



# Building Sustainable Shared Services: Toledo Early Learning Coalition

Presented by Marcus Goodwin,  
*Founder and Executive Director, Toledo Early Learning Coalition*

*Phoenix, Arizona | October 2-4, 2023*

# BUILDING SUSTAINABLE SHARED SERVICES



The Toledo Early Learning Coalition: Self-Sustaining Shared Services Model That Works

# DEFINE SUSTAINABILITY



# Presentation Topics

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## **Module 1: Who Are We “Agency Overview”**

*A General overview of the Shared Services Model. Introduction to TELCO’s compatible Hub Strategy.*

## **Module 2: Organizational and Stakeholder Buy In**

*To obtain organizational efficiencies and effectiveness it is essential to build a community of support around the goals and objectives of the shared service strategy. Obtaining internal and external buy-in from key stakeholders are key to comprehensive success. Projects that don’t have stakeholder buy-in at all levels statistically fail.*

# Presentation Topics

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## **Module 3: Miles vs. Inches**

*Shared Service models are not cookie cutter. One size or design does not fit all. Agencies must decide if they want their model to have a broad or deep impact. A review of the TELC's concept of 1" Inch Wide and 1 Mile Deep "approach to quality and sustainability.*

## **Module 4: Scope of Service “The Need, the Want, the Desire”**

*A Review of core concepts of design strategy and how it will increase organizational outcomes. Strategic planning is a concept that incorporates needs assessment, organizational capacity and comprehensive planning to maximize organizational output to meet goals and objectives and addresses the questions – “How did we become Sustainable”*

# Presentation Topics

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## **Module 5: Building the Community**

*Selecting the right partnerships and collaborations to build an efficient and effective shared service model.*

## **Module 6: Develop, Design, Implement and Sustain**

*Utilizing the Forming, Storming, Norming and Performing concept to discuss the stages for building a sustainable shared service model.*



# Presentation Topics

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## **Module 7: The Demand for Deliverables and Measuring Impact**

*Data gathering and shared measurement is an effective way to assess the collective impact of comprehensive strategies. Collective impact is the collaborative approach to addressing complex social issues. We will discuss the method for designing a comprehensive approach to collecting data, utilizing that data to enhance sustainability.*

## **Module 8: Scaling the Model for Sustainability and Potential Expansion**

*An overview of the Toledo Early Learning Coalitions model and how it achieve sustainability.*

# Presenter: Marcus Goodwin

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Marcus Goodwin is a dedicated entrepreneur, teacher, trainer, and business consultant. The founder and co-founder of The House of Emmanuel, Covenant Development, Covenant Development and Construction, REMAP, Nevaeh Salon and Spa, ASSETS Toledo and The Toledo Early Learning Coalition. For more than 23 years he has provided business consulting services to both profit and not for profit businesses throughout Michigan and Ohio. Mr. Goodwin previously served as a part-time professor at the University of Toledo where he presented Strategic Planning, Global Marketing and Management Strategies, Leadership and Cultural Diversity classes in the College of Business and Innovation. Earning a bachelor's degree in Business Administration and a Master of Business Administration degree, along with more than 25 years of entrepreneurial experience provides him the skills, knowledge and understanding necessary to assist all business owners in meeting their personal and professional goals for success.





## *Organization and Program Overview*

*The Toledo Early Learning Coalition is a nonprofit 501 c 3, shared service alliance that provides administrative and back office supports to Early Learning Centers.*

### *Our Mission Statement:*

*The Toledo Early Learning Coalition will provide resources and support to a network of childcare agencies ensuring that families have access to quality early childhood educational programs and services.*



Alethea  
Easterly  
Network  
Partner



Marcus  
Goodwin  
Founding  
Member



Stephanie  
Smith  
Co Leader



Herb Ford  
Engagement



Shakeree  
Washington  
Partner  
Services



# The Toledo Early Learning Coalition

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The TELCO shared services model consist of three components. Back office administrative support, the development of leadership and staff and comprehensive wrap around services to staff and the children and families served.

