Sustainable High-quality ECE: Making The Impossible Possible

Florida Association for the Education of Young Children Leadership Summit

60th Annual Conference, Orlando, Florida

September 14, 2017

Louise Stoney
Co-Founder
Opportunities Exchange

What Research Shows

Building <u>adult capabilities</u> improves child outcomes

(Jack Shonkoff, Harvard University Center for Developing Child)

Student achievement is linked to
<u>5 Essential Supports</u>

(Debra Pacchiano, Ounce of Prevention and University of Chicago Consortium)

Instructional Leadership

Collaborative Teachers

Engaged Families

Supportive Environments

Ambitious Teaching Practice

ECE Organizational Capacity: Key Ingredients

Opportunities Exchange

Pedagogical Leadership

+

Business Leadership

=

High Quality ECE

- Child development expertise
- Classroom coaching
- Teacher supervision
- Instructional leadership
- Child assessments
- Family Engagement

- Full enrollment
- Fee collection
- Cost-per-child calculations
- Fundraising
- Reporting
- Regulatory compliance

Common Misconceptions

Myth: I just need to find great teachers

Truth: I need to create the organizational structure and supports so that teachers can continuously collaborate to be great

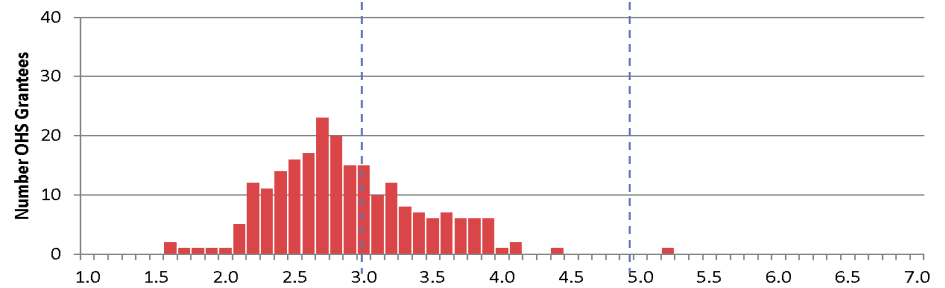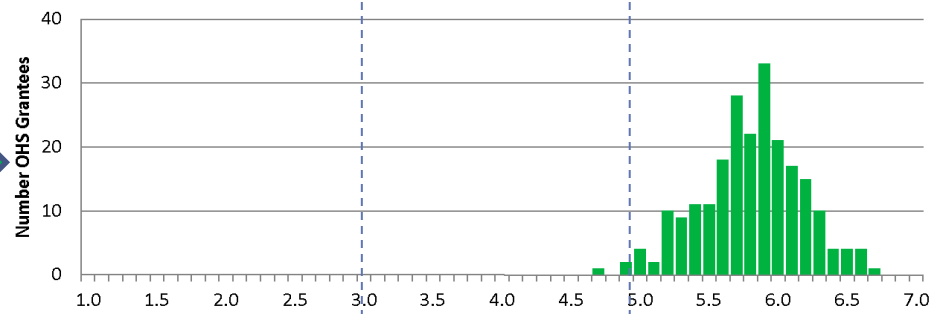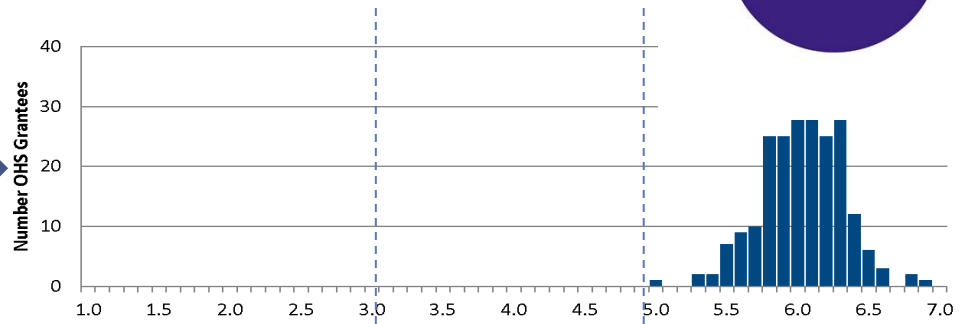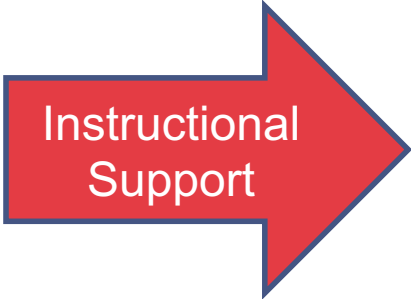Myth: I just need a higher reimbursement rate

Truth: I need to create the organization structure that makes it possible to increase revenues, tap every available dollar and effectively manage cash flow.

Myth: If I have more money my program quality will improve

Truth: Better quality requires intentional organizational change

Distribution of CLASS-PreK Scores in 2015 in Head Start Programs OHS, 2015, N= 227

Instructional Support 2015

Instructional Support 2014

Instructional Support 2013
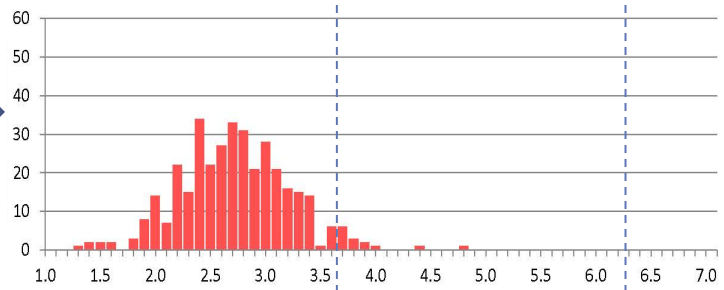
Low Quality **Mid Quality** **High Quality**

Reflective practice isn't just an act of will or the result of encouragement. You have to build it into people's practice, make it part of their day….more structured and systematic."

(Hargreaves & Fullen, 2012)

ECE pedagogical + business challenges are not personal failures – they are systemic challenges faced by the ECE Industry as a whole
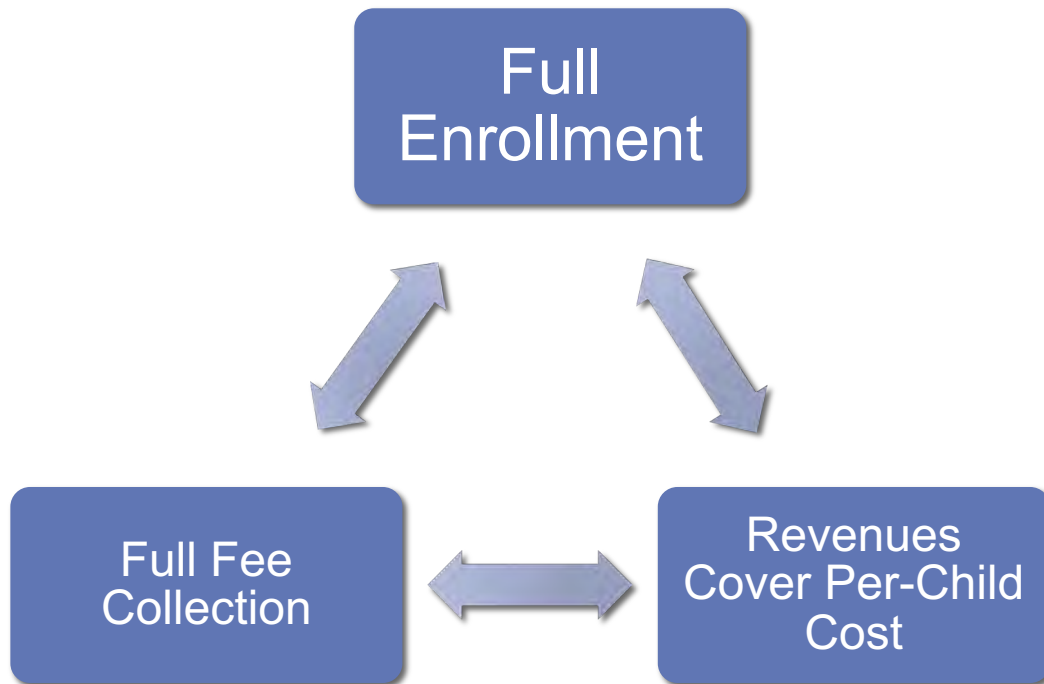
ECE Industry Challenges

- Stand-alone centers or homes
  - Single director responsible for many conflicting tasks
- Lack of scale
  - Small settings that can't serve enough children to break even
- Limited investment (dollars or time) in quality improvement
  - Few centers/homes have resources to boost and sustain quality
- Unequal competition
  - Mom-and-pop's can't compete with public schools or large HS/EHS providers; many not fully enrolled (especially pre-school classrooms)
- Price-sensitive customers
  - Unwilling or unable to pay what it costs to provide high quality care + eager to access free Prek or Head Start slot

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Industry challenges are not personal – they are systemic – and must be addressed systemically.

