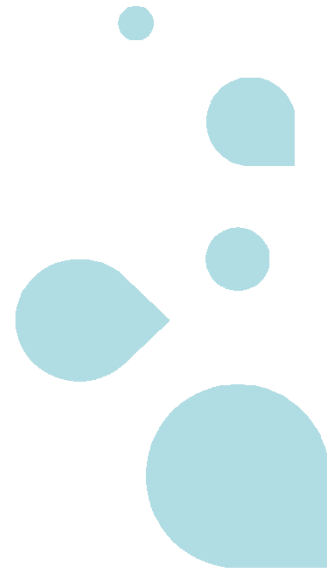


Nurtury, Inc.
Principals of Metrics and Data Management

National Shared Services Conference
June 2, 2015



Welcome to Nurtury: mission and scale

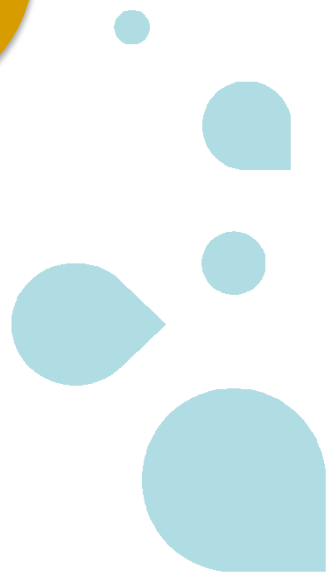
Nurtury gives Greater Boston's youngest children in need, from birth to age five, the opportunity to reach their full potential by investing in school readiness, promoting healthy development and strengthening families.

1,400
children
and their
families

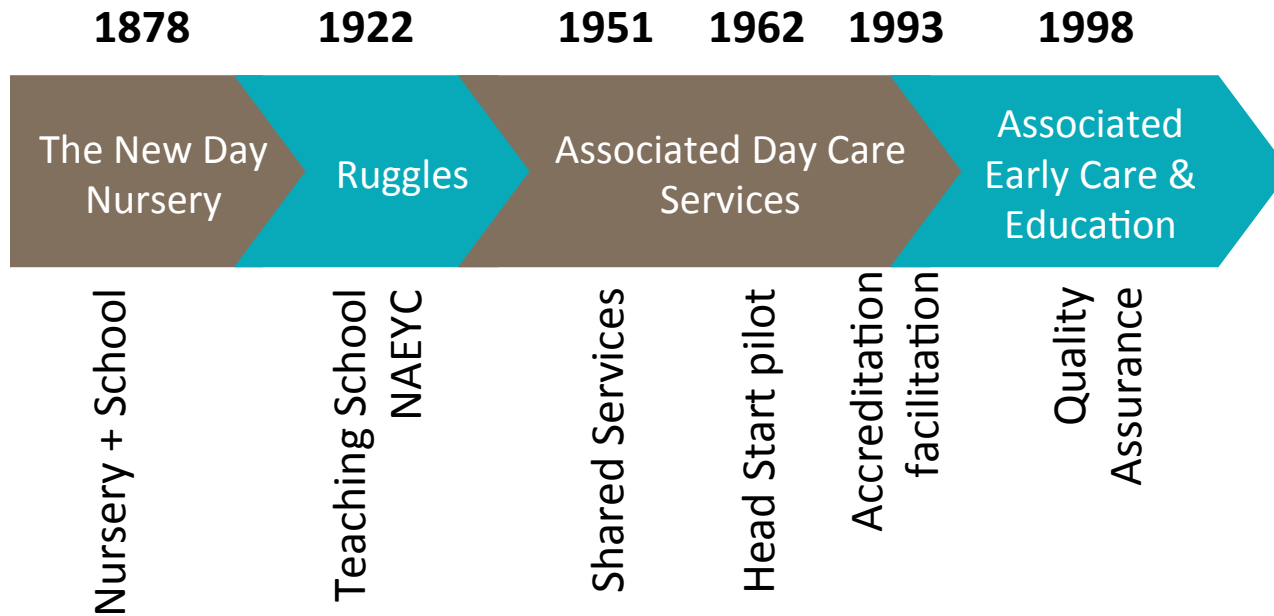
6 centers
130 family
child care
providers

