Intensive, Staff-sharing Alliances: Two Examples
A Range of Approaches in Action

Sharing Information
Online “Knowledge Hub”

Networking
Some shared resources, e.g. maintenance, training

Sharing Back Office
Billing, fee collection, etc.

Intensive Staff-Sharing
Staff-sharing in many areas, shared core values – Shared Service Alliances
Early Connections Learning Centers
Colorado Springs

• Multi-site non-profit organization with:
  • 4 full-day centers
  • 2 school-based PreK classes
  • 2 off-site school-age programs
  • Drop-in facility at the Courthouse
  • Network of 41 FCC homes
  • Plans to launch 4 infant-toddler micro-centers in public schools

• Although a multi-site organization, previously not organized with a Shared Services framework. Reorganized in 2009, centralizing most functions.

• Currently serve 380 children (including 56 infants + toddlers) in center-based classrooms. FCC homes have mixed ages.
Early Connections
Learning Centers

Antlers
18 mo – 6 yrs

South Chelton
6wks – 6 yrs

Historic Day Nursery
2.5 – 13 yrs

Patrick Henry
(half-day 3-5 yrs)

Trailblazer
(half day 3-5 yrs)

Sand Creek Elementary
Preschool Classroom + SACC
3-12 yrs

Elaine’s FCC

Andy’s FCC

Annie’s FCC

Suzi’s FCC

PROPOSED
Micro Center at Public School

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Micro Center at Public School

PROPOSED
Micro Center at Public School

Marketing
Enrollment
Billing/accounts receivable
Accounts payable
Fiscal oversight/tracking trends
Payroll
USDA Food Program
Human Resources
Fundraising and development
Maintenance
Pedagogical Leadership Support
Family Engagement
Community Engagement
Behavioral Health
Health Services
Curriculum Coordinators
Early Connections Learning Centers

Shared Services include:

- Billing/fee collection (including CACFP, subsidy, parent fees, etc.)
- Enrollment management and reporting, data, etc.
- Quality assurance (on-site TA, PD, classroom observations, curriculum support, cross-site learning communities, etc.)
- Child Outcome Assessment training and support
- Family involvement, medical support, literacy, bi-lingual staff
- Staff support, including HR, benefits, PD plans
- Behavioral Health and Family Advocate
- Community Engagement
Early Connections: Pedagogical Leadership Approach

- Center directors responsible for: classroom observations, coaching teachers, monitor GOLD; supervise teachers in classroom; coordinating/supporting teacher home visits
- Center directors meet every 2 weeks, supported by Curriculum & Instruction Coordinators and VP of Center Operations
- Cross-center teacher learning communities, by age group (e.g. infant/toddler teachers learn together)
- Teacher Representative meeting, agency-wide
Early Connections: Business Leadership Approach

- Joint marketing, via centralized website
- Centralized enrollment
- Billing and subsidy administration
- Fee collection, late fees and discharge
- Fiscal/admin oversight: tracking by center and classroom
- Food program management, meal purchasing, CACFP administration, group purchase of supplies
- HR and benefits
- Maintenance
Early Connections Results

- Finances – bad debt decreased to approximately 2% + cost savings
- Enrollment – centralized marketing efforts support high enrollment
- Choice for families – high quality options in center or home based care, full day year-round for Head Start
- Time – center directors now focus most of their time on supporting teachers, instead of on administration
- Teachers – salaries increased and able to offer other benefits
- Child Outcomes – 85% of children score “Exceeding Widely Held Expectations” on Teaching Strategies GOLD
- Family Supports – Classroom teachers do home visits
Develop & monitor site budget
Enrollment
Billing/accounts receivable
Accounts payable
Payroll
USDA Food Program management
Human Resources
Fundraising and development
Technology
Volunteers
Maintenance
Quality control: training,
Meeting with parents
Referrals if children have special needs

Opportunities Exchange
Chambliss Center for Children
Administration + direct services for 338 children ($$ from HS/EHS, PreK, CCDF, private sector + more)

Pro Re Bona Day Nursery (72 children)
Volunteer School (57 children)
Maurice Kirby (57 children)
Newton Center (55 children)
Children’s Academy (75 children)
Chambliss Center for Children Red Bank (39 children)

Child Care Classrooms in 12 HCDE schools

Residential Program (30 children 6-18 yrs)
Foster Homes
Normal Park SACC

Site supervisors hired by CCC; teachers hired by local site boards
Chambliss Shared Service Alliance
by Funding Source

CHAMBLISS CENTER FOR CHILDREN

Extended Early Childhood Education
6wks–12 years
Licensed for 338 children

Maurice Kirby
6 wks–5 years
Licensed for 55 children

Children’s Academy
6 wks–5 years
Licensed for 77 children

Pro Re Bona
6 wks–3 years
Licensed for 66 children

Volunteer School
6 wks–5 years
Licensed for 54

Newton Center
6 wks–3 years
Licensed for 48 children

Chambliss Center for Children
Red Bank
September 2017

Residential Program
6–18 years
Up to 30 children

Transitional Living
Foster Homes (21)

The Thrift Store – Brainerd
The Thrift Store – Red Bank

Child Care Classrooms Inside of 12 HCDE Schools
Each center: 6 wks–5 years

Head Start Collaboration
Early Head Start (3)
Pre-K Collaboration (2)

Legend:
School-based
Off-site center
Additional Collaboration
On Brainerd Campus
Revenue & Outreach

Updated 9/17
Results: Chambliss Center

- Finances – all sites more sustainable
  - Average enrollment vs. capacity: 92%
  - Average bad debt: 2.9%
  - Revenues: Chambliss raises funding to fill gaps at centers
- Time – Reduced staff time on admin, operations, HR
- Teachers – Better wages, retirement benefits, career ladder
- Family Support – At-risk children and families now linked to comprehensive health, mental health and social services
- Child outcomes – Children score well on kindergarten screening