract term). On an annual basis, the Shine team and the NHPS's Head Start Director will develop specific goals and implementation plans based on these priorities that will be evaluated throughout the year through progress checkpoints and refined as needed.

### **(1) Community Assessment**

The primary goal of this project is to ensure New Haven Public School Head Start conducts a thoughtful and comprehensive community assessment process that identifies the community strengths and needs, aligned to the Head Start Program Performance Standards, that will ultimately inform program planning.

The 2023 Community Assessment (CA) process is informed by the guidance and input of NHPS leadership and stakeholders from their immediate community. Every five years, Head Start programs are required by Section 1305.3, Title 45, Volume 4 of the Code of Federal Regulations, to conduct a community needs assessment with subsequent yearly updates.

The community needs assessment process will comprise four phases:

1. Planning and Survey Development
2. Outreach and Data Collection
3. Comprehensive Data Analysis
4. Community Assessment Report Development

This proposed process is flexible, and adjustments can be made as needed by NHPS or Shine.

#### **Pricing and Fees (Community Assessment)**

**4-month contract at \$12,000** (Payable at 50% \$6,000 upon contract execution and final payment \$6,000 within 2 months after initial payment).

## (2) Targeted Training & Technical Assistance

### Program Design & Management

- **Strategic Planning:** Shine will work with the New Haven Public Schools' Head Start Director to incorporate a schedule of biannual assessment and planning around goal progress. Shine will align the data packets that correlate to the assessment calendar (\*with data provided from NHPSHS) in order to assess progress on program goals.
- **Data Analysis:** Shine will refine program-wide monthly Manage By Information Reports (MBI) & quarterly Manage By Outcomes Reports (MBO). The MBO will be used during Data Days where staff will be trained to analyze their classroom data to drive informed decision making at the classroom level. Shine will work in partnership with the New Haven Public Schools' Head Start Director and designees to facilitate Data-Driven Leadership Meetings (investing in culture of data).
- **Strengthening the local Partnership for Compliance and Accountability:** Shine will provide onboarding training for the new Superintendent and the site Principal which may include:
  - Head Start Requirements and Expectations
  - Head Start and Shine Terminology (MBI/PIR, etc.)
  - Key Reports for monitoring and compliance
  - Understanding HS staff responsibilities in accordance to the Head Start Program Performance Standards and HS Act
  - Develop system of reporting incidents and licensing concerns
  - Develop an Action Plan for resolving and strengthening systems (Incident reporting, Incident Filing/tracking, and Incident Analysis)
- **Self-Assessment Process:** Shine will work in partnership with New Haven Public Schools' Head Start Director to refine the program's self-assessment process and develop a strategy to integrate the self-assessment rubric into the program's continuous improvement practices.

### Early Childhood Education

- **Refine and Enhance Rubric based Coaching System:** Shine will train NHPS Head Start ECE leaders and teachers on the use of the Teacher Success Rubric (TSR) – a tool designed to outline performance expectations for teachers. Shine will work in partnership with ECE leads to update the current rubric and train the coaches how to implement the rubric and utilize the TSR data in teacher coaching and professional development design. Shine will work in partnership with NHPS Head Start's ECE leads to enhance coaching strategies and design tiered coaching models. Shine will conduct analyses based on CLASS and TVAL scores received by NHPS Head Start.
- **Strategic Support for Active Supervision and Compliance:** Shine will train NHPS education leads and teachers on the purpose of Center Level Groups (CLGs) (professional learning communities focused on active supervision and compliance) as a strategy for ensuring compliance to health and safety procedures. Shine will continue to work with



ECE leads to schedule CLGs throughout the program year.

- **Unconditional Positive Regard (UPR)**: Orients staff to foundational principles and best practices in co-designing psychologically safe and healthy spaces for families. Prepares staff to be welcoming and supportive regardless of how families engage in the program.

## Family & Community Engagement

- **Family Partnership Process**: Shine will work in partnership with NHPS Head Start FCE leads to ensure Family Advocates implement a high-quality Family Partnership Process, including Family Engagement Contract, Family Success Roadmap, Goal Setting and Goal Progress. Shine will train FCE leads and FA's on the listed tools.
- **Building Capacity for High Quality Family Engagement**: Shine will build the capacity of NHPS Head Start FCE leads to implement a process of informal coaching that ensures the quality of interactions provided to families.
- **Coaching & FASR**: Shine will train NHPS Head Start FCE leads and Family Advocates on the Family Advocate Success rubric (FASR), a tool used to guide performance expectations for family services staff – including coaching supports. Shine will build the capacity of FCE leads to implement high quality coaching utilizing the FASR.
- **Unconditional Positive Regard (UPR)**: Orients staff to foundational principles and best practices in co-designing psychologically safe and healthy spaces for families. Prepares staff to be welcoming and supportive regardless of how families engage in the program.

*The above PDM, ECE, and FCE services will be delivered through:*

**Monthly Implementation Meetings**: Monthly, virtual meetings (utilizing Zoom or partner-preferred platforms and conference lines) between Shine and NHPS Head Start leads in each content area - PDM, ECE and FCE - These meetings may include web-based workshops that drive progress toward implementation of defined approaches in each area. *(At minimum 3 virtual meetings a month total and up to 2 additional virtual meetings per month to meet the program's needs)*

**In-Person Training**: Two in-person training opportunities per year, each training will be between 2-3 days. *NHPS Head Start and Shine will mutually determine the appropriate training each year based on NHPS Head Start's progress and implementation.*

**In-Person Shine Leadership Academy**: Shine Network participants may send key leadership members to participate in an annual professional development/training event at the Shine Leadership Academy

**Document library membership**: Agency leaders receive ongoing access to Shine Access, our document library containing thousands of Head Start/Early Head Start tools and resources.

