Welcome + Introductions

Panelists

Janine Wipperfurth

Technology & Data Manager, WEESSN

Alison LaRocca

President & CEO, Luminary Evaluation

Monique Reynolds

VP of ECE Business Support & Sustainability, QCC

Objective

- Learn about the data journeys that organizations have taken to shape their programming.

- Explore realistic evaluation approaches and strategies that shape programming and illustrate programmatic impact.
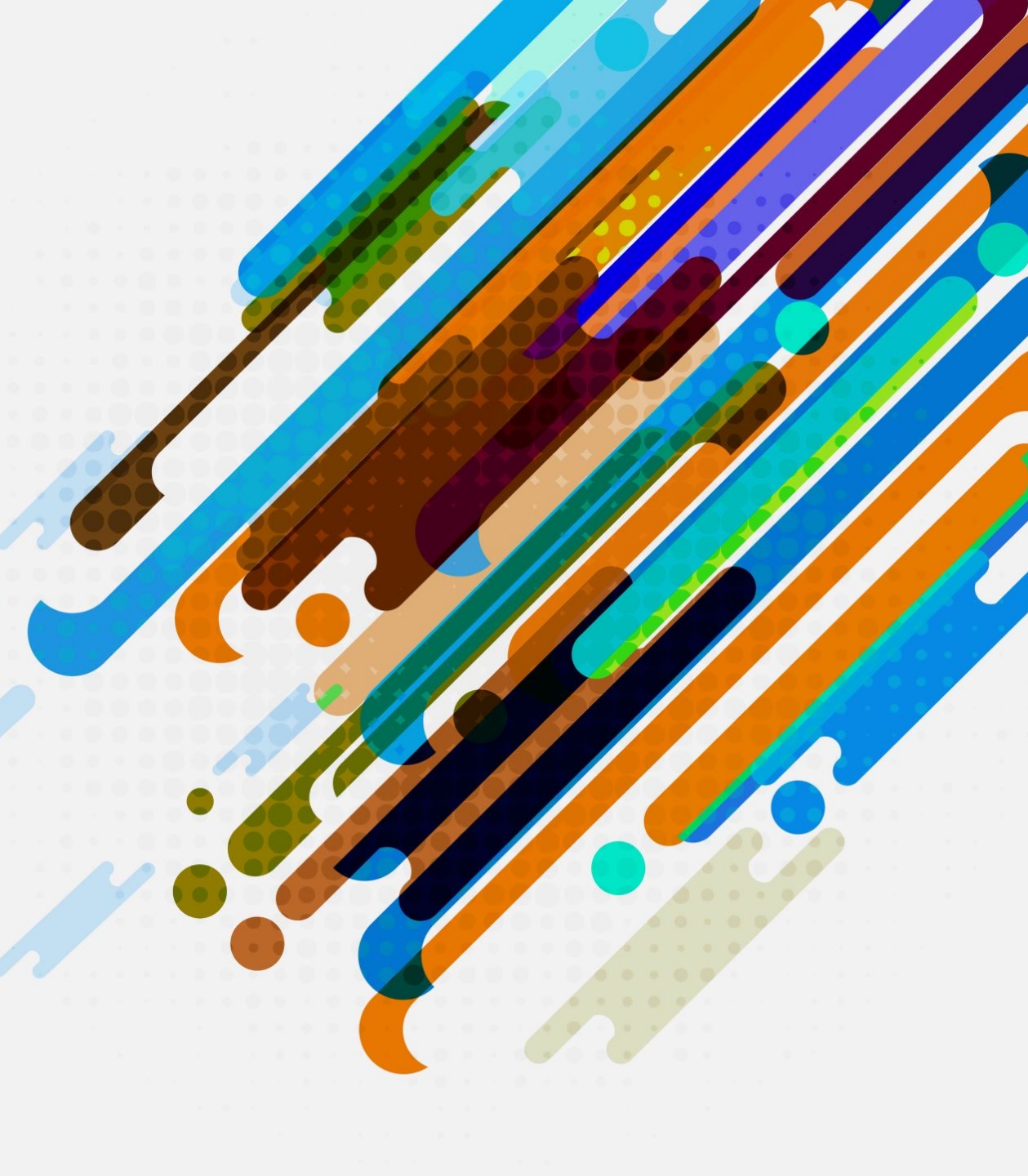
Today's Agenda

- Welcome + Introductions
- What Does it Mean to Evaluate Programming?
- QCC and WEESSN Data Journeys
- Workshop – Evaluation Road Map
- Reflections + Questions
- Closing

All resources shared during today's presentation are available online!

https://www.luminaryeval.com/evaluation-road-map

What is Evaluation and Why is it Important?

Brainstorm

What are one or two words that come to mind when you consider the phrase "program evaluation"?

Definition

Evaluation supports the ability to monitor and measure the quality, pace and direction of change that individuals, communities and organizations undertake. It does this by systematically generating knowledge that can support learning, quality improvement and good judgment in decision-making. Evaluation also can align purpose, action and impact to ensure that longer-term change at the societal level unfolds progressively.

WK Kellogg Foundation, *The Step-by-Step Guide to Evaluation*

Evaluation Data Has Many Uses…

Board
- Offers clarity around an organization's impact

Staff
- Helps celebrate successes and identify areas for enhancement and opportunity

Funders
- Creates confidence that organizations are committed to measuring impact and that they are making a solid investment in your organization