Industry Challenge:
The Iron Triangle of ECE Finance

Full Enrollment

Full Fee Collection

Revenues Cover Per-Child Cost

- Ensure full enrollment, every day in every classroom

- Collect tuition and fees, in full + on time

- Revenue covers per-child cost (tuition, fees + 3rd party funding)

Industry Challenges: Managing the Iron Triangle

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- Minimal standards = very elastic markets + many providers
- Many programs not full – average vacancy rate in Florida @ 59% (UF, 2013)

Full Enrollment

Full Fee Collection

Revenues Cover Per-Child Cost

- Few programs have strategies to track & boost collection (e.g. automation + ACH billing)
- Subsidy payment based on attendance vs. enrollment increases bad debt

- Few programs calculate cost per child
- Costs vary widely by age of child but market prices do not
- SR rates based on market rate survey data not actual cost
- Many programs leave $ on the table (e.g. CACFP participation only 20% of FL providers)

Example from Another State:
Net Revenue - Intensive Focus on Iron Triangle

Green Bars based on adjusting costs to address "Iron Triangle" (95% enrollment + Only 2% uncollectible debts)

➤ Very difficult to achieve with the State absence policy and with parental difficulty in meeting co-pay

➤ Very difficult to achieve in smaller centers w/o staff + automation to focus on enrollment and fee collection

Example from Another State:
Cost, Price & Subsidy Rate in a Suburban County

0-12 months
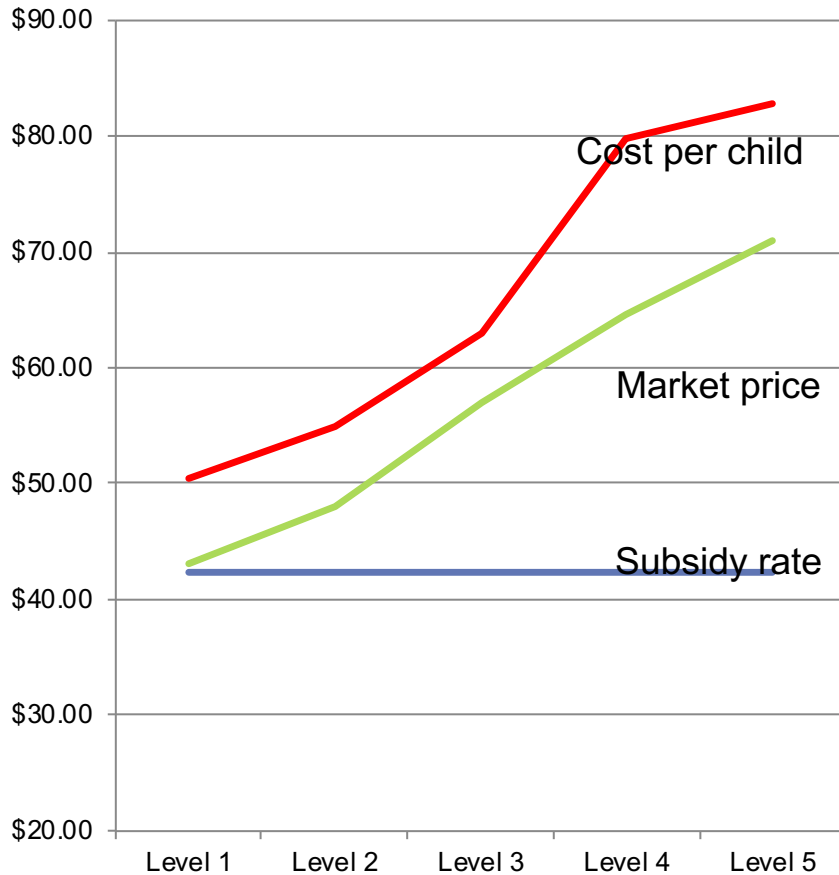
3 - 4 Year Olds
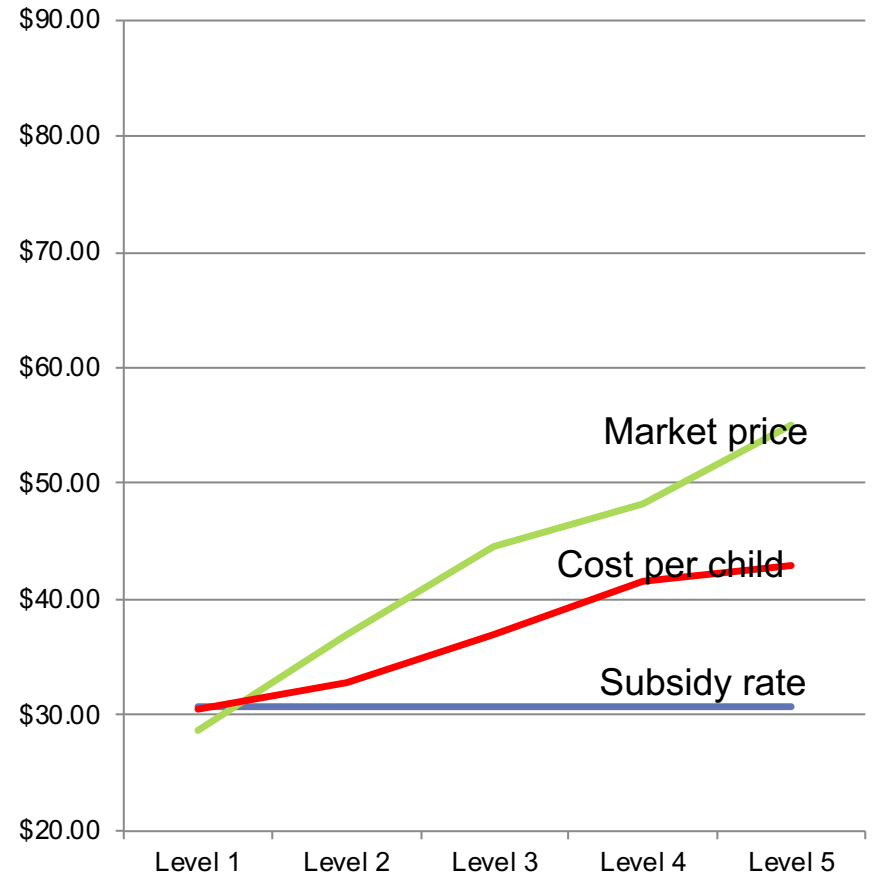
Example from Another State:
Cost, Price & Subsidy Rate in Rural, Low-Income Area

0-12 Months

Cost per child

Market price

Subsidy rate

$90.00
$80.00
$70.00
$60.00
$50.00
$40.00
$30.00
$20.00

Level 1   Level 2   Level 3   Level 4   Level 5

3-4 Year Olds

Cost per child

Market price

Subsidy rate

$90.00
$80.00
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Level 1   Level 2   Level 3   Level 4   Level 5

