



Early Childhood
IMPROVING SCHOOL READINESS

Sharing and Leveraging Resources to Support Your Community Network

Agenda

Participants will understand the concept and benefits of sharing and leveraging resources, how they may already be doing this (intentionally or unintentionally, and gain ideas to support partners and reach quality with these concepts.

Leveraging Resources in Community Networks

- What is Leveraging?
- Ready Start Network Expectations

Introducing Shared Services

- Why Shared Services?
- What does Shared Services look like?
- Shared Services in your community

Next Steps

Leveraging Resources in Community Networks

What does *leverage* mean?

Leverage is the advantageous condition of strategically having a relatively small amount of cost yield a relatively high level of returns.

Definition:

The ability to influence a system, or an environment, in a way that multiplies the outcome of one's efforts without a corresponding increase in the consumption of resources.

What does it mean to *leverage resources*?

Leveraging resources is a basic stool is the advantageous condition of strategically having a relatively small amount of cost yield a relatively high level of returns.

Definition:

Systematically assessing the use of existing resources, identifying the need for additional resources, or creating new resources in community and State systems to address identified needs

How do you know if you have resources to leverage?

Examine your Community Network's needs, possible solutions, and use asset mapping to inventory the resources available to contribute to those solutions

Asset Mapping is a tool that relies on a core belief of asset-based community development; namely, that good things exist in communities and that those things can be highlighted and encouraged .

- <https://www.vistacampus.gov/mapping-your-organizations-assets>
- <http://www.countyhealthrankings.org/key-activities/18389#key-activity-5>

Expectations for Ready Start Community Networks to Share and Leverage Resources

Ready Start Community Network pilots will establish a formal local governance structure, continually measures the need for affordable access, identify and maximizes resources to improve access and quality, and determine how future dollars should be spent in order to further improve access and quality.

In Ready Start pilots, shared governance will evolve with representatives from all program types in the network, along with other stakeholders such as parents, mayors, business leaders, and organizations involved in the early childhood arena. The network will be held accountable for increasing quality and access, and the lead agency will have three responsibilities:

- Driving improvement across the network through coaching and funding decisions;
- Allocating funding to increase reward and incentive performance for childhood sites, within certain constraints; and
- Managing a parent choice-driven coordinated enrollment process across the network.

Introducing Shared Services

Louisiana and Shared Services

The Department is exploring interest in shared services from all program types.

Funds from the Preschool Development Grant dedicated to Shared Services provide for:

- assessing interest and needs;
- planning future pilots and initiatives in response to interests and needs; and
- refining of existing resources (like the LouisianaBelieves.com website) to meet these needs.

Why Shared Services?

Industry Challenges

Child care programs experience challenges that are in large part related to their size.

- *Stand-alone centers or homes* - Single director responsible for many conflicting tasks
- *Lack of scale* - Small settings cannot generate enough revenue to cover costs
- *High overhead costs* - Direct services require low ratios, resulting in high overhead as a percentage of overall costs
- *Unequal competition* - Small providers cannot compete with schools or large Head Start/EHS providers; many are not fully enrolled (especially preschoolers)
- *Price-sensitive customers* - The cost of high quality care is often more than parents can pay

Industry Challenges

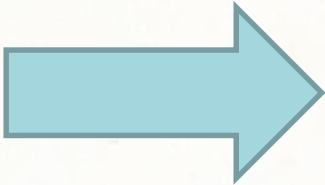
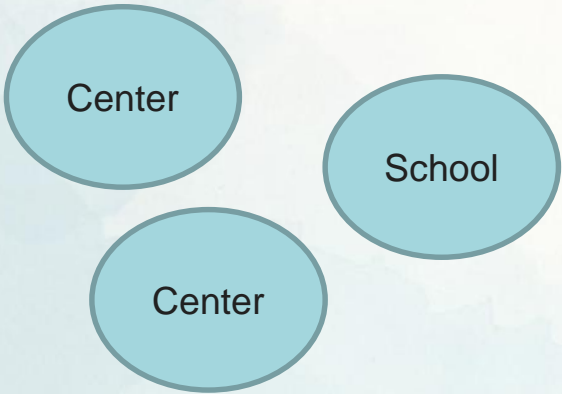
Child care programs experience challenges that are in large part related to their size.

