

Governance Structure for the Children's Home Child Care Center Network

The Organizational Structure:

The Children's Home, a 501c3 non-profit agency, directly operates a child development center and also provides management services to ten community-based early childhood programs. Five of the community-based sites are independent non-profit agencies with a governing board of directors. The remaining five sites are located in public schools.

Centralized staff includes the following positions: CEO, Executive Director of Off-Site Services, Associate Director of Off-Site Services, Administrative Assistant, Finance, Maintenance, and Food Service. Only one of the community-based sites has a full-time, on-site director. Management/oversight in the remaining sites is provided by central staff hired by the Children's Home; these staff divide their time among the sites and ensure that each program has a manager on site at least 50% of the time. At least one lead teacher at each site is the designated "go to" person in the event that management staff is not on site.

Decision-making:

Contracts with each participating center (and/or each funding source) clarify that central staff from the Children's Home is responsible for all management decisions, including the following:

- daily supervision of the center,
- hiring, termination and supervision of employees working at the sites,
- hiring, termination and supervision of central (shared) staff,
- developing annual site budget and monitoring the expense allocation for each site,
- enrollment of children (both individual enrollment decisions as well as enrollment policies and procedures).
- Fee collection/accounts receivable.
- Accounts payable
- Meeting with parents
- Referrals if children have special needs
- Quality control
- fundraising and development plans and activities;
- technology (centrally and at the sites).

Personnel Management:

Teachers and assistants at the five independent, non-profit child care centers are employed by the non-profit board, but supervised by management staff from the Children's Home. Each center negotiates a contract with the Children's Home that includes authority for the Children's Home CEO to hire (and if necessary, terminate) staff at local sites. Site Directors approve timesheets and supervise teachers, assistants and other on-site staff.

Teachers and assistants at the five school sites are employees of the Children's Home.

Central staff process payroll and administer benefits. The sites all have the same benefits and employment policies. Wages are not identical. The Board of Directors at each of the five independent sites determines the wage scale for that site. The Children's Home determines wages for staff in all other sites.

Boards of Directors:

Each of the five independent sites has its own board of directors. The CEO of the Children's Home reports to the boards of each agency and attends their monthly board meetings. The President of the board of each agency is an "ex officio" member of the Children's Home board. Additionally, one member from the Children's Home Board serves on each of the contract agency boards.

Each center carries its own liability and accident insurance policy, however, with one exception the policies are purchased together using the same insurance carrier.

Budget:

Budgets for each community-based site, as well as for the Children's Home central staff, are established by the CEO. The Treasurer and Board for each site work with the Children's Home CEO in developing the annual budget, and must approve it each year. The Children's Home is responsible for monitoring the budget, and makes monthly reports to each off-site board.

Financial Management (Financial tracking, banking and tuition management)

All fiscal and administrative services are coordinated, using the same automated systems and reports. The Children's Home is responsible for:

- USDA Food Program management for all centers. One USDA food claim is submitted each month on behalf of all sites.
- Billing all funders. Bills are prepared by the Children's Home financial office; parent fees are collected at each site by the Children's Home management staff.
- Payroll for all sites. Each site has its own payroll and bank account, but they are all maintained by the Children's Home financial office.
- Contract Negotiation: The Children's Home CEO helps to negotiate contracts with funders and serves as a liaison to such funders as the United Way, Head Start and the County Government.
- Fundraising: The Children's Home central staff provide leadership in fundraising, including grantwriting.

Quality Assurance and Professional Development:

All sites use the Creative Curriculum and all are required to participate in the Tennessee Quality Rating System (QRS). STAR monitors conduct annual classroom assessments at each site. The Children's Home staff ensures, however, that each site is prepared to succeed and therefore conducts informal observations and assessments when necessary. (The top rating in Tennessee's QRS is three stars. Of the 10 programs that participate in

the Children's Home network, two have received a Three Star rating and the remaining eight have a Two Star rating. The long-term goal is for all centers to achieve Three Stars.

Central staff conducts child assessments in all sites. Teacher in-service training is frequently conducted with staff from all 10 sites. Additionally, the Children's Home works closely with the local child care resource agency and parent center to coordinate training.

The Alliance does not have a formal system for substitutes however the sites frequently share staff and are often able to cover the need for substitutes internally.

Comprehensive services are not available at all sites, but staff is available for consultation as needed

Technology:

All centers use ProCare software. Central staff provides training in how to use the software.

Other Services and Supports

The Children's home collectively negotiates contracts to cover the following services in all sites: liability, health and disability insurance; maintenance and janitorial services, supplies and equipment, food purchasing. (Each site maintains its own kitchen.) Donations are frequently awarded on behalf of the entire network.