Community
- Encourages more community engagement and reveals opportunities for synergies or partnerships
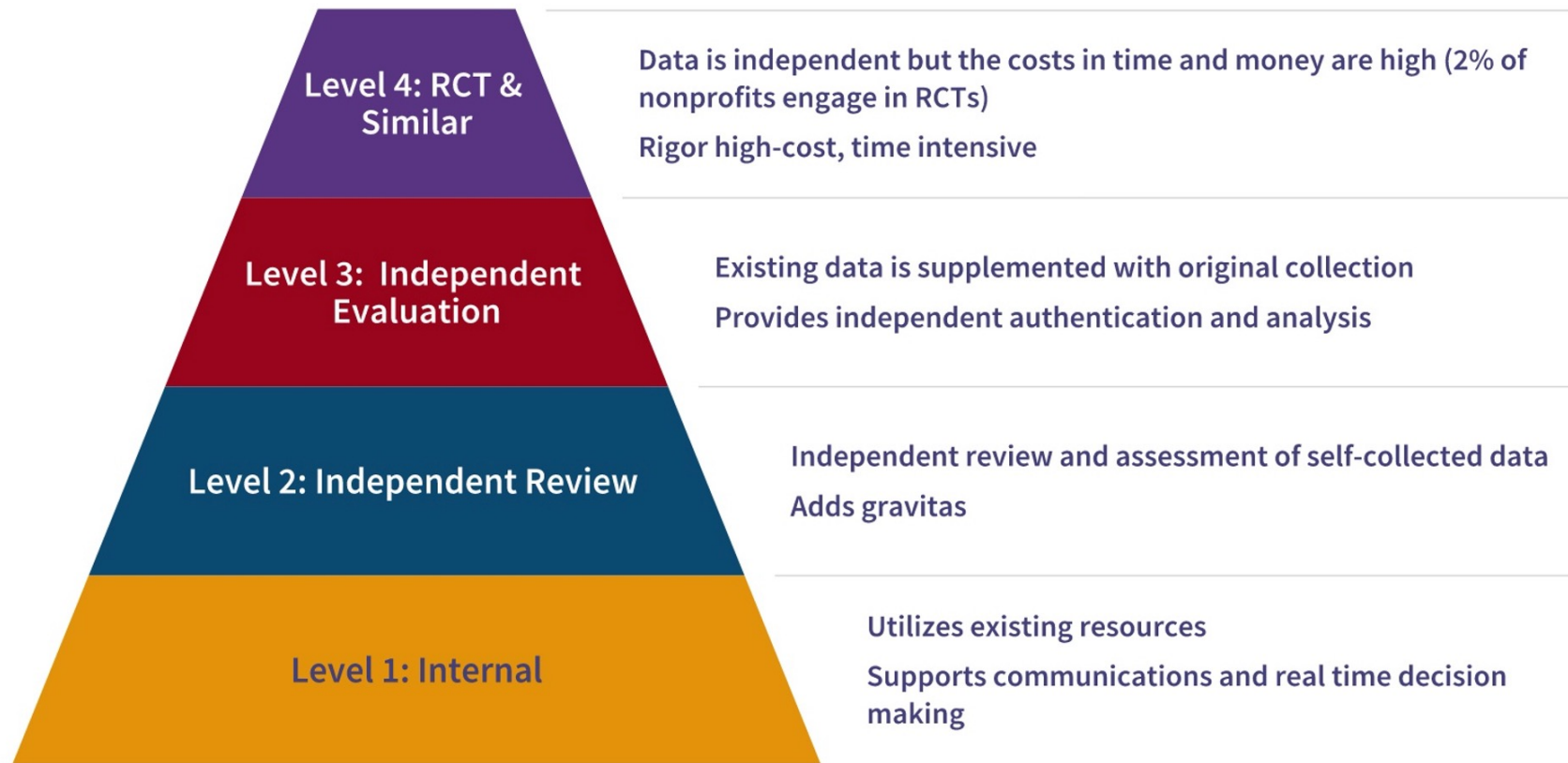
Field
- Contributes to the body of knowledge and can elevate an organization's position as a thought leader
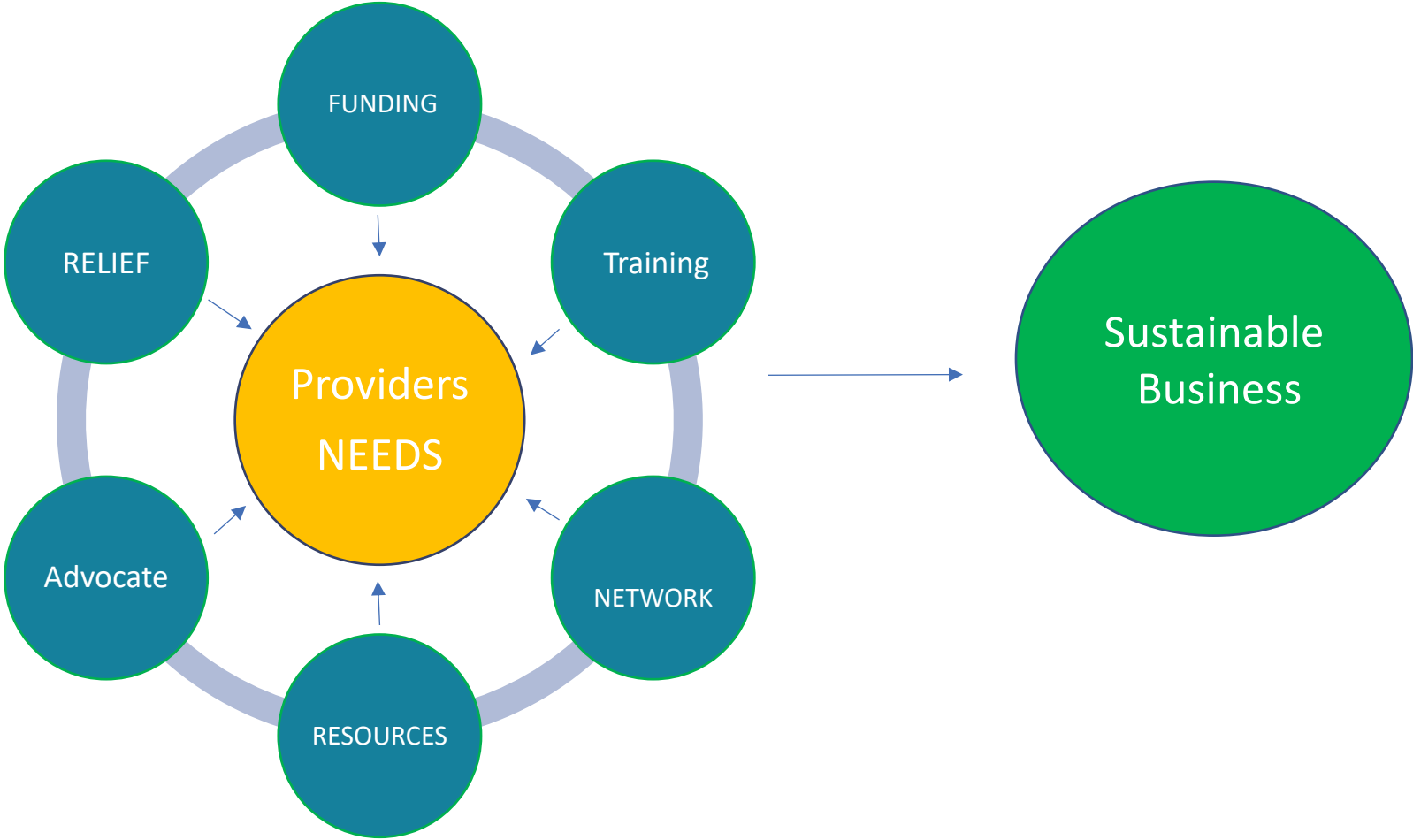
Legislators
- Data supports advocacy efforts and create important guideposts during decision-making