173 full
time
employees
108 are
teachers

85% of
each
child's
nutritional
needs



Nurtury's history



Whole Child
Whole Family
Whole Community

Continual Innovation

Measuring Performance: Program Quality

Nurtury captures quality information at four levels:

Child	Developmental screening*	ASQ; ASQ-SE	Paper; web-based tool
	Developmental progress*	Teaching Strategies Gold	Web-based tool
	Language & Literacy	PPVT/PALS	Excel

Center/FCC Classroom	Overall environment*	ERS (ITERS/ECERS/FCCERS)	Web-based tool.
	Educator Education Attainment*	CDA, AA, BA, MA	Separate HR system.

Program	Accreditation	NAEYC; NAFCC	Paper
	Business practices*	BAS (Business Administration Scale)	Paper
	Overall program quality	QRIS (Quality Rating Improvement System)	Paper; state system

Central Office	Program administration*	PAS (Program Administration Scale)	Paper
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*Required by QRIS

Measuring Performance: Financial & Operations

Enrollment: central operations; program administration.	Daily full time equivalent each week; by funding source and program; contract utilization.	Excel. Weekly, monthly, YTD.
Enrollment efficiency: central operations; program administration.	Enrollment per provider (FCC); capacity utilization (centers).	Excel. Monthly, YTD.
Budget Variance: finance	Gross margin: by program and department	Dynamics SL: .pdf. Monthly YTD.
Transportation: usage, reliability, cost, compliance: central operations	Total vans, children and children per van. Child usage by payment type and program. Incidents. Compliance.	Excel. Monthly.
Child Attendance: central operations; program administration.	Review of excessive absences: EEC compliance (30 days in six months).	Excel. Monthly.
Teacher Attendance: central ops; program administration.	Expected versus actual days of absences per week.	Excel. Monthly.
Provider acquisition and retention: program administration	Providers under contract; Providers added; Providers lost: by reason	Excel. Monthly.
Teacher acquisition and retention: HR	Retention by role and program. Staffing versus budget by role and program.	Excel/ ADP. Semi-annual.


Example enrollment report usage

NURTURY ENROLLMENT REPORT FOR MAY 11-15, 2015

Essex St. is FULL - the vacancy reported is due to their p/s classroom of 10 is enrolled as a toddler/ps room and can only have 9 children enrolled
 Harvard St. has 1 vacancy and a pending p/s. Their licensing capacity changed from 68 to 66
 Tremont St. has 2 vacancies and 2 pending DCF referrals.
 The Bickford St. has 4 vacancies with pending children - Their licensing capacity is 96, not 100 as budgeted
 Horadan Way has 3 vacancies with 3 pending DCF - 4th vacancy reported is due to capacity constraints with toddler/preschool room
 Mt. Pleasant Ave. has 1 pending DCF for its current vacancy.
 ChelseaFCC is 12 children above budget with 3 pending!
 BostonFCC have several pending DHCD & DCF referrals