The Early Learning Community Coalition **believes;**

That all Children regardless of race, religion or social economic status deserve the right to safe, effective and quality early childhood educational programs and services.

The Early Learning Community Coalition **is;**

Committed to working together to ensure that all families in our community have access and the necessary resources to guarantee that all children are enrolled in an early childhood education program or service.

The Early Learning Community Coalition **will;**

Provide resources to families that fosters a positive attitude towards engagement and enrolling youth in early childhood education programs and/or services.

# Motivation

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- Our motivation is simple, we want to ensure that every child in our service communities has access to quality early learning opportunities and resources.
- There is a lot of misinformation regarding the quality of early learning centers in our communities. We want to ensure that our collective voices are heard and that we are providing the support and resources necessary for centers that have made the commitment to achieve and sustain a high level of quality.

# Internal Assessment

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- As an organization, we believe that we do things well both at the organizational and the programming levels.
- Organizationally, the ability to develop and implement strategies to build a sustainable model that has operated as the first mover in our target markets.
- Programming, the ability to utilize our REMAP strategy which includes discovery, needs assessment, planning and implementation processes that allow us to tailor our services to meet the individual needs of each of our partners.

## Data Sharing

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- We currently share data with our strategic alliance partner Hope Toledo. As a network we share data to discuss strategies and program outcomes. We are open to discussions regarding data sharing, there is no pause, only certain processes must be put into place to ensure legality sharing of information. For example, parent permissions, name disclosures etc.

## Collaboration

- Network partners meet monthly to discuss strategic goals and objectives. Problems are solved strategically with input from all partners. In the past we have collaborated on many community engagement activities and through our shared services model shared purchasing power, expenses are shared throughout the network to minimize cost.