Evaluation Is Not One Size Fits All

Level 4: RCT & Similar

Data is independent but the costs in time and money are high (2% of nonprofits engage in RCTs)

Rigor high-cost, time intensive

Level 3: Independent Evaluation

Existing data is supplemented with original collection

Provides independent authentication and analysis

Level 2: Independent Review

Independent review and assessment of self-collected data

Adds gravitas

Level 1: Internal

Utilizes existing resources

Supports communications and real time decision making

Thought Process of Ideas

Level 1: Analyzing-Utilizing Existing Resources

BUSINESS SUPPORTS

1. Provider Resource Hub:

- Everything a provider needs to operate their business

PROMOTE RESOURCES

- Cost for membership

NEED: FREE

- Membership low

MARKET

- Usage not consistent

HIGHLIGHT

2. Trainings:

- D2D (Directors only Mid-Day Trainings)

LEADERSHIP TEAM-EVENINGS-WEEKEND

- General Leadership

BUSINESS RELATED TOPICS

- State-Approved Hrs.

ADD EXPERTS-WITHOUT HRS

QCCworks
PROVIDER RESOURCE HUB

Engaging Families
- Community Bulletin Board - Center
- Cultural Responsiveness Resources
- Family Conference: Invitation, Guide, Forms
- Family Handbook
- Family Handouts: Child Development, Education, Environment, Health, Nutrition and Fitness, Safety and Social & Emotional
- Family Survey
- IEP Resources, Templates and Tools

In the Classroom
- Classroom Materials (ECERS-R)
- Curriculum Resources & Lesson Plans
- Daily Reports – Infant / Toddler / Pre-K
- Daily Schedule Sample / Template
- Literacy Activities
- PAS Scale Program Assessment
- Physical Activity Resources

Saving Money
- Child products and supplies – 20%
- Food and food service supplies – 10%-30%
- Office supplies – 12%-45%
- Payroll processing / other HR services – 25%-30%

Successful Program Management
Becoming an HR Expert
- Discipline and Termination
- Employee Handbook
- Employee Orientation Toolkit
- HR Forms / Policies / Templates
- Interview Guides
- Job Descriptions
- Payroll Resources and Guides
- Performance Appraisals
Board
- Board Member Responsibilities Training
- Board Job Descriptions
Business & Strategic Planning
- Simplified Business Plan Outline
Business Insurance
Compliance & Quality
- Federal Regulations
- Head Start
- National Accreditation
- Occupational Health and Safety Standards
- State Regulations

Successful Program Management (cont.)

Financial Management
- Best Practice for Maximizing Fee Collection Guide
- Business Credit Guides
- Calculating the Cost per Child Guide
- Center Based Annual Budget Template
- Child Care Center Cash Flow Projection Worksheet
- Considerations in Setting Tuition Rates Guide
- Cost Analysis and Breakeven Worksheet
- Enrollment Analysis Sample and Template
- Enrollment log Sample and Template
- Fee Collection Evaluation
- Financial Management Forms / Policies/ Templates
- Financial Terms Glossary
- Sample Chart of Accounts – Balance Sheet
- Sample Chart of Accounts – Profit & Loss
- Survey of Key Competitors Research Form
- Tuition Increase Notification Letter Template
- Tuition Reminder Letter Template

Forms, Policies & Templates
- Fire Drill Log, Policy, Forms
- Board Forms, Policies, and Templates
- Child Care Expense Statement for Taxes
- Emergency Contact Information
- Enrollment Agreement
- Event Permission Form / Headcount Form
- Staff Meeting Record Form
- Transfer of Records Form
- Transportation Permission Form

Head Start
- Early Head Start/Child Care Partnership

Marketing Your Program
- Email Marketing Tips
- 25 Ways to Market Your Program
- Brochure Template

Nutrition, Health & Safety
Food & Nutrition
- CACFP Income Eligibility Guidelines
- CACFP Reimbursement Rates
- Child / Infant Meal Patterns
- Family Style Dining
- Feeding Picky Eaters
- Healthy Celebrations Policy
- Healthy Snack Alternatives for Celebrations
- Healthy Menus and Recipes

Successful Program Management (cont.)
Nutrition, Health & Safety (cont.)

Health
- Asthma Action Plan
- Exposure to Communicable Disease Notification
- Green Cleaning
- Health and Safety Checklist
- Health Policy Reminder Letter
- Immunization Schedules
- Influenza Prevention Resources
- Integrated Pest Management
- Lead Testing & Prevention

Safety
- CFOC Health and Safety Standards
- Childcare Hazard Training
- Crib Safety Guidance / Standards
- Daily Safety Checklist – CCC Indoor / Outdoor
- Emergency Plan Template
- Emergency Preparedness Checklists
- Food Allergies / Safety
- Poison Prevention Tipsheets
- Poisonous Plants

Posters
- Diapering
- Hand Washing
- Know Your Poison Center's Number
- No Cell Phone
- Nut Free Zone
- Weather Watch

Training and Professional Development
- Better Kid Care Vodcasts
- Early Educator Central
- FEMA Childcare Hazard Training
- Hand Washing Training
- Professional Development Online Courses

Log In: www.ProviderResourceHub.org

Username: _____

Password: _____

Other Services

Advocate: Cheerleader
Champion for providers…they care for the Quality of Children
while we care for them…….Yay!!!!!!!!!!!!!!!!
FOCUS AREA