Opportunities Exchange
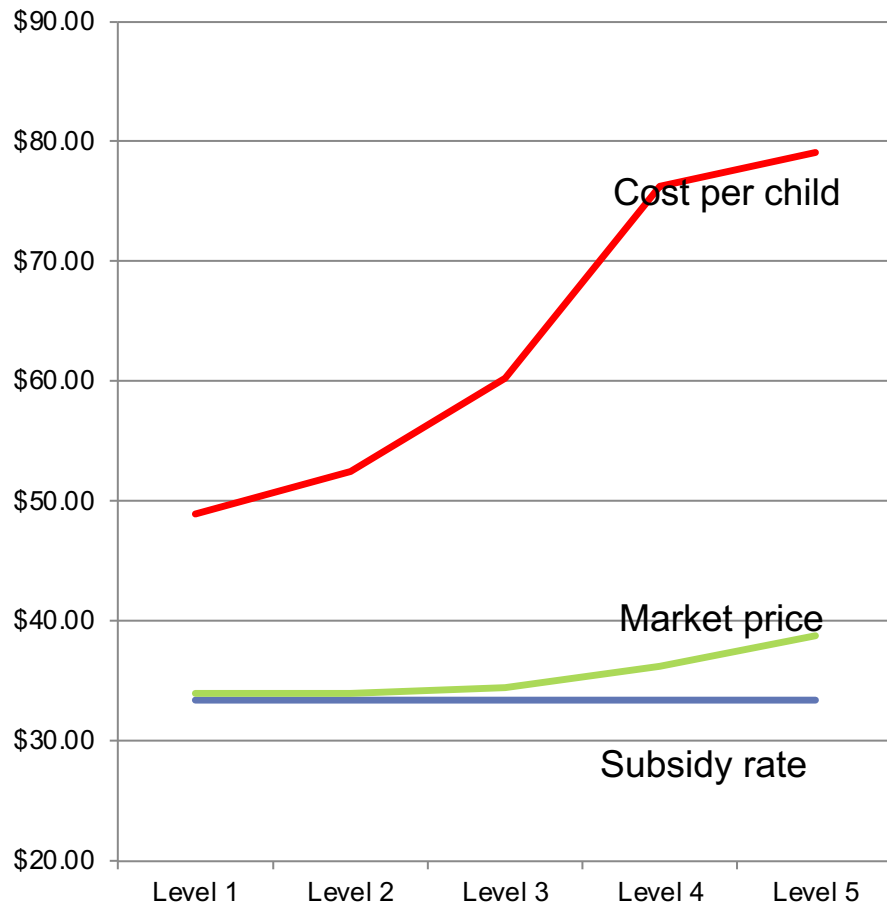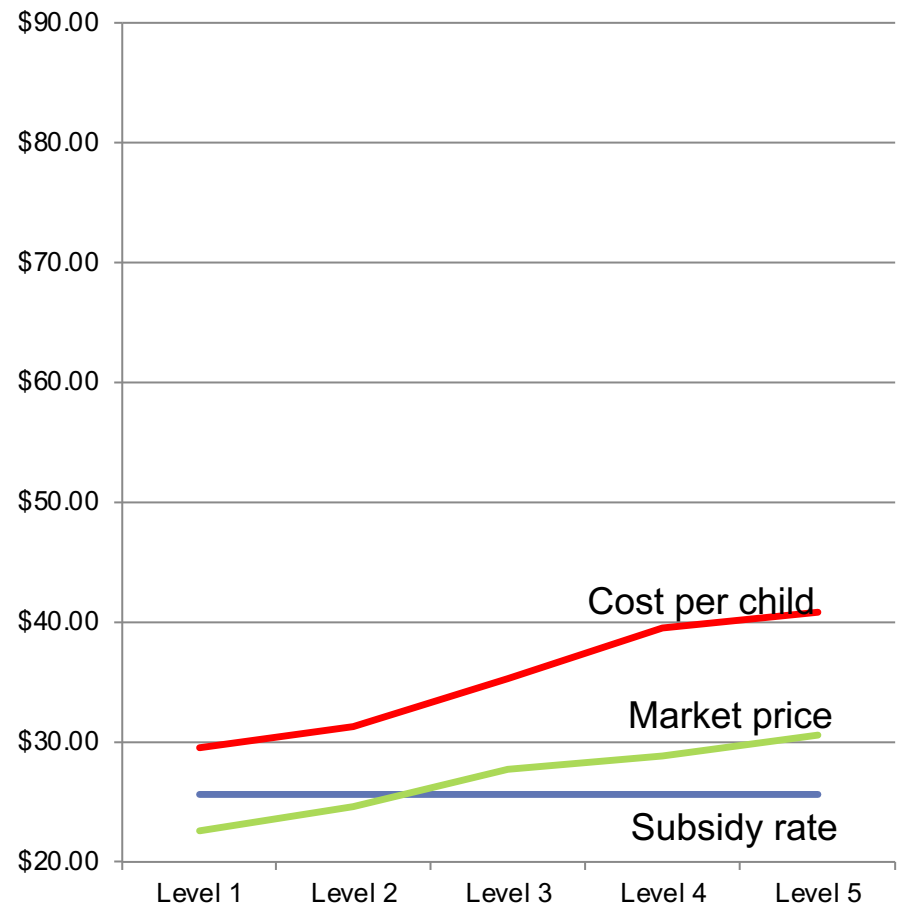
Does this look familiar?

Most centers are very small (national average is 75 children.)
The typical child care center director is responsible for multiple tasks.

Shared Services: Our Core Values

- **Every director** deserves an administrative team.
- **Every teacher** deserves pedagogical leadership.
- **Every child** deserves a reflective teacher.

Shared Services: How does it work?

Shared services is a way to "feed" your mission
by pooling needs with others.
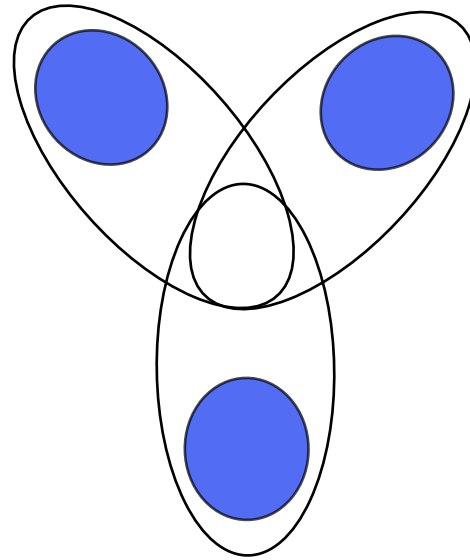
This is an ECE center or home, and the circle is its mission, however you define it, such as:

- Educating kids
- Caring for families
- Serving the community

Mission

Opportunities Exchange
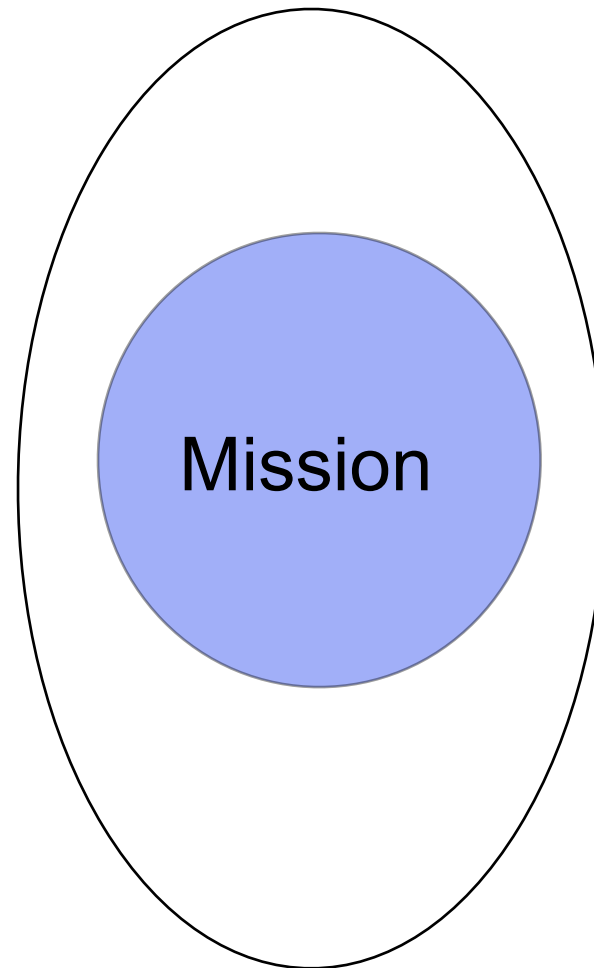
In the white space are all the things that support the mission, such as:

- Recruiting and enrolling children
- Collecting fees
- Hiring and training staff
- Building maintenance, etc.
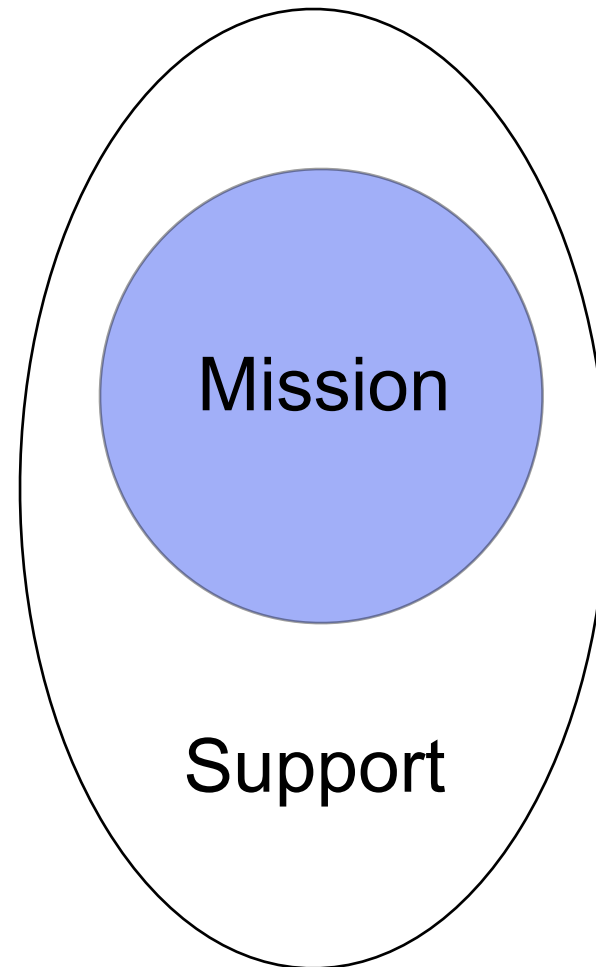
Mission

Support

Everyone wants to feed the mission; everyone hopes their center or home can have a bright mission: strong, sustainable, and successful.

