Welcome

An Overview of Battle Creek Shared Services Alliance History and Funding
The Role of Battle Creek Community Foundation
The Community Foundation Effect on Structural Development and Access to Opportunities
Year 2 Status of Battle Creek Shared Services Alliance
The Future
Developing the Vision

Child Care Resources convenes monthly center director meetings

2000

Center Directors collaborate on staff training

2010

Shared Services conversations begin

2013

Battle Creek Community Foundation invites founding center boards to an overview of Shared Services

July 2016

Battle Creek Community Foundation invites founding center boards to an overview of Shared Services

Sept 2016

Design of organizational structure, identifying the Alliance as a community initiative of BCCF and grant writing

2016

Initial three-year grant funding secured, project starts

2017

Operating Structure for BCSSA

Core Team - Co-Executive Directors, Pedagogical Leader, Education and Sub Coordinator, BCCF Program Manager

Steering Committee — Child care Director for each member center/site

Partners — Funders, Workforce Development, Intermediate School District, other Alliances, Opportunities Exchange
Current Organizational Structure

Battle Creek Community Foundation

BCSSA Steering Committee

Co-Executive Director (Pedagogy)
- Pedagogy Coach
- Educator
- Sub Coordinator

Co-Executive Director (Business)
- Program Manager
- Enrollment Specialist
- Billing Specialist

Funding

Start up Budget
- WK Kellogg Foundation
- Battle Creek Community Foundation
- Binda Foundation

2019 Budget
- WK Kellogg Foundation
- BCCF and Related
- Binda Foundation
- Fees for services
The Community Foundation Role in Incubating a Start-Up

Community gathering space
Meeting space
Office Space
Support Staff
Technical assistance
  ◦ Marketing
  ◦ Budgeting
  ◦ Board development
  ◦ Human Resources
Employer for Alliance staff

Community Foundation Effect on Organizational Development

**Speed of Creation of Organizational Structure**
- Existing legal structure and governing body
- Policy and procedure templates
- Job description, staffing structure in place
- Technical assistance
- Immediate credibility under Foundation umbrella
- Increased visibility and networking opportunities

**Access to Opportunities for Member Centers**
- Member centers prioritized for other BCCF grant programming (RHA breastfeeding initiative, SnapEd grants, Operation Fit)
- Still eligible for all BCCF grant cycles, if they are non-profit
- Legal and financial crisis assistance
- Emergency gap loan opportunities in a crisis
2019 Status of Battle Creek Shared Services Alliance

Business Metrics
Innovation and Technology
Pedagogical Leadership
The Future

Business Metrics

Key Financial Indicators
Average Daily Attendance
Percentage Enrolled vs Preferred Capacity
Revenue and Cost per Childcare Day
Alliance Cost per Center, Cost per Childcare Day
Staff Turnover?

Balance Sheet Ratios
• Days Unrestricted and Total Cash On Hand
• Days of Net Accounts Receivable on Hand
• Current Ratio
• Debt to Equity Ratio

Income Statement Ratios
• Diversity of Funding Sources
• Expenditures as % of Revenue
• Profitability

Evolution of Metric
• Needed a metric to measure revenue and cost per child care day and found out there wasn’t a good definition.
• Difficulty getting accurate data until we switched child care management software.

Lessons Learned and Usage
• Trial and Error to determine frequency
• Using data for Director business leadership development
Business Metrics

Key Financial Indicators

Average Daily Attendance
Percentage Enrolled vs Preferred Capacity
Revenue and Cost per Childcare Day
Alliance Cost per Center, Cost per Childcare Day
Staff Turnover?

Purpose:
- To measure actual slot utilized against capacity, look for attendance issues
- Data used: Unduplicated child count by room by day, averaged by month

Data used:
- Unduplicated child count by room by day, averaged by month.

Purpose:
- To measure at any given point in time, how many daily slots have a child enrolled.
- Data used: Scheduled children by room for each day of the week

Evolution of Metric

- The difference between Average Daily Attendance and Enrolled Slots measures whether children are attending as scheduled.
- Using at Steering Committee meetings to establish benchmarks for % of enrolled against Preferred Capacity, and % ADA compared to % enrolled.

Lessons Learned and Usage

Center Revenue and Cost per Child Care Day

- Purpose: Benchmarking
- Using ADA for “Child Care Day”

Revenue categories

- State Subsidy, Family Tuition, Scholarship, Other

Expense categories

- Direct labor, Administrative labor, Food program, Facilities, Other

BCSSA Cost Per Center and Child Care Day

- Purpose: To support value proposition
- Cost Per Center – Active member centers each month, averaged for the year
- Cost per Child Care Day - Using ADA for “Child Care Day”

Lessons Learned and Usage

- Reliability of Center Financial Data
Business Metrics

Key Financial Indicators
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Staff Turnover?

Staff Turnover – considering for 2019

- **Purpose:** Determine if there is an impact on turnover for BCSSA member centers

BCSSA Sub Pool

- Predict interim staffing
- Predict future center hires

Center Staff Job Satisfaction

- Stay interviews
- Exit interviews

Easy to calculate

- Staff terminated and total staff in a given date range.

Innovation and Technology

- Attendance
- Billing
- Communications
- Staffing

Fully Integrated System

Child Assessment Tool

- Supports Curriculum
- Linked App for Teacher/Family Communication

Center Technology

- Classroom tablets
- Parent remote access
- Paperless records
- Internet barriers
Pedagogical Leadership

High Scope Curriculum Training
Behavioral Training and Supports
Instructional Coaching
Career Advancement — Certifications and Degrees
Internship Program

The Future

Evolution of Member Fees → Impact Center Employee Wages → CACFP Sponsor → For-Profit Centers

Long Term Sustainability → Reduce Cost Per Center → Family Homes