Relief: Hands-on support-Work Efficiently
Business Coaching and Automation

Network: Build a professional community of child care
business leaders –
            Cohort Program
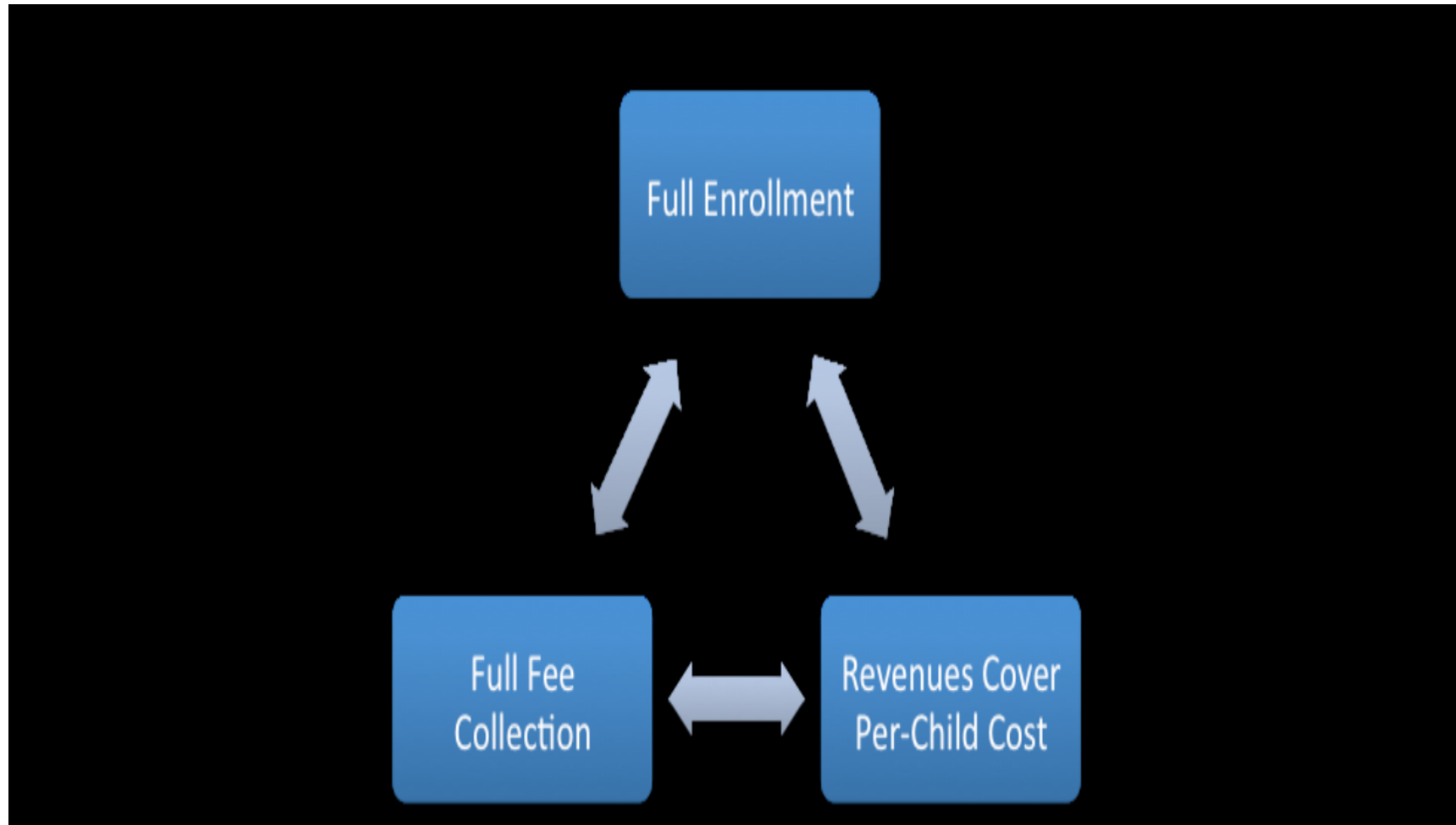
            -**Training**: Build Business Curriculum

Level 2: Benefits: Coaching

➢ Hands-on Guidance
➢ Accountability Partner
➢ Support
      Virtual Meetings
      Emails
      Phone
➢ Current Initiatives
      Business acumen
      Funding applications (SBA)
      STABLE policy guidance
      Advocacy work
        businesscoach@qccga.org

Key Focus: ECE Iron Triangle Model

Gauging Provider's Financial Performance

- Five financial reports are used to determine the provider's performance and overall business financial health
  - Iron Triangle Worksheet
  - Budget
  - Balance Sheet
  - Income Statement
  - Cash Flow Statement

ECE Business Services – Automation

Automation-Provide grant funds for programs to convert to automation and assistance with set up.

✓Procare child care software-Centers

✓Pay full year subscription and purchase of technology devices

✓Conduct One-On-One Technical Assistance for system mastery

businesscoach@qccga.org

ECE Business Services – Trainings

Training-Conduct General & State Approved intense trainings on business-related topics

❖Finance/Accounting

❖Marketing

❖Human Resources

❖Labor Laws

❖Grant Funding

❖Automation

❖Taxes

❖Business Leadership Development, Professionalism, and More

❖**ONLINE ONLY until further notice (Email, Social Media)**

❖**POSTED ON THE PROVIDER RESOURCE HUB**

Finance Business Training-Charles, Childcare CFO

Coaching Model: Results from Pilot
What success looks like….

When the Project Began….

Average **bad debt** was $52,532 per program

Many sites were not fully enrolled & most did not have procedures in place to track + boost enrollment

None of the sites were using automated systems to support best practice business management

Eleven months later….

Average **bad debt** was $877 per program

Providers now have systems to flag problems and address them before debt accumulates.

Enrollment (filling vacancies) grew by 34%

Overall program revenue increased by 24%

Two programs more than doubled revenue + one almost tripled revenue

Maintained and 2 increased Quality Rating

Rex's Childcare
What success looks like….

Beautiful Facility

High Quality Program 3 Star

Purpose of Services

Our Business Support Services are designed to empower child care owners/leaders by giving them the tools and resources needed to sustain and excel their business. We provide a comprehensive strategy using hands-on support to transform the way providers manage their business without compromising quality or risk of going out of business due to a lack of business knowledge and financial stability.

ECE Business Services – Provider Facebook Group

Provider Business Exchange-Supportive Facebook moderated forum where members receive posts on the latest childcare industry news, and easy access to resources and tools needed to excel, grow, and sustain their business.

- Access to Business Experts
- Relevant Child Care Business Information
- Support in Financial Management
- Updates on Free State Approved Trainings and General Webinars
- Grant/Scholarship Funding Opportunities
- Engaging Positive Group

https://www.facebook.com/groups/GAQCC

Provider Business Exchange Schedule

Monday Motivation

Tuesday's Trending Topics

2nd Tuesday's: Understanding Policies that Affects Your Business with Grace Reef

3rd Wednesdays: Childcare Community Connections

4th Thursdays: Childcare Business Matters

Friday Financial Tips

1st Sundays: Health & Wellness

Fee for Service Program

- 6 Months of FREE service
- $300 month

BEFORE HELP

AFTER HELP

SFCCN: New Initiative: Building Supply

WE HELP FOLKS START HOME-BASED

CHILD CARE BUSINESS!

FREE PROFESSIONAL SUPPORT!