- Limited resources (dollars or time) to invest in quality improvement - Directors struggle with sufficient staff & resources for classroom supports, child assessments, reflective supervision, etc.
- Limited resources to invest in efficiency or improved management- Few centers/homes are using automated systems to manage dollars or data; Little to no innovation in staffing or supervision strategies (to improve job quality)

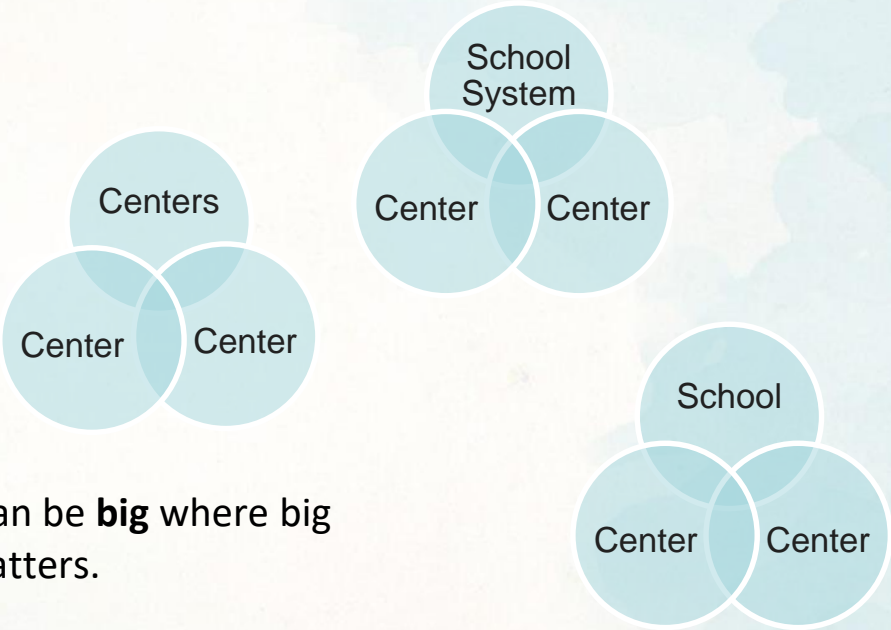
What Does Shared Services Look Like?

Shared Services Builds Capacity

From Doing it all alone



To Sharing Resources



With Shared Services, programs can be **big** where big matters and **small** where small matters.

Shared Services

Working collaboratively can result in savings that increase quality for programs and families.

- Economies of Scale-Strategies to take advantage of larger size, e.g. bulk purchasing
- Economies of Specialization-Strategies to restructure jobs so staff can focus on what they do well
- Commitment to directing more resources to the classroom-Better wages and benefits
- More job satisfaction
- Better results for children and families

Everyone Plays a Role

Providers

Create local networks:

- Share data, resources, personnel
- Maximize web-based tools and resources
- Fully Implement automated Child Management Systems

Polciymakers

Create incentives for provider networks:

- Embrace automation, fund technology
- Enable pilots to test new strategies for sustainable, high quality programs

Business & Philanthropy

Create opportunities for provider networks:

- Support forums to expand information on Shared Services.
- Help fund start up costs.
- Support cost of technical assistance, R & D, new staffing strategies, etc.

Levels of Shared Services

Shared services can be as simple as sharing information and as intertwined as sharing staff.

Sharing Information
Online knowledge hub

Networking
Some shared resources, eg. maintenance, training

Shared Back Office
Billing, fee collection, etc.

Intensive Staff Sharing
Staff sharing in many areas, shared core values,

Providing Useful Information

Creating online information hubs can build a community around best practices and provide useful information.

