

Governance Structure for Sound Child Care Solutions
The Organizational Structure:
A Single Corporation (with participating centers as local chapters)
Updated, February 2012

The Sound Child Care Solutions established itself as a 501c3, with Diana Bender and Laura McAlister serving as Co-Executive Directors. After a deliberative process, centers agree join the Consortium. Center staff become employees of the Consortium. Center Directors become Corporate Officers (if they choose and have the experience in the field). The Consortium Leadership Team is composed of the Co-Executive Directors, Corporate Officers of each center, any Center Directors who are not Corporate Officers, the VP of Professional Development and HR and the VP of Finance and Operations). Upon joining, Center Boards dissolve; with their fiduciary responsibility transferring to the Consortium. Each member of the Board of Directors is invited to join the center's advisory board. Some members of the board may be invited to join the Consortium Board.

As of the date of joining, the center Board President and Executive Director sign a document which:

- a. Specifies all assets and liabilities that transfer to the consortium, and
- b. States that all other assets or liabilities, known or unknown, would not be assigned to the Consortium.

Upon joining,

1. The center board votes to dissolve the 501c3 (or establish a new status for it) and terminates all contracts between the center and any vendors or employees as of a certain date.
2. All employees sign new employment contracts with the Consortium, beginning the date immediately following the termination of their contract with the center.
3. All other contracts or leases that the center wants to continue are transferred to the Consortium or renegotiated under the Consortium's name to begin as of the date immediately after the termination of their contract with the center.

Decision-making:

Center Directors retain full authority and responsibility for daily operations at their center, including:

- daily supervision of the center,
- hiring and firing of all employees working at their center,
- developing annual center budget and monitoring the expense allocation for their center,
- enrollment (both individual enrollment decisions as well as enrollment policies and procedures).

The Consortium Leadership Team is responsible for making decisions regarding:

- contracts for services that operate at more than one center;
- annual budget for the overall Consortium and approval of the Shared Services

Budget;

- **fundraising and development plans and activities;**
- **financial, personnel and technology policy and procedures that affect more than one center; and**
- **all other issues affecting more than one center.**

Personnel Management:

Center Directors are responsible for supervision and management of all staff at their center. Consortium Co-Executive Directors supervise the Center Directors and all staff that are shared by the Consortium.

Financial Management (Financial tracking, banking and tuition management)

The SCCS annual budget is reviewed and commented on by all center advisory boards.

The fiscal year cycle for the Consortium is Sept 1-Aug 31. Consortium central staff:

- provides monthly financial statements showing each center's financial position as well as the position of the entire Consortium.
- maintains an accounting system which allows staff to easily identify, on demand, both the detail (deposits and debits) and overall financial picture (monthly, quarterly or year to date budget and cash positions) associated with each center.
- ensures that all funds are deposited in the Consortium account, set up with a DBA for each local center so that families and other donors will see no difference in addressing checks or donations to individual centers.
- generates and mails tuition bills, and be responsible for all collections of tuition past due to bills sent out by Consortium staff,

Professional Development:

The Consortium has a system of professional development for all staff including directors and teachers. All Professional Development aligns with NAEYC and NAC standards.

Each teacher is matched with a mentor who will work with them on professional development. Consortium Professional Development activities include:

- Individual Professional Development plans for each person (career pathway, coursework and individualized path to degree attainment if relevant)
- Tracking STARS training and other licensing requirements, ensuring all legal requirements are met.
- Support to enroll in all scholarship options that are available
- Assessment of higher education progress to date including a comparison of educational attainment with new accreditation standards
- Observation in the classroom
- Substitute Pool
- Pedagogical Leaders project, which focuses on the teaching and learning process
- Learning Stories as key form of alternative assessment

.Other Services and Supports of Consortium

Consortium central staff will track licensing requirements and reporting, including

training; USDA billing; DSHS subsidy paperwork and billing in close partnership with directors. Consortium will hold contracts across centers for: Food purchasing and preparation; Liability Insurance; Maintenance and Janitorial.