• Expert business advice

• Resources and hands-on support

• Start-up grants (up to $1,000 per home-based provider)

• A peer community where you can learn and share

https://www.qualitycareforchildren.org/fccstartup

EXPANDING OUR SERVICES

ECE BILINGUAL BUSINESS

OPERATION TRAINING

Program will provide opportunities for us to serve Spanish speaking providers: Center-Based and Family Home throughout the state of GA!

ECE Business Services - Provider Resource Hub Focus

We currently offer 9 programs
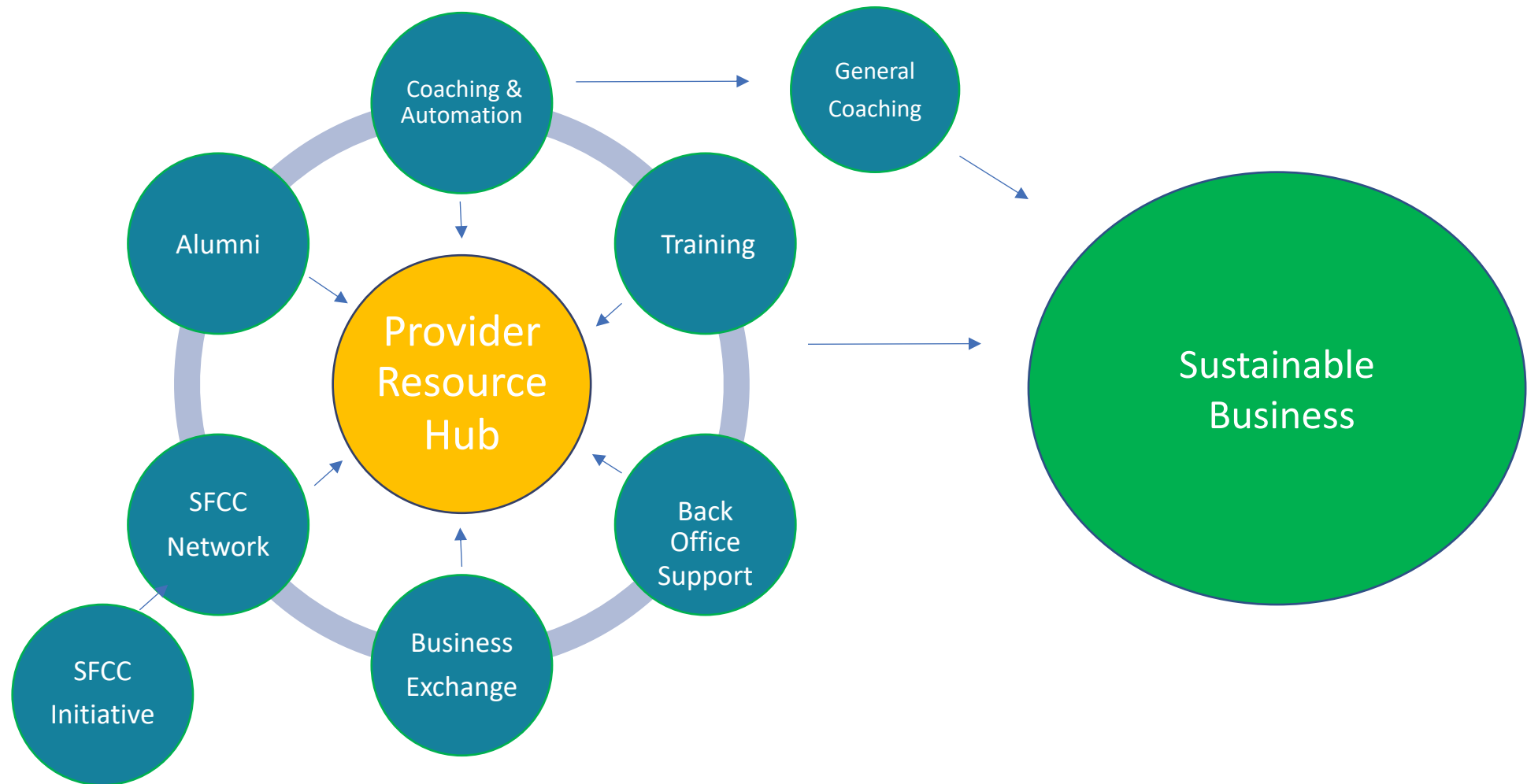
Provider's Feedback:

6/16/21: Thank you so much for dealing with our details on a weekly basis. I appreciate you helping to keep it updated. - Wande Okunoren-Meadows

12/6/21: "This program was needed especially for people like me who is very hands-on in the classroom" Angela

ECE Business Services: Program Benefits

Develop and apply strong financial business knowledge
Save time with conversion to an automation system
Improve cash flow
Understand Fiscal Management/Accountability
Grow enrollment <20%
Expand network of contacts
Save money using vetted resources
Engage team with strategic deliverables
Develop and Implement effective marketing business plan
Achieve short/long term business goals
Improve their business operations
Impact their business bottom line…Increase profitability

AND MORE!

qccworks@qccga.org

ECE Business Services - SOLUTIONS THAT WORK!

OUR PROVIDERS MATTER MOST

Our team are their BIGGEST cheerleaders!

WORK SMARTER NOT HARDER

Don't recreate the wheel. We offer everything providers need to operate their business and tackle their current child care business challenges they are facing to yield the best results for their business.

Automation Conversion

ULTIMATE GOAL

ENJOY THE PERKS OF BEING A WONDERFUL BUSINESS LEADER BY OWNING & OPERATING A PROFITABLE AND SUSTAINABLE BUSINESS!!!!