Opportunities
Exchange
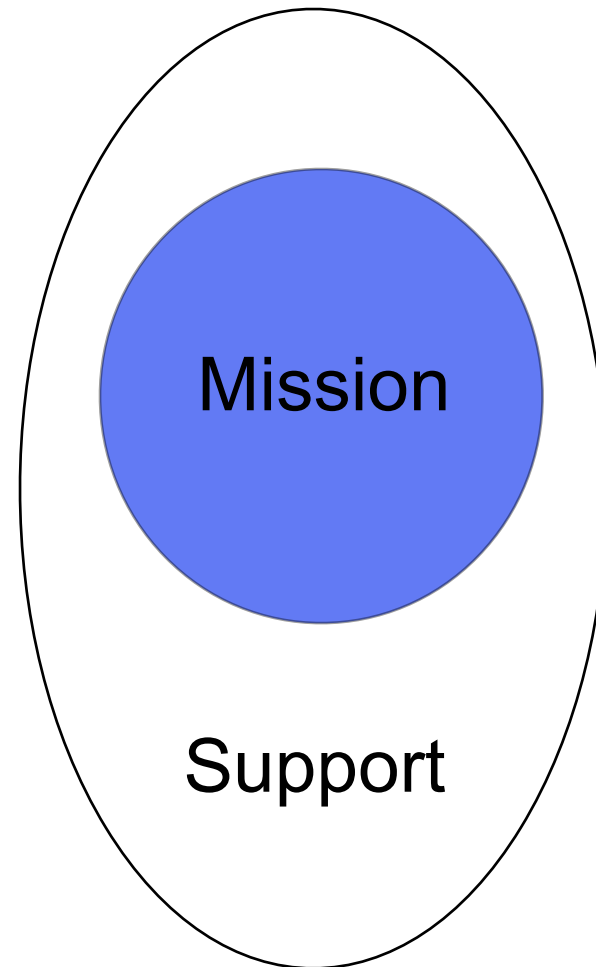
Mission

Support

But no one should be expected to excel at both the *mission* and all the things that *support the mission.*

- There's not enough time.
- There's not enough money to hire staff to do all those things.
- There's no reason anyone should be expected to have all the skills needed in both circles.
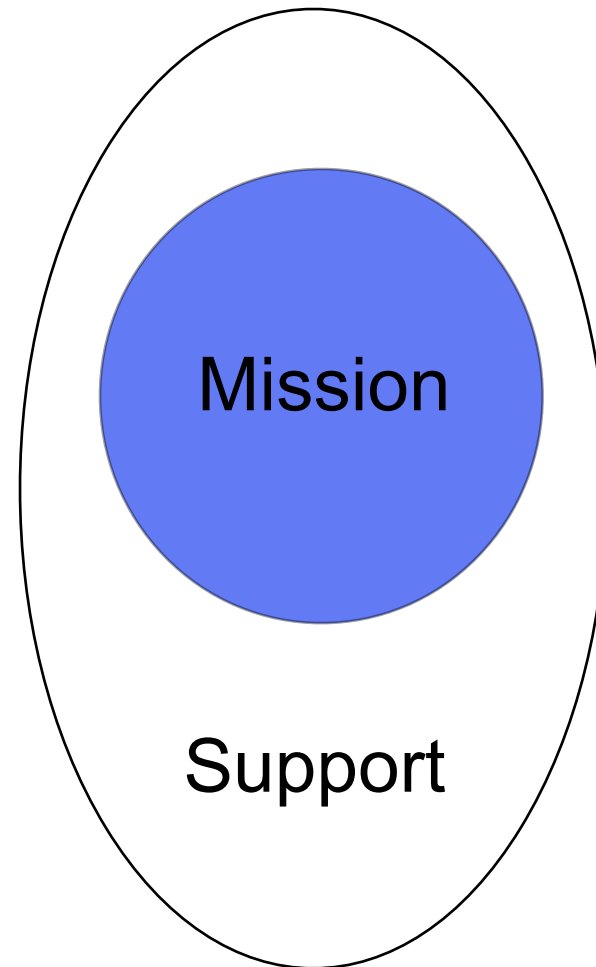
Mission

Support

When too much time and effort are feeding the support rather than the mission, then the mission begins to starve.

Mission

Support
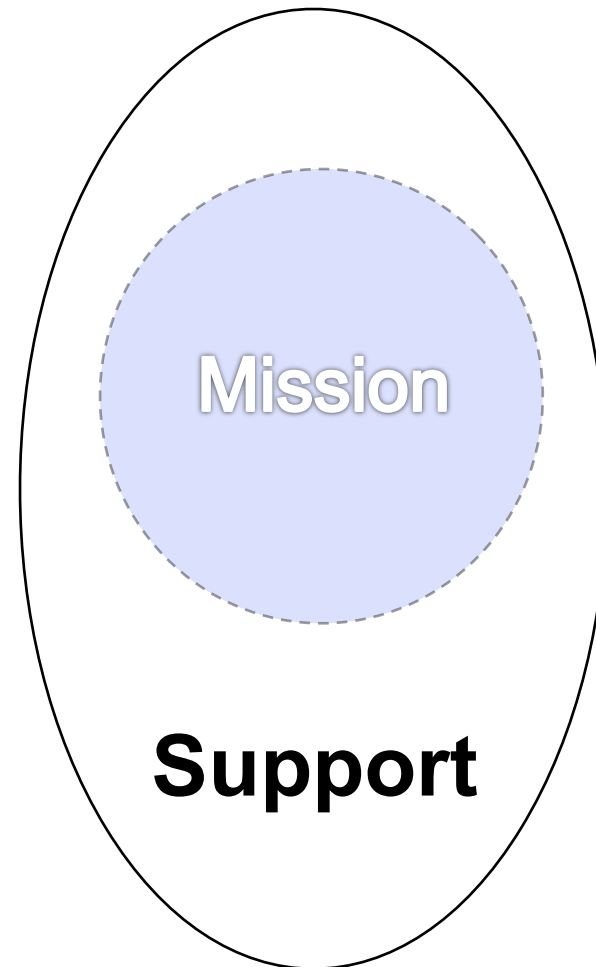
One solution is to pool needs with other centers, so that everyone meets those needs together.
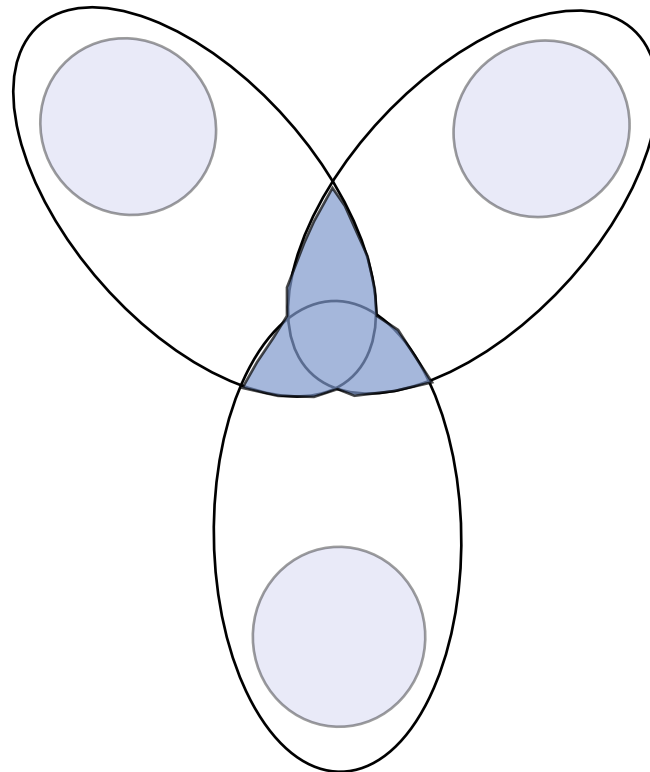
When centers share staff and tasks, more time, money, and emotional energy is available to feed the mission.

Opportunities Exchange
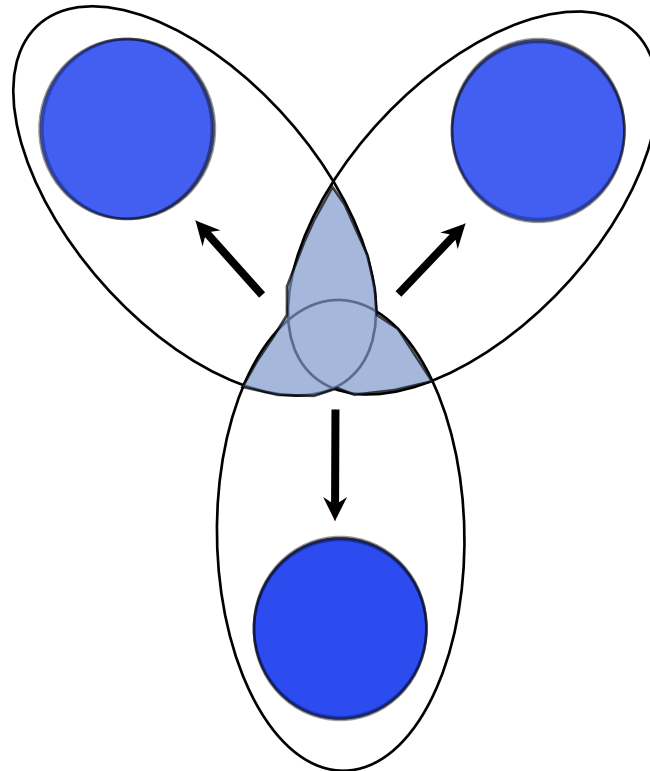
Different Designs, But the Same Goal

While the design of any particular Shared Services Alliance is unique, all share the goal of strengthening business and pedagogical leadership across sites by **creating intentional structures to share staff, information and resources.**

