

# Data Changes Everything: Using Business Metrics to Reinvent the ECE Sector



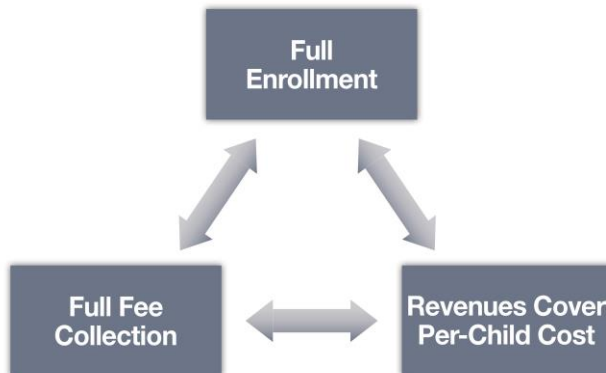
**Panel Discussion** moderated by **Louise Stoney**, with:

- **Chris Bennett**, *Co-Founder, Wonderschool*
- **Jessica Phillips**, *President and CEO, CA Human Services, Richmond Area Shared Services Alliance Hub*
- **Debbie Lickey**, *Director, St. James Children's Center, Richmond Area Shared Services Alliance Member*

Opportunities  
Exchange 2019  
**NATIONAL SHARED  
SERVICES** Technical Conference

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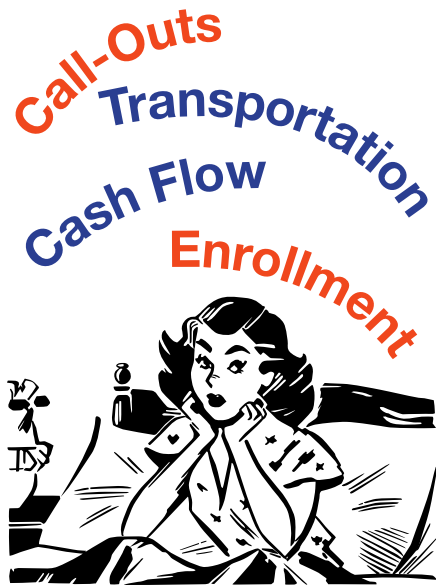
# The **Iron Triangle** of ECE Finance



- Ensure full enrollment, every day in every classroom
- Collect tuition and fees, in full and on time
- Revenue covers per child cost (tuition, fees, and 3rd-party funding)

Opportunities  
Exchange 2019  
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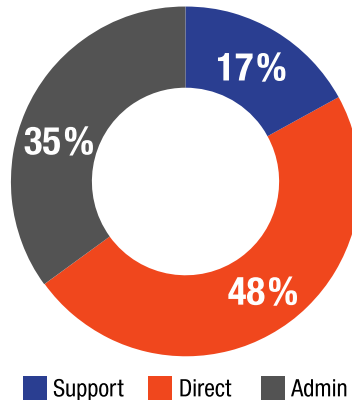
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**Goal 1:**

Reduction of administrative personnel expenses to no more than 20% of all personnel expenses and reallocate this to direct personnel expenses.



**Personnel Expenses**  
January 2018

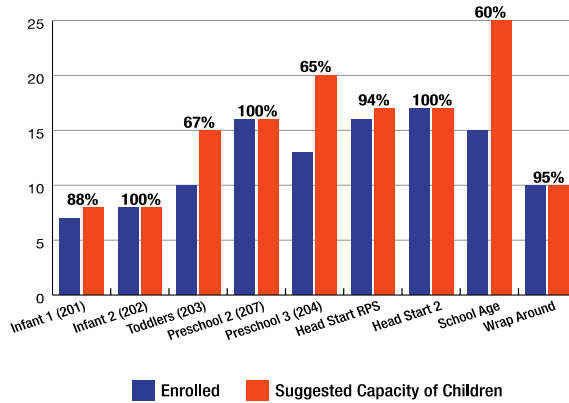
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**Goal 2:**

Alignment of staffing to enrollment with no classroom below 85% enrollment of staffed capacity.