**Content-rich webinars**: For Management Team members in the areas of PDM, ECE, and FCE with additional recorded webinars for front-line staff in select service areas.

### **Pricing and Fees (Ongoing Training & Technical Assistance)**

**3-year contract at \$70,000 per year** *(Payable at 50% \$35,000 upon contract execution and final payment \$35,000 within 6 months after initial payment)*

### (3) Grant Development

Shine is pleased to propose a collaborative support structure on grant development for NHPS. Our scope of work for this engagement is designed to make full use of existing resources and bring in additional capacity where it will have the most impact on application success. The roles and responsibilities we propose for this project are outlined below.

<i>Role</i>	<i>Lead</i>	<i>Description</i>
<i>Project strategy</i>	Collaborative, with Shine in the lead role for drafting the strategy with NHPSHS input.	Development of the program option/design, facilities strategy and the targeted geographic slot "spread" and appropriate staffing model for this grant
<i>Project Management</i>	Shine Grants Team member, PM	Coordinating and tracking project timelines, milestones, and documents; organizing team meetings and follow-up; and ensuring that all deliverables are on track for timely submission.
<i>Community engagement and support</i>	NHPSHS lead, with Shine support on strategy / prioritization	Developing a community engagement strategy; drafting and collecting letters of support, MOUs, and letters of intent from key stakeholders, community members, programmatic partners, and political supporters.
<i>Narrative development, Sections 1-6</i>	<i>Collaborative effort, section drafting and revision process as outlined during development process</i>	Role descriptions: Shine provides the initial narrative template and research for Section 1. NHPSHS provides all necessary inputs for Section 1 strategy and Sections 2–6. Shine compiles a 1st draft, to be revised by NHPSHS, and a 2nd draft, to be approved by NHPSHS.
<i>Budget development / fiscal inputs</i>	<i>Collaborative effort; see notes.</i>	Role descriptions: Shine leads an initial, 2-hour fiscal strategy session, and a fiscal lead will be for up to two hours of overall or budget-focused strategy sessions throughout the project. NHPSHS is responsible for the development of the overall budget model for the HS/EHS grant, the budget justification narrative according to FOA criteria, and fiscal inputs for standard forms (424s) related to the submission. Shine will provide (2) thorough reviews of each of the budget work papers, narrative, and 424s within an agreed-upon timeline.
<i>Appendix Creation</i>	Shine Grants team member PM, with NHPSHS support	Role description: Shine will consolidate required and optional appendix items based on NHPSHS inputs. Development, packaging, and finalizing appendix (File 2) document, with input from / review by the NHPSHS team. Shine PM takes the lead on developing, packaging, and finalizing the appendix, in collaboration with narrative lead(s) to ensure that appendix items are reflective of the application and the FOA requirements, and that the total page count is at or under 150. NHPSHS leads will track, collect, and send all grantee-required approvals and documents required by the FOA.

<i>Role</i>	<i>Lead</i>	<i>Description</i>
<i>Review</i>	Shine Early Learning / grant reviewers	Two rounds of narrative review, one read-through for overall strategy, two for FOA compliance / "criteria check." As time permits, teams will also engage in a table read of part or all of the draft document after the first criteria check round. Timelines for review will be established to align with overall project creation deadlines and milestones to ensure time for both review and any necessary revisions.
<i>Packaging and submission</i>	Shine Early Learning / PM	Packaging of final narrative and appendix files for submission; preliminary fill-ins for standard forms / 424s related to the document. Upon NHPHS's written approval of all submission package documents, Shine uploads and submits the application on grants.gov.

**Pricing and Fees (Grant Development)**

**4-month contract at \$40,000** (Payable at 50% \$20,000 upon contract execution and final payment \$20,000 within 2 months after initial payment). The contract term may be extended, based on the Office of Head Start's release of the Funding Opportunity Announcement and submission due date.



**NEW HAVEN PUBLIC SCHOOLS**

**EXHIBIT B**

**STUDENT DATA PRIVACY AGREEMENT  
SPECIAL TERMS AND CONDITIONS**

For the purposes of this Exhibit B "directory information," "de-identified student information," "school purposes," "student information," "student records," "student-generated content," and "targeted advertising" shall be as defined by Conn. Gen. Stat. §10-234aa.

1. All student records, student information, and student-generated content (collectively, "student data") provided or accessed pursuant this Agreement or any other services agreement between the Parties are not the property of, or under the control of, the Contractor.
2. The Board shall have access to and the ability to delete student data in the possession of the Contractor except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Contractor. The Board may request the deletion of any such student information, student records or student-generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of student data by the contractor within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the student data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Contractor that proper disposal of the data has occurred in order to prevent the unauthorized access or use of student data and that deletion has occurred in accordance with industry standards/practices/protocols.
3. The Contractor shall not use student data for any purposes other than those authorized pursuant to this Agreement.
4. A student, parent or legal guardian of a student may review personally identifiable information contained in student data and correct any erroneous information, if any, in such student data. If the Contractor receives a request to review student data in the Contractor's possession directly from a student, parent, or guardian, the Contractor agrees to refer that individual to the Board and to notify the Board within two (2) business days of receiving such a request. The Contractor agrees to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in student data that has been shared with the Contractor, and correct any erroneous information therein.

5. The Contractor shall take actions designed to ensure the security and confidentiality of student data.
6. The Contractor will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of student data. Such notification will include the following steps:

Upon discovery by the Contractor of a breach of student data, the Contractor shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

7. Student data shall not be retained or available to the Contractor upon expiration of the contract between the Contractor and Board, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Contractor after the expiration of such contract for the purpose of storing student- generated content.
8. The Contractor and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
9. The Contractor acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
10. The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning student data.

Revised: 10/2/18