SHARED
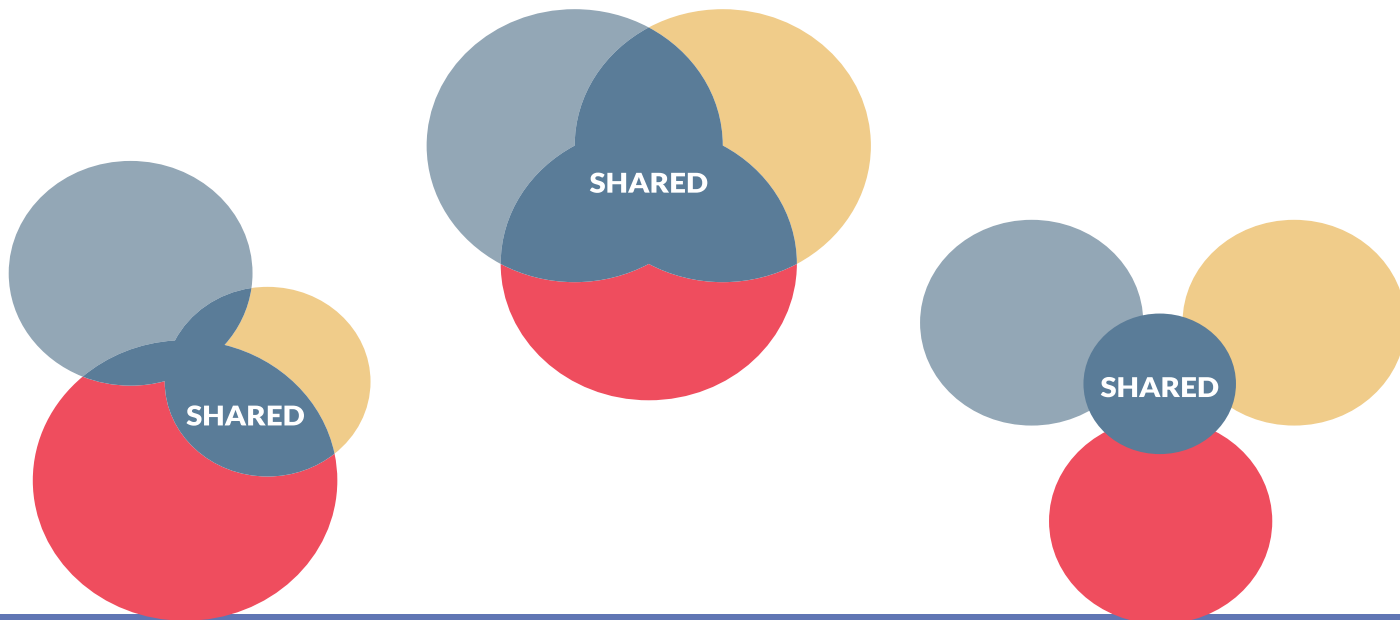
SHARED

SHARED

Shared Services Benefits

- Economies of scale
  - Staffing efficiency, lower procurement costs

- Economies of specialization
  - Deeper expertise, fewer errors, greater job satisfaction

- Clarity and Focus
  - A more consistent focus on Pedagogical & Business Leadership:
    - common core values
    - reflective practice and supervision
    - common business practices, systems and metrics

Working Smarter, Not Harder

The goal of Shared Services is not just to lower costs, but to "work smarter" so that more dollars and time are available to invest in teaching and learning.

- Greater resources due to skilled fiscal managers who tap every dollar
- More time for site directors to focus on children and families
- Teachers with paid time (off the floor) to plan, reflect, and focus on using assessments and mentoring to guide teaching and learning
- Teachers with in-house coaching and supervision
- Better teacher wages, benefits, career ladders, professional development support and working conditions

How Does Shared Services Help?

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Pedagogical Leadership + **Business Leadership** = **High Quality ECE**

- Child development expertise
- Classroom coaching
- Teacher supervision
- Instructional leadership
- Child assessments
- Family Engagement

- Full enrollment
- Fee collection
- Cost-per-child calculations
- Fundraising
- Reporting
- Regulatory compliance

What is Pedagogical Leadership?

Opportunities Exchange

- Pedagogy means the theory and practice of education

- Pedagogical Leadership refers to how we lead teaching and learning in early care and education programs

| Instructional Leadership | Collaborative Teachers | Engaged Families | Supportive Environments | Ambitious Teaching Practice |

Leadership Behavior
(Inspired by Margaret Wheatley)

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Control	Order
• Teachers/Directors accountable to regulators, funders, state standards	• Teachers/Directors accountable to each other guided by a set of center-wide core values
• Staff training is mandated, and always delivered externally	• Training woven into daily work; time/space for staff to reflect/learn from one another
• Peer communication discouraged	• Curiosity and communication with peers encouraged
• Staff wait to be told what to do	• Staff understand role and feel empowered to act
• Compliance with standards (licensing/QRIS/HS) is the goal	• Standards are a platform or framework, not a goal

Leadership Based on Order Creates Energy

Classroom Teachers Begin to:
- See children's strengths and competencies
- Have new sense of curiosity, purpose
- Gain confidence in observing children, conducting assessments and adapting environments
- Find their own voice and leadership style.

Pedagogical Leadership: How Shared Services Helps

Opportunities Exchange

- Shared, embedded quality improvement staff (pedagogical leaders) to support teachers
- Site Directors freed up from multiple administrative tasks; time and energy to serve as instructional leaders
- Teachers have paid time 'off the floor' to think and plan; opportunities to reflect on their work in professional learning communities
- Children receive the individualized, reflective teaching they need to succeed + their parents have access to family support services

What is Business Leadership?

- Define vision: Where do we want to go?

- Plan and strategize: Forecast, assess progress, make changes

- Build infrastructure: Staffing, automation and use of technology, etc.

- Manage fiscal side of business: Enrollment, revenues, expenses, policy and procedure

- Staff to meet program goals: Recruit and retain high quality employees

Business Leadership:
Skilled Fiscal Management is Crucial

Opportunities
Exchange

Full Enrollment

Full Fee Collection

Revenues Cover Per-Child Cost

- Ensure full enrollment, every day in every classroom

- Collect tuition and fees, in full + on time

- Revenue covers per-child cost (tuition, fees + 3rd party funding)

Business Leadership:
How Shared Services Helps

- Centralized, dedicated staff focusing on specific tasks:
  - Fiscal management: allows for greater expertise, efficiency, fewer errors
  - Enrollment: helps keep slots full
  - Fundraising: helps fill funding gaps
- Automation and technology reduce time and errors
- Skilled business leadership can track trends, forecast fiscal challenges/opportunities, ensure sustainability
- Joint procurement and shared staff can reduce costs
- More time and funds to attract high quality staff

Shared Services: A Range of Approaches and Entry Points

Opportunities Exchange

Web-Based ECE "Knowledge Hub"

Peer Group Best Practices Sharing

1 or 2 Shared Resources, e.g. maintenance, training

Shared Back-Office

Shared Core Values; program leadership works as team; shared staff in many areas

Sharing Information → Networking → Sharing Staff

Opportunities
Exchange
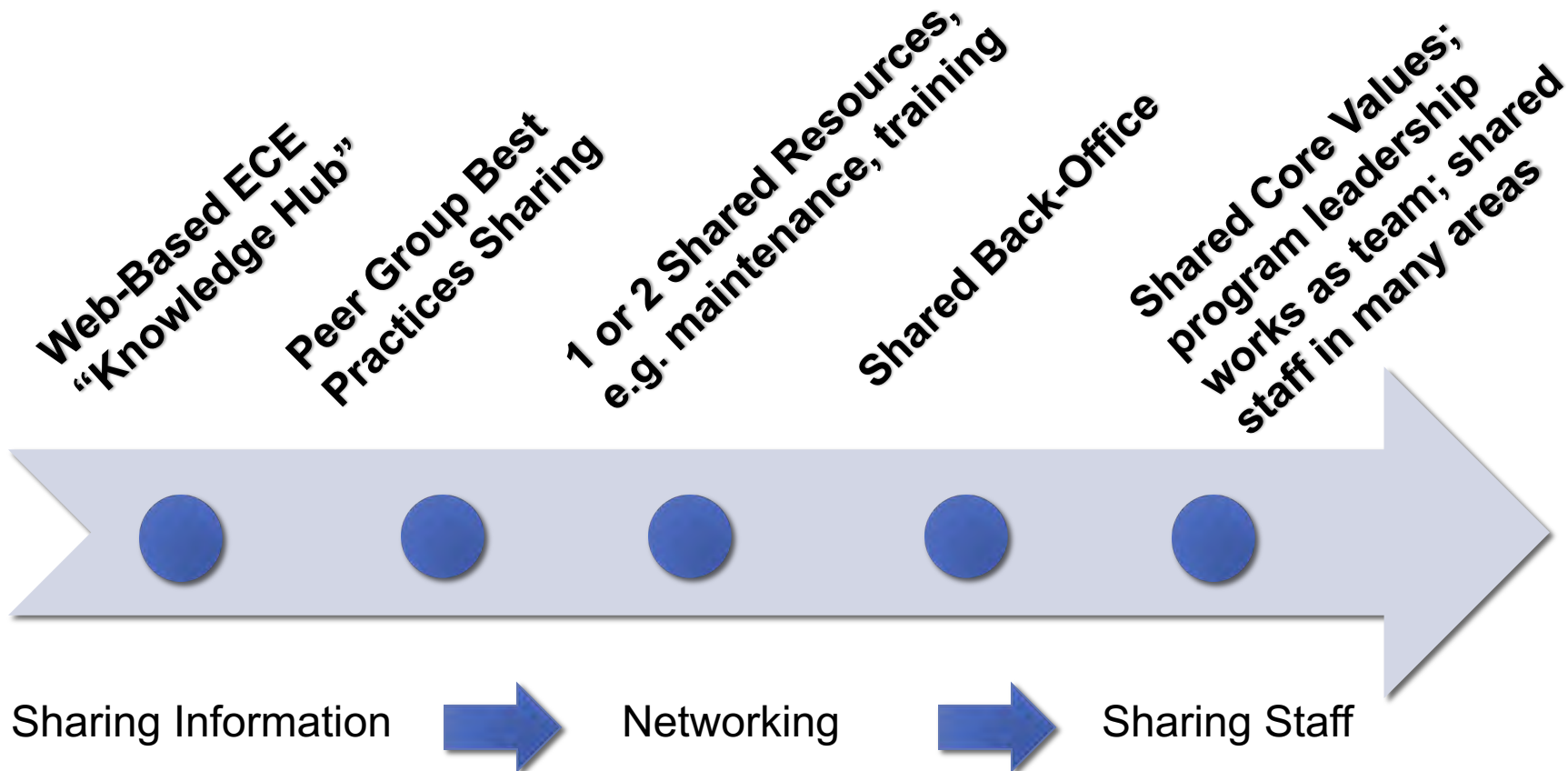
Shared Services
on the Web