**Staffed Capacity**  
December 2018

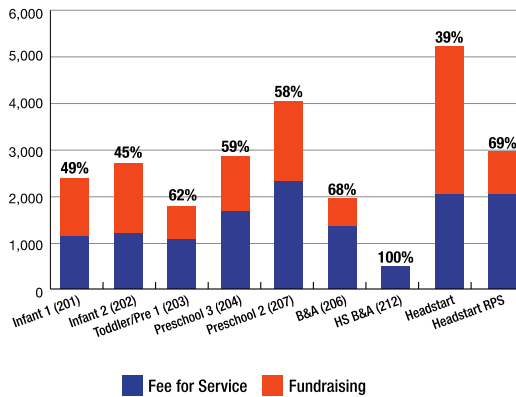


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**Goal 3:**

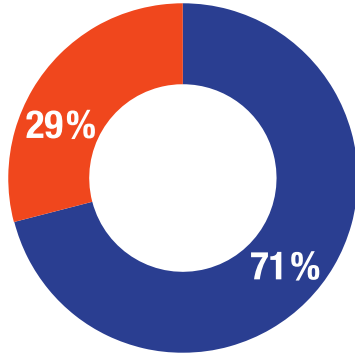
At least 80% of the cost of care is covered by fee for services (e.g. parent pay, 3<sup>rd</sup>. Party payment).

**Percentage of Fee for Services Covering True Cost of Care per Classroom**  
January 2018



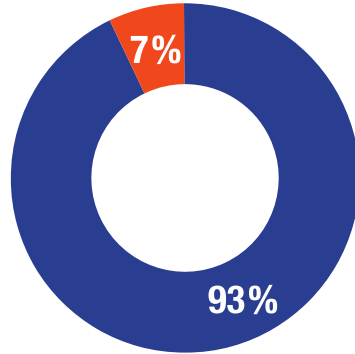
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## Data helped us formulate questions



■ Enrolled ■ Available Space

Site 1



■ Enrolled ■ Available Space

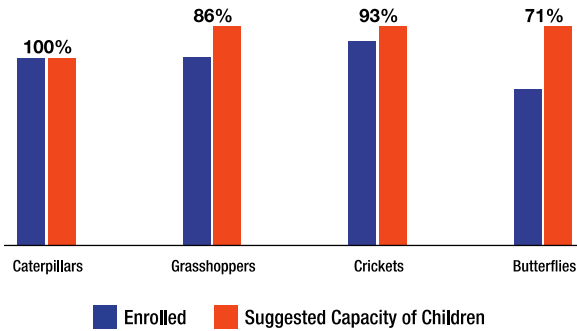
Site 2

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## Data Helped Us Stay on Track



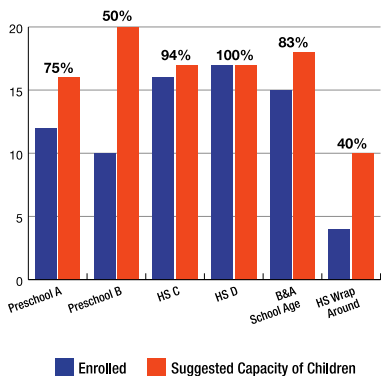
**Staffed Capacity**  
February 2019



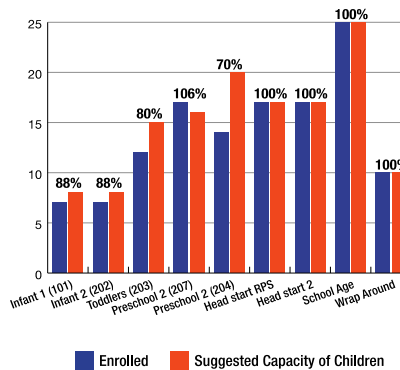
■ Enrolled ■ Suggested Capacity of Children

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## Data helped us dig deeper for answers....



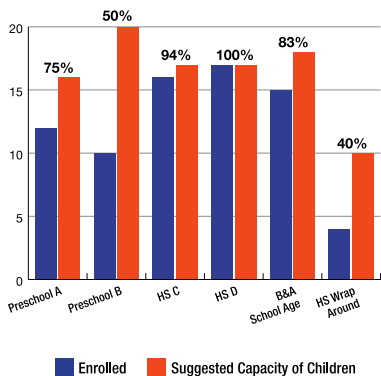
Site 1



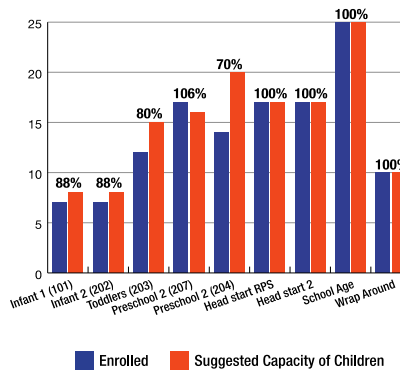
Site 2

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## Data helped us formulate better solutions....



Site 1



Site 2

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