PROGRAM NAME	EEC Income Eligible Contract				EEC Supportive Contract				EEC Priority Population Contract <i>Homeless DHCD/DCF</i>			EEC Priority Population Contract <i>Teen Parent</i>		Community Scholarship AA/Children's DF/Ruggles	Full Fee	Voucher	Care.com	Agency Totals			Utilization		Spaces Available
	Author. Slots	Enrollment	Flexpool Enrollment	ORIS FCC 17 R66	Author. Slots	Enrollment	Expansion	15 day paid termination	Author. Slots	Enrollment	ORIS (FCC 2 RG 6) (FCC 1 RG4) (CB 1 RG4) (CA 3 RG5)	Author. Slots	Enrollment	Enrollment	Enrollment	Enrollment	Enrollment	Licensed Capacity	MAY '15 Budget	Enrollment	% of Budget	% of Capacity	
Center Based - Region 6																							
Tremont St., Boston - Infant	2.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0	12.0	0.0	12.0	12.0	14.0	117%	117%	-2.0
Tremont St., Boston - Toddler	14.0	0.0	0.0		8.0	1.0	0.0		1.0	0.0		0.0	0.0	1.0	11.0	0.0	0.0	40.0	40.0	36.0	90%	90%	4.0
Tremont St., Boston - Preschool	27.0	0.0	0.0		9.0	4.0	0.0		1.0	0.0		0.0	0.0	0.0	19.0	0.0	0.0	60.0	60.0	60.0	100%	100%	0.0
formerly Castle Square Total	43.0	0.0	0.0		17.0	5.0	0.0		2.0	0.0		0.0	0.0	1.0	42.0	0.0	0.0	112.0	112.0	110.0	98%	98%	2.0
Bickford St., Jamaica Plain - Infant	0.0	0.0	0.0		1.0	0.0	0.0		0.0	0.0		0.0	0.0	2.0	0.0	0.0	0.0	12.0	12.0	3.0	25%	25%	9.0
Bickford St., Jamaica Plain - Toddler	9.0	0.0	0.0		3.0	0.0	0.0		0.0	0.0		0.0	0.0	3.0	13.0	0.0	0.0	24.0	24.0	28.0	117%	117%	-4.0
Bickford St., Jamaica Plain - Preschool	33.0	0.0	0.0		9.0	3.0	0.0		0.0	0.0		0.0	0.0	3.0	13.0	0.0	0.0	60.0	60.0	61.0	102%	102%	-1.0
formerly Jamaica Plain Total	42.0	0.0	0.0		13.0	3.0	0.0		0.0	0.0		0.0	0.0	8.0	26.0	0.0	0.0	96.0	96.0	92.0	96%	96%	4.0
Horadan Way, Roxbury - Infant	0.0	0.0	0.0		1.0	1.0	0.0		0.0	0.0		0.0	0.0	2.0	4.0	0.0	0.0	10.0	10.0	8.0	80%	80%	2.0
Horadan Way, Roxbury - Toddler	5.0	0.0	0.0		3.0	5.0	0.0		0.0	0.0		0.0	0.0	1.0	2.0	13.0	0.0	24.0	24.0	29.0	121%	121%	-5.0
Horadan Way, Roxbury - Preschool	27.0	0.0	0.0		16.0	8.0	0.0		1.0	0.0		0.0	0.0	2.0	0.0	29.0	0.0	90.0	90.0	83.0	92%	92%	7.0
formerly Ruggles/Gilday Total	32.0	0.0	0.0		20.0	14.0	0.0		1.0	0.0		0.0	0.0	3.0	4.0	46.0	0.0	124.0	124.0	120.0	97%	97%	4.0
Mt. Pleasant Ave., Roxbury - Infant	1.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0		0.0	0.0	0.0	2.0	0.0	0.0	3.0	3.0	3.0	100%	100%	0.0
Mt. Pleasant Ave., Roxbury - Toddler	4.0	0.0	0.0		6.0	0.0	0.0		0.0	0.0		1.0	0.0	0.4	6.6	0.0	0.0	15.0	15.0	18.0	120%	120%	-3.0
Mt. Pleasant Ave., Roxbury - Preschool	18.0	0.0	0.0		13.0	5.0	0.0		0.0	0.0		0.0	0.0	1.0	8.8	0.0	0.0	50.0	48.0	45.8	95%	92%	4.2
formerly Sunnyside Total	23.0	0.0	0.0		19.0	5.0	0.0		0.0	0.0		1.0	0.0	1.4	17.4	0.0	0.0	68.0	66.0	66.8	101%	98%	1.2
Center-Based Infant	4.0	3.0	0.0	0.0	3.0	2.0	1.0	0.0	2.0	0.0	0.0	3.0	0.0	4.0	18.0	0.0	0.0	37.0	37.0	28.0	76%	76%	9.0