We are READY and HAPPY to serve!
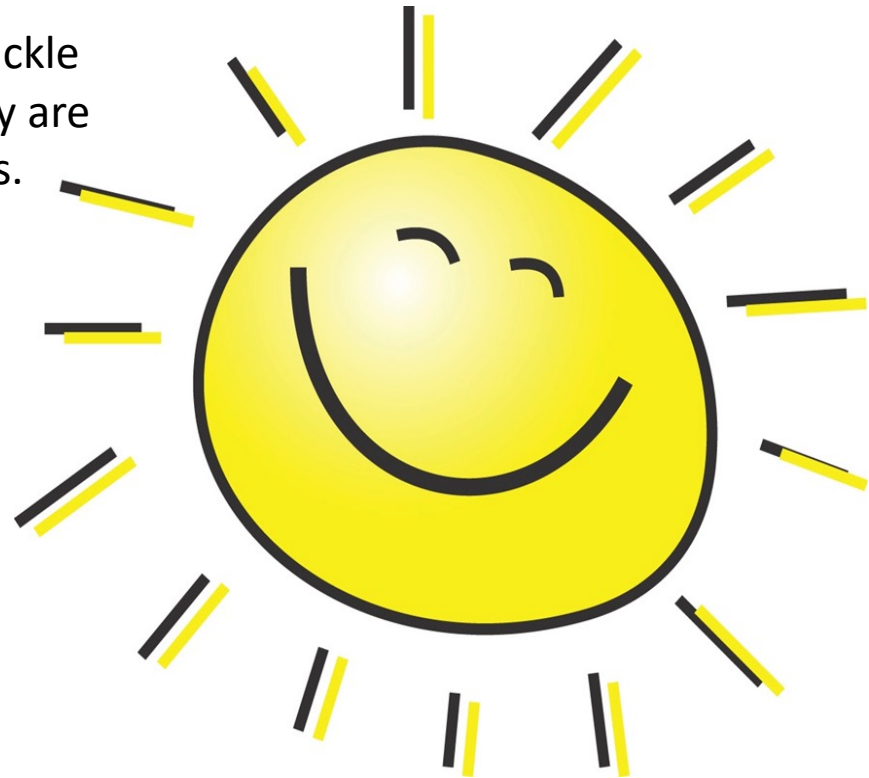
Quality Care for Children Overview

With over 40 years of experience, Quality Care for Children continues to be an industry leader that works hard for Georgia's infants and young children.

- **VISION**: Every child reaching their full potential

- **MISSION:** Create a system that equips families and child care providers with the knowledge and resources to nurture and educate Georgia's infants and young children

- **VALUES**: People matter most, Expect the best, Relationships are key, Diversity makes us better, Quality is critical, and Equity is vital

How BSS fits with QCC's MISSION

MISSION	MISSION: Create a system that equips families and child care providers with the knowledge and resources to nurture and educate Georgia's infants and young children
Build	Build a sustainable quality system of child care programs that values the child care workforce and meets the needs of children, families, and communities
Tell	Tell our impact story to expand awareness of who we serve, what we do, how our programs align to pursue our mission, and the impact of our work for families, providers, and communities children, parents, provide

Brand

We offer a suite of business support services that works!

And So….What Difference Are We Making

PANDEMIC YEAR IN REVIEW

- Hosted more than 150 webinars and forums on applying for SBA funds, labor law and regulatory changes, finances, and more.

- Helped 32 programs access more than 1.3 million in SBA funding

- Recruited and trained 40 volunteers to provide that same assistance to others

- Distributed $1.6 Million in stabilizing support to 98 programs.

- Created a peer-to-peer Facebook platform for more than 1200 members to share and exchange information

2021-2022 Provider's SERVED

60 Family Childcare Homes

90 Centers

50 Provider Back Office

200 PROGRAMS ARE BETTER!

200 PROGRAMS ARE SUSTAINABLE!
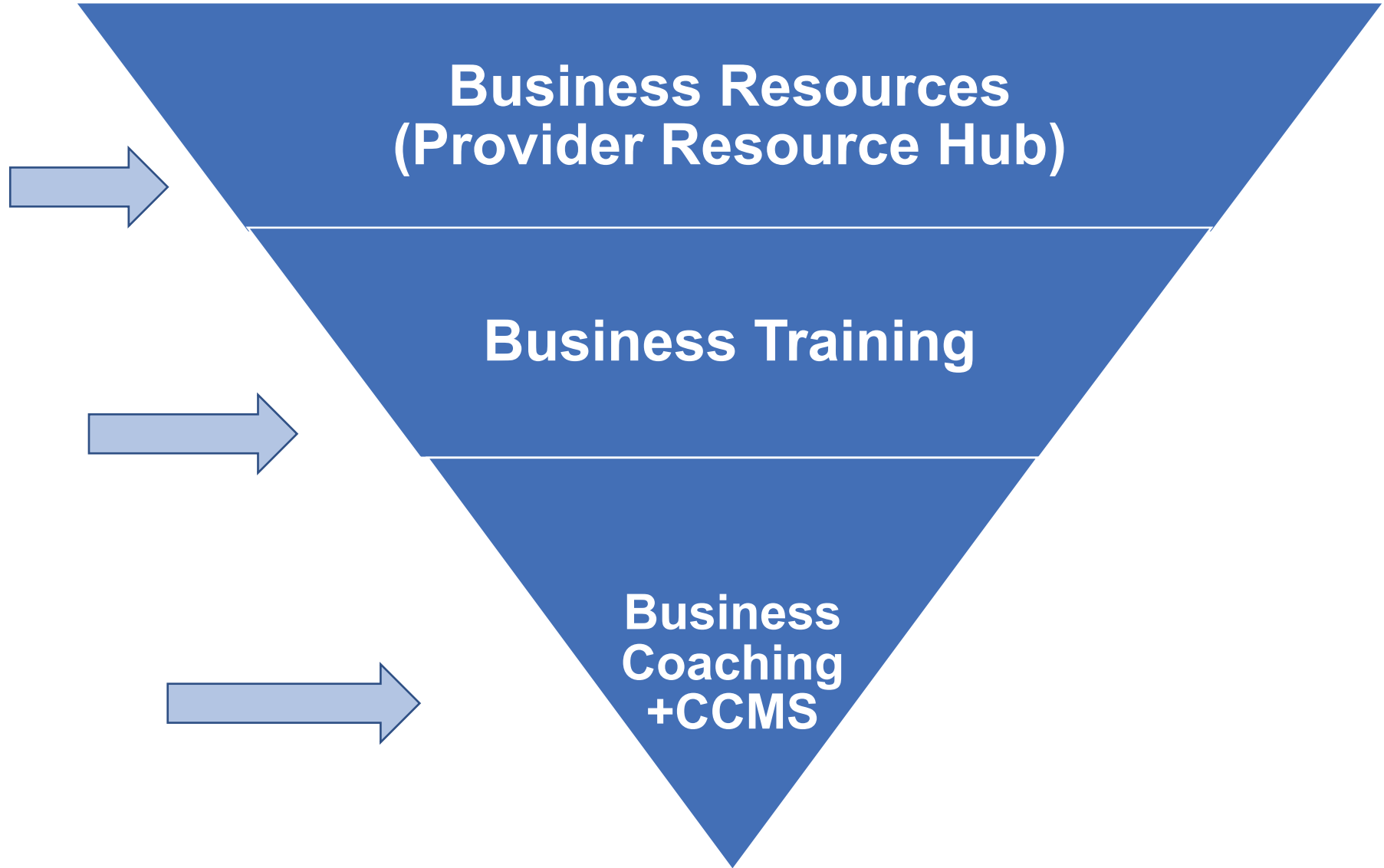
ECE Business Services – Meet the ECE Business Team

