

San Francisco Early Learning Alliance



Providing ECE Business Services to Childcare Centers in San Francisco



San Francisco Early Learning Alliance

Convened in April 2015 by the Mimi and Peter Haas Fund
With Three Participating Centers





Mission, Vision and Values

Mission

Provide effective business services for early education centers to improve program quality

Vision

- More time invested in people than paperwork
- Children experience quality learning experiences
- Teachers have more time, mentoring, reflective planning and higher pay
- Site leaders are liberated from administrative tasks
- Collaborating agencies are more efficient
- Boards of Directors have high quality information to guide decision making
- Funders are confident in effectiveness of programs and increase investment

Values

- Put quality first
- Share strengths and resources
- Honor independence
- Advance equity
- Work collaboratively
- Show mutual respect
- Take risks



ECE Business Services

- **Accounting**
 - Payables, receivables, payroll, financial reports and analysis, audit prep, budgets
- **Database Management**
 - Data entry and ongoing maintenance of child database
- **Enrollment including Subsidy Certifications**
 - Family screening, subsidy certifications & re-certifications, site rosters, enrollment plan, sign-in sheets, immunization tracking, attendance
- **Grant and Government Contract Management and Reporting**
 - Grant income & expense tracking and budgets, city & state contract management including reporting and funding applications
- **Human Resources**
 - Compliance, benefit administration, recruiting



Alliance Staffing

April 2015 At Inception with 3 participating founding centers:

FranDeLJA Enrichment Center • Friends of St. Francis Childcare Center • Good Samaritan Family Resource Center

1 FTE Director previously employed as fiscal manager of FranDeLJA Enrichment Center
1 Contract HR Specialist then and currently employed at Good Samaritan Family Resource Center

June 2015 1 FTE Data Management Need & Eligibility Specialist

May 2016 1 Contract Spanish/English Enrollment Specialist then and currently employed at FranDeLJA Enrichment Center

December 2016 1 FTE Cantonese/English Need & Eligibility Specialist

Fall 2017 1 FTE Job description to be determined



Funding and Agency Fee Participation

Foundation Funding

- First year - Fully funded by the Mimi and Peter Haas Fund
- Second and Third years - Partially funded by Mimi and Peter Haas Fund

Original 3 Participating Agencies

- First year - no fees
- Second year - % of cost of providing services: 30% per subsidized child and 75% per private pay child
- Third year - % of cost of providing services: 50% per subsidized child and 75% per private pay child

New Agencies

- No fee for first month
- Hourly or flat fee based on estimate of time required to perform services at rate of 75% of cost of providing services for subsidized enrollment and 85% of cost of providing services for private pay



SFELA Original Founding Center

Good Samaritan was established in 1894 and later became a Family Resource Center that operates a Licensed Child Development Center for 32 children and provides services for over 3000 Latino immigrant people including 400 families who receive wrap around services.



GOOD SAMARITAN
FAMILY RESOURCE CENTER, INC.
The Power To Grow 1284 Potrero Ave. | San Francisco | CA 94110

- Parenting classes
- Support groups
- ESL classes
- Case management
- School-age youth programs
- Infant & toddler programs

Why did Good Samaritan join SFELA?

- Initially, Good Samaritan didn't think they would benefit from SFELA's financial services and were not interested in relinquishing enrollment functions.
- As a grantee of the Mimi and Peter Haas Fund Model Center Initiative, Good Samaritan joined SFELA to support the Fund's long standing idea of a shared service system in childcare and to explore the potential of unanticipated benefits.



Benefits of Participation

Good Samaritan realized benefits beyond their expectations.

Improved use of time and focus of CDC Director--tasks removed from Director responsibility