An online portal can features resources that make running a program easier:

- Provide useful operational tools, like sample handbooks and guides
- Raise awareness of cost savings opportunities, including codes for reduced rate supplies and discounts for educators
- Offer best practices on human resources issues, budgeting and other aspects of program administration
- Standardize new employee onboarding, with training modules for common topics

Examples of Networking

- Collaborative training and professional development
- Maintenance support (landscaping, janitorial)
- Shared purchasing (equipment, milk, supplies)

The Foothill Shared Services for Early Childhood Vision for Our Community

We seek to build a network of child care centers committed to diversity and inclusion. Working together, we will help maintain and expand options for high-quality early care and education for all families in the Pasadena Foothill region, regardless of income.

Our Mission

To provide our families with high-quality child care.

To achieve this goal, we strive to help our members increase their financial and program strengths.

We work together to share costs and information, and deliver services in a more streamlined and efficient way.

Our Values

- Diversity and inclusiveness
- Respect and care for ourselves, others, and our environment
- Play-based learning through active investigation of the environment
- Social-emotional context of learning and psychological well-being for all children
- Anti-bias education to address social inequities
- Learning environments that promote joyful interaction for both children and adults
- Collaboration with families schools and communities

For more information about Foothill Shared Services for Early Childhood, please contact
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“Early childhood education is the key to the betterment of society”
— Maria Montessori



A Network of High-Quality Early Care & Education Organizations
Joining Together to Share Costs and Information

Examples of Back Office Support

One central location handles a group of programs desired supports:

- Maintenance (janitorial, landscaping)
- Fee collection from parents
- Human Resources support
- Substitute teaching pools
- Accounting support
- Bookkeeping and bill pay
- Shared buying (milk, equipment)

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Example of Intensive Shared Services

Intensive Shared Service models operate like their own networks with shared values and staff.

Early Connections Early Learning Centers in Colorado

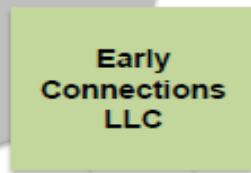
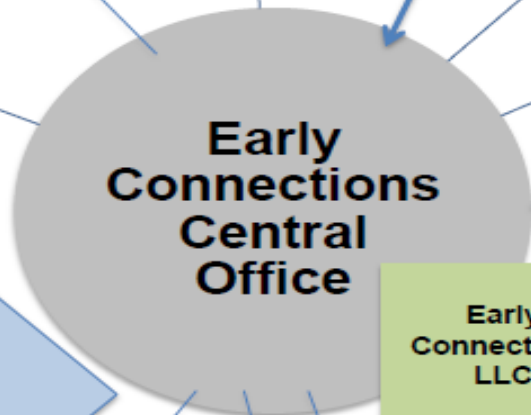
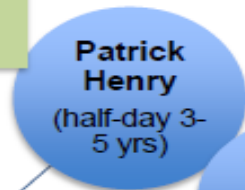
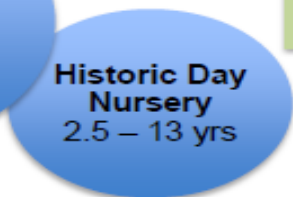
Multi-site non-profit organization with:

- 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 56 infants + toddlers in center-based (of 380 total children). FCC homes have mixed ages, including infants + toddlers.

Early Connections Learning Centers



- 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

Colorado Alliance

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

Colorado Alliance Support for Pedagogy

The Colorado Alliance back office support focuses directors time and attention on learning, and promotes collaboration between educators.

Center directors are 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.

Teachers meet during cross-center teacher learning communities, by age group (e.g. infant/toddler teachers learn together).

Teacher Representatives receive support to attend an agency-wide meeting.

Colorado Alliance 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



Shared Services in Your Community

Next Steps

The Department is gauging interest in shared services activities across the state.

- Gathering information from community networks and Resource and Referral agencies on current or stalled shared services efforts.
- Leading listening circles with child care directors at Resource and Referral agency meetings.
- Looking for opportunities for possible pilots next year with interested networks.

Contact emmy.odwyer@la.gov to learn more.