Monique Reynolds
Vice President

LaToya Ford
Assistant Director, Centers

Kambria Collins-Bingham
ECE Business Coach
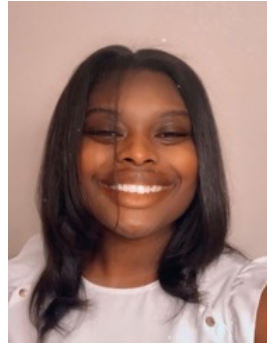
Malcolm Killen
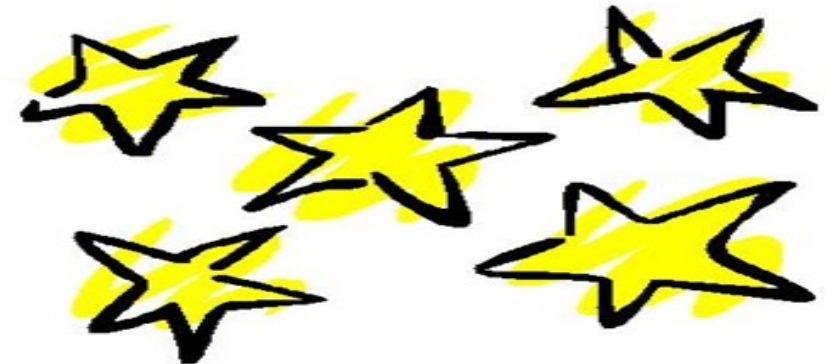**ECE Business Coach**

Dr. April Kelley
ECE Business Coach

Pang Skelton
Back Office Specialist

Jamie Simpson
Assistant Director, FCCN

Mikella Rodriguez
ECE Business Bilingual Coach

Business Leadership Theory of Change

QUALITY CARE
for CHILDREN

STRATEGIES

- Business Training + Consultation
- Child Care Management Software Shared Service Alliance
- Back Office

TARGETS

- Decrease time spent on administration
- Decrease operating costs
- Decrease bad debt
- Increase enrollment
- Increase business knowledge
- Increase access + use of technology
- Increase provider networks
- Increase participation in CACFP and child care assistance
- Increase timeliness and accuracy of tax reporting & decrease tax penalties

OUTCOMES

- Increase Income
- Lower turnover
- Sustainable supply of ECE
- Increase automation
- Increase access to data
- Increase data driven decision making

Contact Information

qccworks@qccga.org

Monique Reynolds, VP ECE Business Support & Sustainability

Monique.Reynolds@qccga.org

(470) 558-7919

Wisconsin Early Education Shared Service Network Data Journey

Mission

By improving quality business practices, lowering costs, and saving time, we make a difference in the lives of child care providers, children, and families every day.

Vision

When all early educators make wages worthy of their expertise and education, children receive quality care and education, no matter their location or family income, which contributes to a thriving community.

Values

Equity, Provider Voice, Innovation, Leveraging Community Strengths, Systems Change, Sustainability

weca

TIER 1: Communication	TIER 2: Cooperation	TIER 3: Collaboration
BILINGUAL VIRTUAL ACCESS	**BILINGUAL VIRTUAL COACHING**	**BILINGUAL REGIONAL COACHING**
FREE shared resources, and templates (WISER)		
Digital hiring platform	Tier 1 benefits, plus:	Tier 1 & 2 benefits, plus:
Discounted purchasing	Virtual WEESSN Tiered Membership Specialist	Dedicated WEESSN Coach
Professional dev.- 20/yr.		Shared back-office staff
Business and Tax Support	Child care management software using ELV's Alliance Core system (6-mo. subscription)	ELV's Alliance Core system – extended subscription fully paid
LegUp waitlist concierge		
Educator Assistance Program (EAP)	24/7 telemedicine access	Food system supports
WEESSN newsletters		Shared substitute pool ($10 an hour)

weca

From **2** **programs** to statewide in less than **3** **years**

est. 2019

Where did our data journey start?

2019-2022: Formative Phase

- **Collaborative problem solving and fundraising; reporting to more than 20 funders**
- **Pandemic Response**
- **Co-Create Partnership & Coaching Impact**
  - **Our purpose and process**
  - **What we learned**

weca

2023: WEESSN Impact

Realign to Mission, Vision, & Values

- Compensation

- Service Usage

- Support and Engagement

- Best Business Practices & Sustainability

weca

WEESSN Tools for Coaching Success

- Quick Check & Annual Survey
- Coaching Manual: Nine Guided Sessions
- Internal Resource Guide
- External Resources Guide