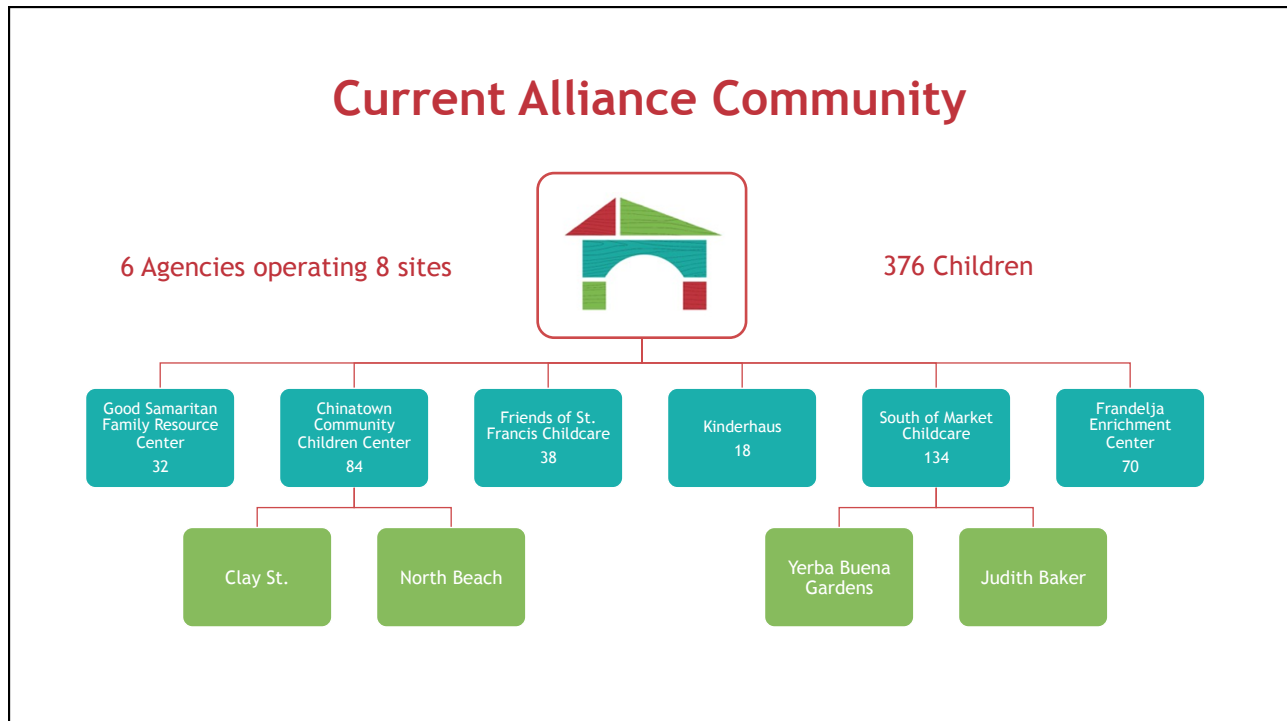

- State contract management & reporting
- Local grant management and reporting
- Subsidy certification
- Attendance reporting
- Enrollment
- Immunization tracking
- Budget development and management
- Teacher certificate tracking and workforce registry maintenance

Greater sense of ownership, commitment and development of teaching staff

- Improved staffing structure
- Delegate responsibilities to teachers
- Support career advancement
- Increased morale, motivation and dedication
- Create individualized development plans
- Succession planning
- Sustainability of program quality

Compliance and quality assurance

- Reporting and collection of required documentation
- Compliance with state regulations
- Annual audit

What Did We Learn?

We've made some mistakes but have had lots of successes. Here are some things that we learned that may help you navigate your way through the process of starting your own Alliance.

Select your participating agencies carefully

- Agencies who want to participate will have an easier transition than those who feel forced to participate.
- Can you work with their staff? Will their staff feel threatened by you?
- Do you share common values and goals?
- Learn the state of the agency's affairs before you bring them in. Browse through their accounting file and scrutinize their family files so you know what you're getting into.

Menu of services

- Create a detailed menu of services.
- Menu should include detailed steps for completion of tasks, who is responsible for what and due dates.
- If something isn't working change it.



What Did We Learn?

Staff your Alliance before you bring in new agencies but be prepared to be flexible

- It's much harder to train your new hire if you're overloaded with work.

Patience is key

- Small successes will result in trust, respect, confidence and increase in services.
- Share your knowledge (over and over again) as you are likely the expert.
- Take your time adding new agencies.

Be flexible

- All agencies won't easily fit into the same box so celebrate their differences.
- Allow some flexibility with your services being careful not to compromise the integrity of the process, but be prepared to draw the line in the sand if you have to.

Your reputation is all you have

- Do a great job and word of mouth will bring you more customers.
- If you can't make it work with an agency don't be afraid to terminate your relationship.