(a statewide strategy to share information & resources)

States with Access to ECE Knowledge Hub
July, 2017

Opportunities Exchange

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Recognizing Signs

Support your efforts in protecting children in situations where child abuse and neglect may be present by arming families with resources on how to recognize the signs and symptoms.

See Tools ▶

< >

New and Noteworthy

- Hurricanes (New page)
- Emergency Preparedness (New checklists)
- Theme-Based Lesson Plans (New page)

See More ▶

New Program: SmartCare

CHILDCARE MANAGER'S CLOUD SOLUTION
SMARTCARE

Looking for child care management software? Check out the features and benefits of SmartCare and take advantage of your special discounted price!

Save Now ▶

Outdoor Adventures

Great Outdoors Month may have been in June but it is the perfect time of year to keep the celebration going with fun outdoor adventures ideas from our Outdoor Learning Pinterest Board!

Go There ▶

Today's Reading News | Reading Rockets

For Teachers: The Most Powerful Question
Posted: Thu, 20 Jul 2017

Very Early Exposure to English Can Help ELLs Flourish, Study Finds
Posted: Thu, 20 Jul 2017

Next From the Novelist Junot Díaz? A Picture Book
Posted: Thu, 20 Jul 2017

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HOME   SAVINGS   CLASSROOM   FAMILY ENGAGEMENT   HR   MARKETING   PROGRAM ADMIN   QUALIT...   ...NITY

HOME > HUMAN RESOURCES > HUMAN RESOURCES

HR

Background & Drug Checks

+ Compensation & Benefits

Discipline & Termination

Employee Handbook

+ Employee Orientation Toolkit

Forms

Goals

Interview Guides

Job Ads

Job Descriptions

Organization Charts

Performance Appraisals

HUMAN RESO...

...ates, and Resources

From job descript...
performance appr...
download the doc...

HR menu:
- Background & Drug Checks
- Compensation & Benefits >>
- Discipline & Termination
- Employee Handbook
- Employee Orientation Toolkit >>
- Forms
- Goals
- Interview Guides
- Job Ads
- Job Descriptions
- Organization Charts
- Performance Appraisals

Employee Orientation Toolkit submenu:
- Before You Get Started
- General Care & Communication
- Health
- HR Documents
- Professionalism
- Supervision & Safety

EMPLOYEE HANDBOOK

Employee Handbook

Create an employee handbook in a matter of hours, not days or weeks. We've done most of the work for you. A well-written employee handbook is an asset to your organization.

Here's all you have to do:
1. Choose the policies you wish to include
2. Customize them to your organization
3. Send the handbook to your attorney for review and approval

Employee Handbook

Individual Policies

Absences
Acknowledgement & Release Form
Americans with Disabilities Act
Anti-Harassment & Non-Discrimination
At-Will Employment
Breaks & Lunch for Hourly Staff
Computer Use
Confidential, Proprietary & Other Nonpublic Information
Electronic Communication
Emergency Conditions
Employment Classification
Equal Employment Opportunity
Errors in Pay
Ethics
Expense Reimbursement
Holidays
Immunizations

Open Communication
Outside Employment
Overtime
Payroll Deductions
Performance Evaluation
Personal Appearance
Personal Data Changes
Personal Relationships
Phone & Cell Phone Usage
Political Activity
Recordkeeping
Resignation

FORMS

Handy Templates

All of the forms are fully editable and customizable. Simply download and customize to address your needs.

- Goals
- Job Ad - General Template
- Job Application
- Offer Letter
- Performance Appraisal
- Rejection Letter
- Staff List
- Staff Meeting Record Form

PERFORMANCE APPRAISALS

Performance Appraisals

Use the form (click on the link below) to create customized performance appraisals for each of your job descriptions.

How to use the form:
1. Read the helpful hints on conducting a performance appraisal
2. Copy and paste goals from an employee's Annual Goals template
3. Copy and paste job requirements from the Job Description
4. Complete the appraisal

Appraisal Templates
- School Age Classroom Assistant
- School Age Classroom Leader
- Teacher
- Teacher Assistant or Aide
- General Template

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More Qual[...]

Navigation

HOME SAVINGS CLASSROOM FAMILY ENGAGEMENT HR MARKETING PROGRAM ADMIN QUALITY REGULATIONS TRAIN[...]

HOME > PROGRAM ADMIN > PROGRAM ADMIN

PROGRAM ADMIN (sidebar)

PROGRAM ADMIN

+ Board

+ Business Operations

- Child and Adult Care Food Program

  About CACFP

  After School Programs

  Eligibility

  Food Buying Guide

  Meal Patterns

  Menu Planning

  Reimbursement & Reporting

+ Food & Nutrition

Forms

+ Health

Policies

Posters

+ Resources & Reference

+ Safety

PROGRAM ADMIN (main)

Adm[...]

Prog[...]
a vari[...]
help y[...]
safely[...]

In addition to your important work [...] we know that running a business takes a lot [...] reat early care and education programs require policies, forms and other written materials which are clear, thoughtful and communicative.

This section provides editable tools to help you in your Program Administration. The goal is to give you a jumping-off point so that you don't have to start from scratch. To use these documents, download them to your computer, and then edit them to reflect the unique nature of your program - your mission and policies, add a personal message, add in your photos and logo, etc.

Other administrative resources included in the Program Administration section include Family Handbooks, policies, business insurance, planning tools, volunteer management and more.

Dropdown menu

Board >>

Business Operations >>

Child and Adult Care Food Program >>

Food & Nutrition >>

Forms

Health >>

Policies

Posters

Resources & Reference >>

Safety >>

Business Operations submenu

Budget

Business Insurance

Business Plan

Health Care Tax Cred[...]

Reducing Risks

Strategic Planning

Volunteer Manageme[...]

BUDGET

Budget Templates

Whether you are a for profit, nonprofit organization or a family-based provider, putting together a comprehensive budget takes time, but you'll find it is time well spent.

Having clear expectations for your expenses and revenue is a major step forward in good business practice. These budget templates and resources created by First Children's Finance will provide you with a basic foundation to get you started.

First Children's Finance shares business resources, tools, and templates with the child care community at-large in addition to providing specific supports and services for child care providers in multiple states.

For Center Based Programs
- For Profit Center Annual Budget Template
- Non-Profit Center Annual Budget Template
- Center Cash Flow Projection Worksheet
- Classroom Cost Analysis and Breakeven Worksheet

For Family Child Care Programs
- Family Child Care Annual Budget Template
- Family Child Care Cash Flow Projection Worksheet

Other Resources
- Financial Terms Glossary
- Key Financial Ratios Glossary

Additional Tools for Budgeting

FORMS

Handy Checklists and Forms

All of the forms and checklists are fully editable and customizable. Simply download to your computer and add your own content to suit your needs.

Forms
- Child Care Expense Statement for Taxes
- Daily Report - Infant - Full Page
- Daily Report - Infant - Two Per Page
- Daily Report - Toddler
- Daily Report - Pre-K
- Emergency Contact Information and Consent Form - Children / Families
- Emergency Contact Information and Consent Form - Staff
- Enrollment Agreement
- Event Permission Form
- Event Headcount Form
- Exposure to Communicable Disease Notification Form
- Family Member Sign Up Sheet
- Family Notification of Substitute Letter - Family Child Care
- Field Trip Planning Proposal and Checklist Form
- Health Policy Reminder Letter
- IEP Request Form
- Injury and Illness Tracking Form

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More Quality Childcare Resources on
Pinterest

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HOME > QUALITY > RAISE QUALITY LANDING PAGE

QUALITY

Achieving National
Accreditation

+ CCDBG Toolkit

+ Raise Quality Toolkit

RAISE QUALITY

Raising the Quality

Moving a program along the quality
continuum requires commitment and
persistence. It also helps to have the best
resources available when and where you
need them.