Center-Based Toddler	47.0	32.0	0.0	0.0	18.0	20.0	6.0	0.0	2.0	1.0	0.0	3.0	1.0	1.0	6.4	43.6	0.0	103.0	103.0	111.0	108%	108%	-8.0
Center-Based Preschool	126.0	105.0	0.0	0.0	53.0	47.0	20.0	0.0	5.0	2.0	0.0	0.0	0.0	2.0	4.0	69.8	0.0	260.0	258.0	249.8	97%	96%	10.2
Center-Based Region 6 Total	177.0	140.0	0.0	0.0	74.0	69.0	27.0	0.0	9.0	3.0	0.0	6.0	1.0	3.0	14.4	131.4	0.0	400.0	398.0	388.8	98%	97%	11.2
Family Child Care - Region 6																							
Chelsea FCC Under <2	22.0	0.0	6.0		17.0	2.0	0.0		1.0	0.0		1.0	0.0	0.0	12.0	0.0	0.0	50.0	50.0	61.0	122%	122%	-11.0
Chelsea FCC Over >2	77.0	0.0	9.0		23.0	10.0	0.0		0.0	0.0		1.0	0.0	0.0	31.3	0.0	0.0	140.0	155.0	151.3	98%	108%	-11.3
Chelsea FCC Over >2 School age	2.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0		0.0	0.0	0.0	2.5	0.0	0.0	4.5		4.5			
Chelsea FCC Total	101.0	0.0	15.0		40.0	12.0	0.0		1.0	0.0		2.0	0.0	0.0	45.8	0.0	0.0	190.0	205.0	216.8	106%	114%	-26.8
Boston FCC Under <2	29.0	0.0	0.0		0.0	10.0	0.0		3.0	0.0		0.0	0.0	0.0	19.3	0.0	0.0	70.0	70.0	61.9	88%	88%	8.1
Boston FCC Over >2	62.3	0.0	0.0		3.0	11.0	0.0		0.0	0.0		0.0	0.0	0.0	45.5	0.0	0.0	200.0	159.0	121.8	77%	61%	78.2
Boston FCC Over >2 School age	3.0	0.0	0.0		0.0	0.0	0.0		0.0	0.0		0.0	0.0	0.0	3.0	0.0	0.0	6.0		6.0			
formerly JP/Roslindale FCC Total	94.3	0.0	0.0		3.0	21.0	0.0		3.0	0.0		0.0	0.0	0.0	68.4	0.0	0.0	270.0	229.0	189.0	83%	70%	80.3
Boston FCC Under <2	26.0	0.0	0.0		1.0	8.0	0.0		1.0	0.0		0.0	0.0	0.0	20.6	0.0	0.0	58.0	58.0	56.0	98%	98%	1.4
Boston FCC Over >2	49.0	0.0	2.0		1.0	13.0	0.0		8.0	0.0		0.0	0.0	0.0	9.6	0.0	0.0	132.0	136.0	82.0	61%	63%	49.4
Boston FCC Over >2 School age	6.5	0.0	0.0		0.0	0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	6.0		6.0			
formerly The Child Care Project FCC Total	81.5	0.0	2.0	0.0	2.0	21.0	0.0		9.0	0.0		0.0	0.0	0.0	30.2	0.0	0.0	190.0	194.0	145.0	75%	77%	50.8
FCC Under <2	116.0	77.0	0.0	6.0	13.0	18.0	20.0	0.0	5.0	5.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	178.0	178.0	179.0	101%	101%	-1.5
FCC Over >2	289.0	188.3	0.0	11.0	21.0	27.0	34.0	0.0	5.0	8.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	472.0	450.0	355.0	79%	75%	116.3
FCC Over >2 School Age	11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	17.0			-17.0
Boston FCC Region 6 Total	289.0	276.8	0.0	17.0	34.0	45.0	54.0	0.0	15.0	13.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	650.0	628.0	552.0	1.8	1.8	97.8
REGION 6 TOTAL	177.0	140.0	0.0	0.0	74.0	69.0	27.0	0.0	9.0	3.0	0.0	6.0	1.0	3.0	14.4	131.4	0.0	400.0	398.0	388.8	98%	97%	11.2
Center-based Total	177.0	140.0	0.0	0.0	74.0	69.0	27.0	0.0	9.0	3.0	0.0	6.0	1.0	3.0	14.4	131.4	0.0	400.0	398.0	388.8	98%	98%	13.2
FCC Total	289.0	277.8	0.0	17.0	34.0	45.0	54.0	0.0	15.0	13.0	0.0	1.0	2.0	0.0	0.0	0.0	0.0	655.0	633.0	556.0	88%	85%	98.8
AGENCY GRAND TOTAL	533.0	474.8	0.0	17.0	120.0	119.0	81.0	0.0	26.0	18.0	0.0	8.0	3.0	7.0	20.4	192.4	0.0	1184.0	1159.0	1074.0	93%	91%	110.0