weca

How do you start your data journey?
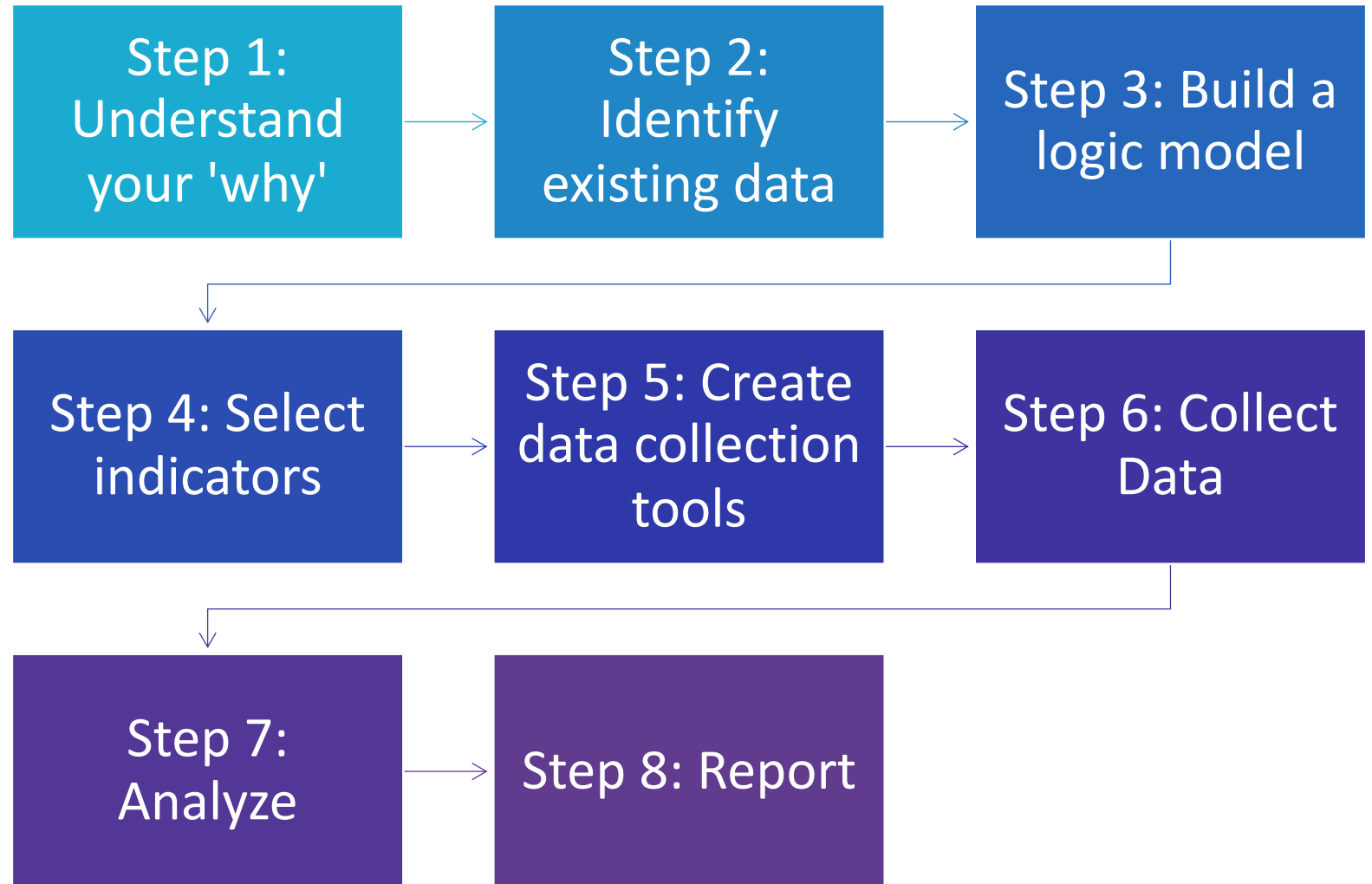
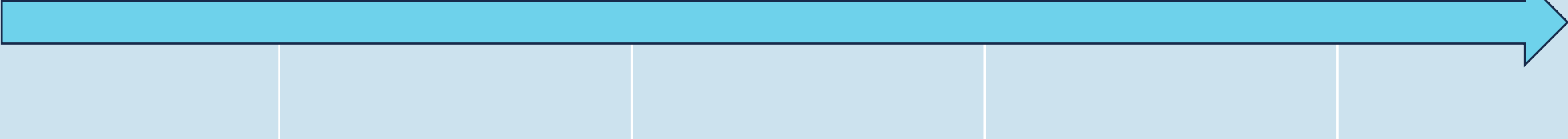# Workshop: Evaluation Road Map

Suggestion

If you are clear on your 'why' and you have a good sense of what data your organization already has, you may want to spend this time thinking through your program's **logic model.**

Think of it Like Baking A Cake

Inputs	Activities	Outputs	Short & Long Term Outcomes	Impact

Logic Model Planning

Inputs	Activities	Outputs	Short & Long Term Outcomes	Impact
What inputs (or resources) do you have?	What activities (or key actions) will you take to accomplish your goal?	What and how much is produced as evidence for each activity?	How much change will occur within years 1-3 years and then 4-6 years?	As a result of accomplishing your goal, what aspirational difference will ultimately be made?

Inputs

WECA (founding organization)

Technology Platforms
- Acquire4Hire
- Savings4Members
- Leg Up waitlist software
- WISER
- ELV CCMS
- Docs by Phone
- Quickbooks
- CRM (internal)
- Pieces dashboard (intl.)

WEESSN Staff
- Coaches
- Financial Specialists
- Administrative Team
- Relief Squad
- Food Systems

Regulated Family and Center Child Care Providers

Professional Development

Community Partners and Advisors

Funding (Public and Private)

Activities

Providers Access 3 Tiers of Support Services

Tier 1: Communication (open to all providers)
- WISER access
  - Hiring platform (Acquire4Hire)
  - Discounted purchasing
  - Tools, templates, and resources
  - External training opportunities
- ELV discount
- LegUp enrollment management software
- Monthly PD Sessions
- Newsletter
- Farm-to-ECE newsletter
- Educator Assistance Program (EAP) for all staff and their household members
- Library of Business & Tax Tools

Tier 2: Cooperation
- All Tier 1 services
- Virtual coaching (touchpoints)
- 6-month subscription to ELV CCMS (with option for continued, paid access)
- Docs by Phone: Mental and physical health support for providers and their household members
- Farm-to-ECE programming and location-based discounts
- Annual WECA Conference admittance

Tier 3: Collaboration
- All Tier 1 and Tier 2 services
- In-person and virtual goal-based coaching
- Full access to ELV CCMS
- Financial record-keeping and reporting
- Relief Squad substitute teacher access

Outputs

Business Systems:
- # providers tracking Iron Triangle metrics
- # providers demonstrating business best practices

WEESSN Service Use:
- # and frequency of providers using tiered services
- $ saved through use of services/$ (and other resources) leveraged across services

Providers Feeling Supported and Engaged:
providers reporting that they are engaged in a community of support offering valuable information

Industry Sustainability:
providers demonstrating progress toward improved compensation for themselves and/or their employees

Outcomes

WEESSN providers will have greater business resiliency. They:
- Operate financially sound businesses.
- Are investing savings into their businesses and employees.
- Feel connected to a valuable network, see themselves as being long-term members.

WEESSN is equipped with primary data to deliver informed advocacy that influences industry policy.

Impact

WEESSN contributes to greater sustainability of capacity across the WI child care industry.

weessn
Wisconsin Early Education
Shared Services Network

Outputs

- Service focused
- Volume of work accomplished by a program
- Illustrates day-to-day progress

- Example:
  - # and frequency of providers using tiered services
  - # providers demonstrating progress toward improved compensation for themselves and/or their employees

Outcomes

- Client focused
- Describe changes in people due to services provided
- Can be short, intermediate, or long term
- Example:
  - Providers invest savings into their businesses and employees.
  - Providers feel connected to a valuable network, and see themselves as being long-term members.

Developing an Outcome

Target group + present tense verb + what we want to happen

Providers invest savings into their businesses and employees.

Reflection

- What is something that excites you about the work we did today?

- What questions were generated?