This tab will be your "go-to place" for resources designed to strengthen
the quality of care in your program.

Achieving National
Accreditation

CCDBG Toolkit >>

Raise Quality Toolkit >>

SUGGESTIONS?

Administration &
Management >>

Compliance

Curriculum >>

Family Engagement

Health & Safety >>

Professional Development

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A Range of Approaches and Entry Points

Web-Based ECE "Knowledge Hub"

Peer Group Best Practices Sharing

1 or 2 Shared Resources, e.g. maintenance, training

Shared Back-Office

Shared Core Values; program leadership works as team; shared staff in many areas

Sharing Information ➡ Networking ➡ Sharing Staff
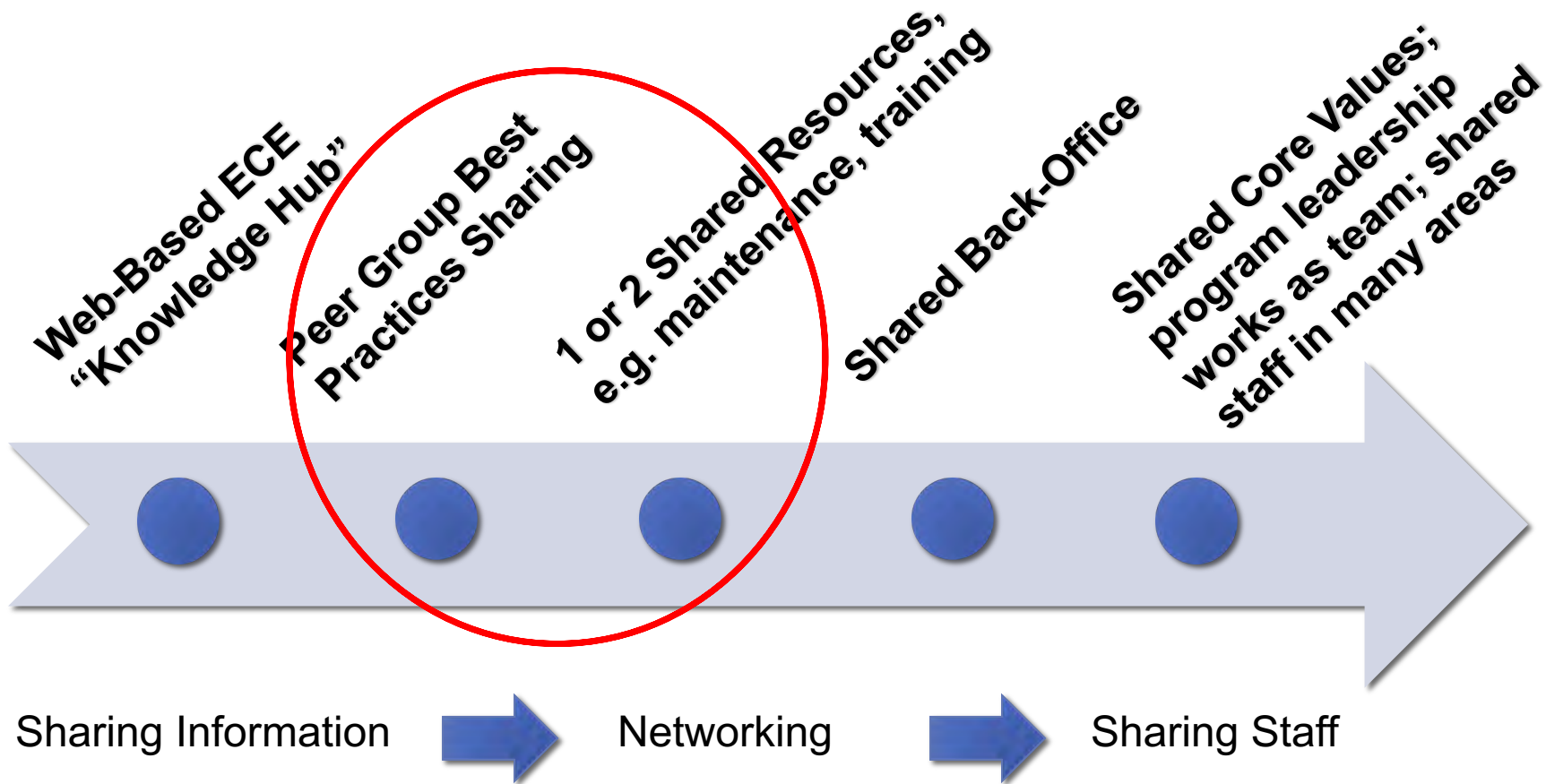
Statewide Early Learning Alliance
New Hampshire

- Project of Early Learning New Hampshire (fiscal agent)

- Contract with CCA Global for www.ECESharedResources.org

- Contract with Great North Advantage (property management company) for: insurance, risk mitigation, HR, marketing, regional purchasing (heating fuel, sand/mulch, auditor, waste removal, cleaning service), facilities project bidding and project oversight

- Alliance members also collaborate on grant writing and professional development

- Regional communities of practice for participating providers

- Started with 10 centers; currently 35 member centers & growing

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SELA Member Success Stories
Actual Cost & Time Savings & Quality Improvements

- **$5,200 annual savings** on commercial insurance
- Three members are **saving 17-24% on their food costs** – one reinvested their annual $26,000 into serving more whole grains and fresh fruits & vegetables
- **A teacher is saving $630 per year** on her own home and auto insurance
- A member saved **$2,000 just last month** on a Discount School Supply order
- **$2,400 annual savings** on credit card fees
- **Deep discounts** for heating fuel for programs and **for their teachers**
- **$1,000 saved per year** with cleaning company
- **12% annual savings** on trash removal

A Range of Approaches and Entry Points

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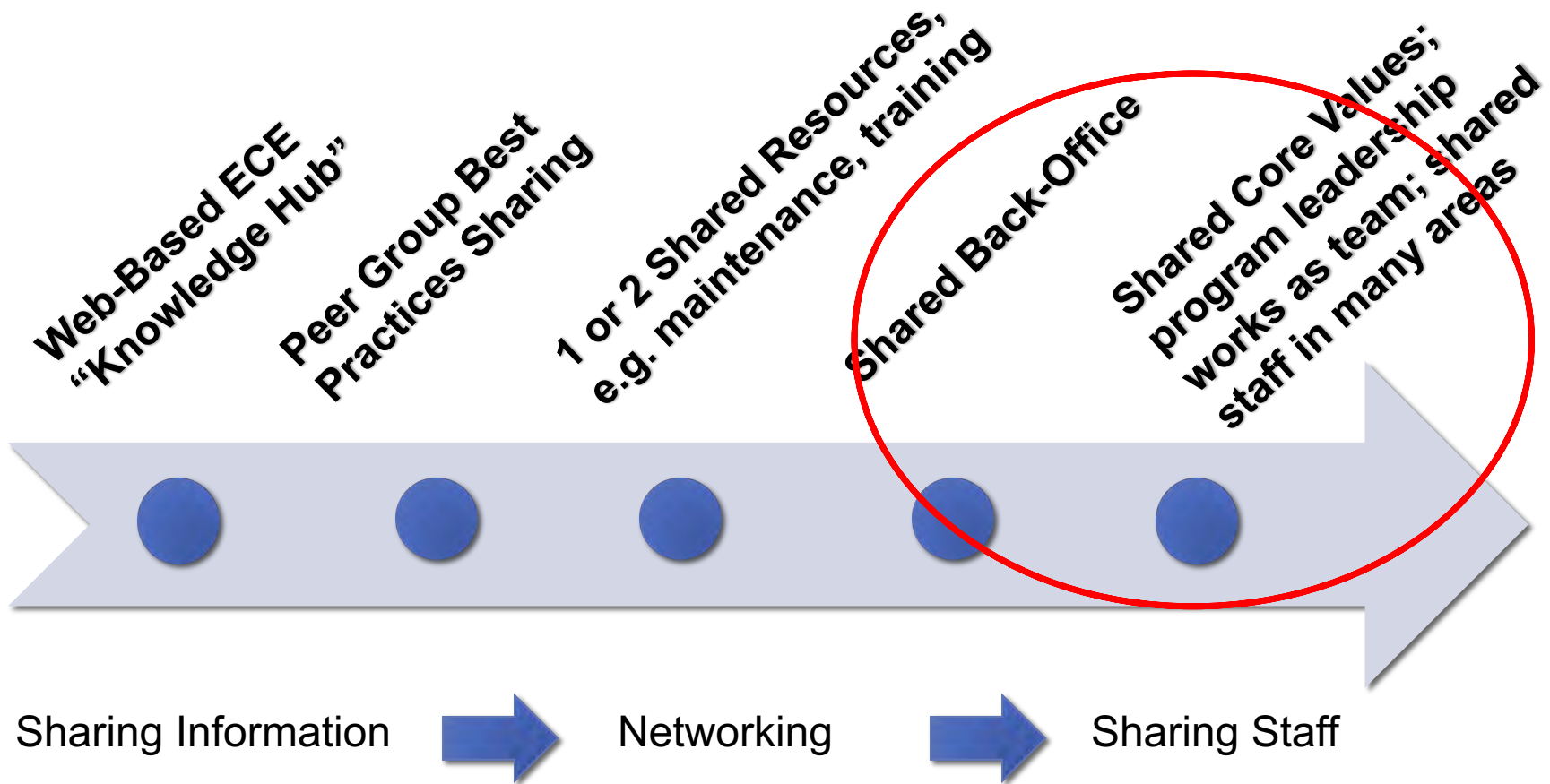
Chambliss Center for Children
Chattanooga TN