Measuring Performance: Today's Challenges

- Dashboard development
 - Move from sets of distributed reports to central and pervasive dashboard: program; financials, operations; advancement.
 - Automate:
 - Use technology for the mechanical work of data compilation and analysis
 - Free people to do the high value work of interpreting information and engaging with children and families
 - Process
 - Rethink how we should work to be most efficient, rather than how we've always worked (when times and resources were different)
 - Sell it
 - Articulate the value of technology investment in a way that attracts capital
- 

Bio



Since 2011 Mr. Levy has been responsible for Nurtury's strategic planning and day-to-day operations: including both center-based programs and family child care. Previously he served as interim Vice President of National Development at Jumpstart for Young Children. Mr. Levy adds an entrepreneurial element to Nurtury's leadership team having spent fifteen years operating, investing in or leading New England based growth companies in technology and financial services businesses. His transition to the social sector was motivated by a deep-seated belief that without access to quality education, and particularly early education, children are denied basic rights. He holds an M.B.A. from the MIT Sloan School of Management and a B.A. in English from the University of Pennsylvania.

Nurtury Data Systems

Owner	Application	Use	Notes	Access	Database
Development	Raiser' s Edge	Fund Raising	CRM	LAN	Raiser' s Edge
Family Advocacy	Custom Database	Screening	PEDS	LAN	File storage (Excel)
Family Advocacy	Assessing Parenting	Pre/Post group workshops		SAS	remote
Finance	eCCIMS	Enrollment management	State billing	SAS	remote
Finance	CCA (Child Care Assistant)	Voucher Management	Voucher info, authorization start/end dates, FCC provider payments, FCC transportation, and functions to pay providers, pay vendors, and bill vouchers to EEC	LAN	CCA
Finance	Dynamics SL	Accounting		LAN	
HR	ADP	Payroll/HR		SAS	remote
Nutrition	MinuteMenu CX	Meal program	Billing and tracking	SAS	remote
Program	Teaching Strategies Gold	Assessment		SAS	remote
Program	ProCare	Child Care Management	Fee management, demographic, contact information, vaccines, assessment and attendance	SAS	remote
QA; Research & Evaluation	Custom Database	Assessment	EVT/PPVT assessment; accreditation levels and progress; surveys; ITERS, ECERS, FCCRS (transition to ProCare)	LAN	File storage (Excel)
QA; Research & Evaluation	Various	Community and field-level research (EQUIP)	Collects, stores and analyzes early education research and policy data (i.e., Community Profiles, BQI, BTWIC), using various methods (i.e., Paper-based, OCR, Online (Survey Monkey), Access, Excel, STATA)	LAN	Access, Excel, STATA