Large nonprofit center also provides management services to 5 independent off-site centers and 12 infant-toddler classrooms in public schools; total 650+ children

- Contract sites maintain non-profit status, board
- Small sites have shared directors
- Central services:
  - Training and PD
  - Classroom observations and assessments
  - Financial, food program administration, fund development
  - HR and staff recruitment
  - Maintenance

Site supervisors hired by CCC; teachers hired by local site boards

Pro Re Bona Day Nursery (72 children)

Volunteer School (57 children)

Maurice Kirby (57 children)

Newton Center (55 children)

Children's Academy (75 children)

Chambliss Center for Children

Administration + direct services for 338 children ($$ from HS/EHS, PreK, CCDF, private sector + more)

Chambliss Center for Children Red Bank (Opening 2017)

Develop & monitor site budget
Enrollment
Billing/accounts receivable
Accounts payable
Payroll
USDA Food Program management
Human Resources
Fundraising and development
Technology
Volunteers
Maintenance
Quality control: training,
Meeting with parents
Referrals if children have special needs

Child Care Classrooms in 12 HCDE schools

Normal Park SACC

Transitional living

Residential Program (30 children 6-18 yrs

Foster Homes

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Sound Child Care Solutions
Seattle WA

Nonprofit consortium of 6 centers with central administration

- Centers used to be separate but now part of one 501c3
- 26 classrooms in diverse neighborhoods (several dual-language
- Shared central functions:
  - Financial – payroll, benefits, billing, purchasing, reporting,
  - Staff recruitment and sub pool
  - Pedagogical leadership and PD (cross-site learning communities, internal coaches)
- Directors' time freed up to focus on teachers, families
- Critical element – intense focus on shared core values

Sound Child Care Solutions

A Consortium of High Quality Early Childhood Education Centers with sites throughout the City of Seattle

Opportunities Exchange

Map labels:
- Pinehurst Child Care Center (School Age Site)
- Pinehurst Child Care Center (Early Childhood Site)
- Epiphany @ Interlaken Preschool
- Epiphany Early Learning Preschool
- Casita (Business & PD Office)
- Hoa Mai Vietnamese Preschool
- Southwest Early Learning
- Magic Lantern Montessori
- Refugee & Immigrant Family Center

Infant Toddler Family Day Care
Fairfax VA

- Network of 125 home-based providers, most of whom are new Americans

- Centralized business support :
  - Fiscal management – parent billing/fee collection, CACFP administration
  - Enrollment – recruiting families, managing business relationship
  - Liability insurance and other support

- Centralized pedagogical support:
  - Training and professional development, including bi-lingual support
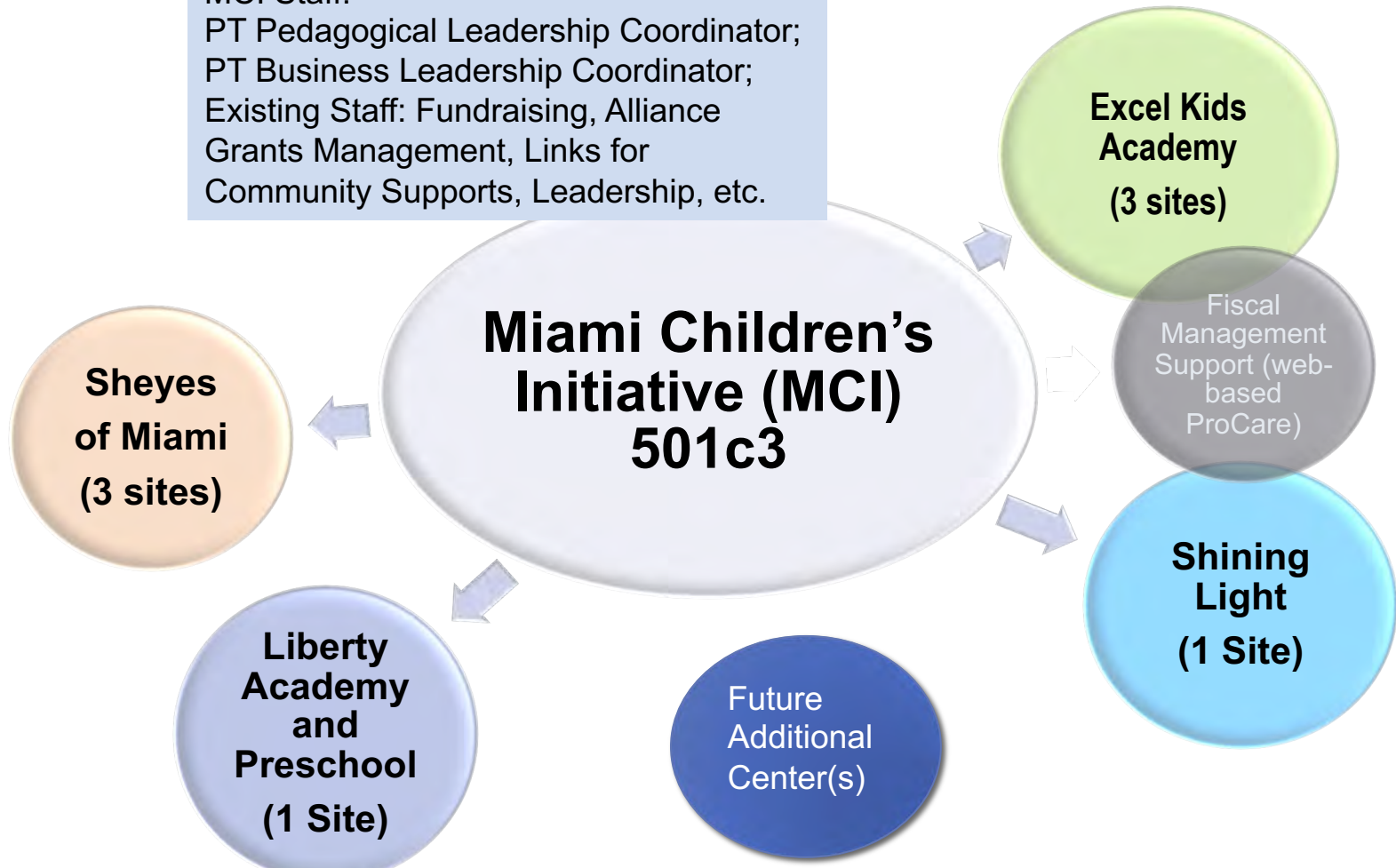 - Technical assistance – licensing, quality, etc.

Additional Examples:

Newer Alliances
Still in start-up

Liberty City Alliance
Miami, FL

- Alliance of 4 privately owned, tax-paying child care centers in high-poverty neighborhood in North Miami
- Miami Children's Initiative, a non-profit neighborhood development organization, serves as the Hub
- MCI hired PT Business Leader + PT Pedagogical Leader
- First step was consistent technology in all sites + an MOU between 2 centers to share billing and fee collection
- Next step was identifying pedagogical leader at each center
- Sites report business + pedi leadership metrics monthly
- Funded by Miami Children's Trust

Opportunities Exchange

MCI Staff:
PT Pedagogical Leadership Coordinator;
PT Business Leadership Coordinator;
Existing Staff: Fundraising, Alliance
Grants Management, Links for
Community Supports, Leadership, etc.

Miami Children's Initiative (MCI) 501c3

Excel Kids Academy (3 sites)

Fiscal Management Support (web-based ProCare)

Sheyes of Miami (3 sites)

Shining Light (1 Site)

Liberty Academy and Preschool (1 Site)

Future Additional Center(s)

Shared Services on the Web (www.SharedSourceFL.org)

Other Emerging Alliances

- **NE Early Learning Collaborative** – created shared back office for Omaha Educare schools and Early Learning Centers, supported by Buffett Early Childhood Fund; now expanding to include sites in Lincoln, NE.
- **Battle Creek, MI** – Community Foundation serves as Alliance Hub. Currently includes 3 centers and plans to grow. Supported by W.K. Kellogg Foundation
- **Virginia Early Childhood Foundation, Richmond VA** – regional funder facilitating development of a Shared Services hub for local ECE providers

Summary:
What is (and is not) Shared Services?

Shared Services IS..

- A change in roles/responsibilities
- A capacity-building strategy
- A way to reallocate resources from administration to classrooms, and focus more deeply on child outcomes

Shared Services is NOT…

- Simply a way to save money
- Just a provider network
- A franchise or a project or a template
- The same in every community

Opportunities Exchange

Explore Shared Services

- Opportunities Exchange website: www.opportunities-exchange.org
  - Profiles of current alliances
  - Tools, such as examples of management agreements
  - Articles and presentations
  - Videos and multi-media