# Sustainability

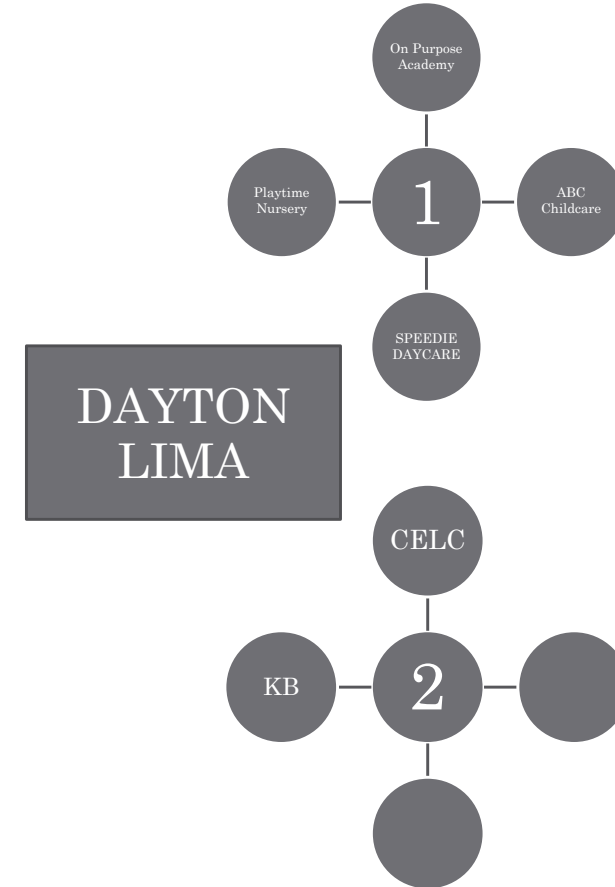
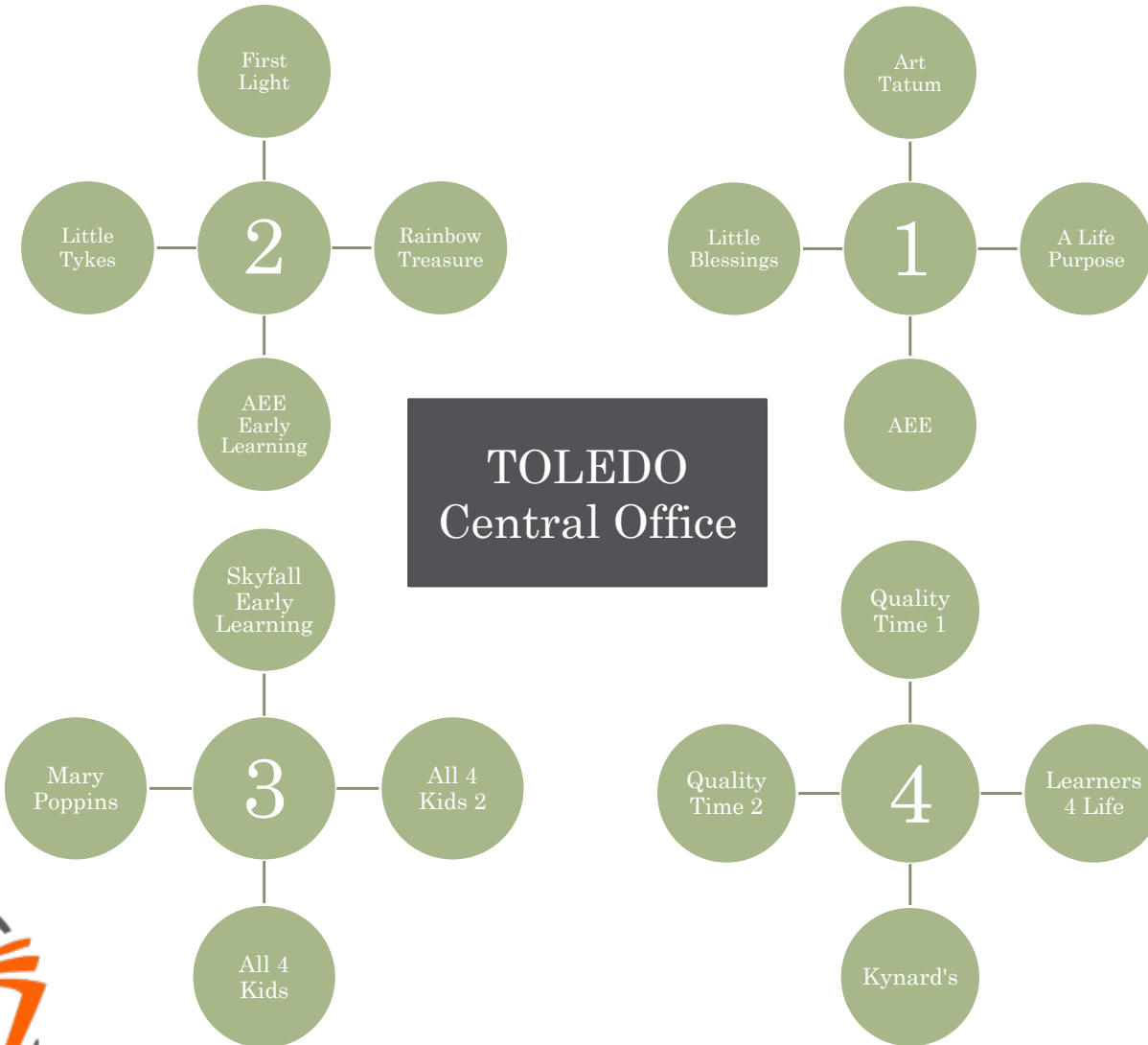
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TELCO shared services model is based upon a blended **FEE** for **SERVICE** funding strategy, where expenses are shared through network partners. Our Mini Hub model, creates a model that is sustainable, grant funds are currently leveraged to enhance program implementation and not as a key source of funding.

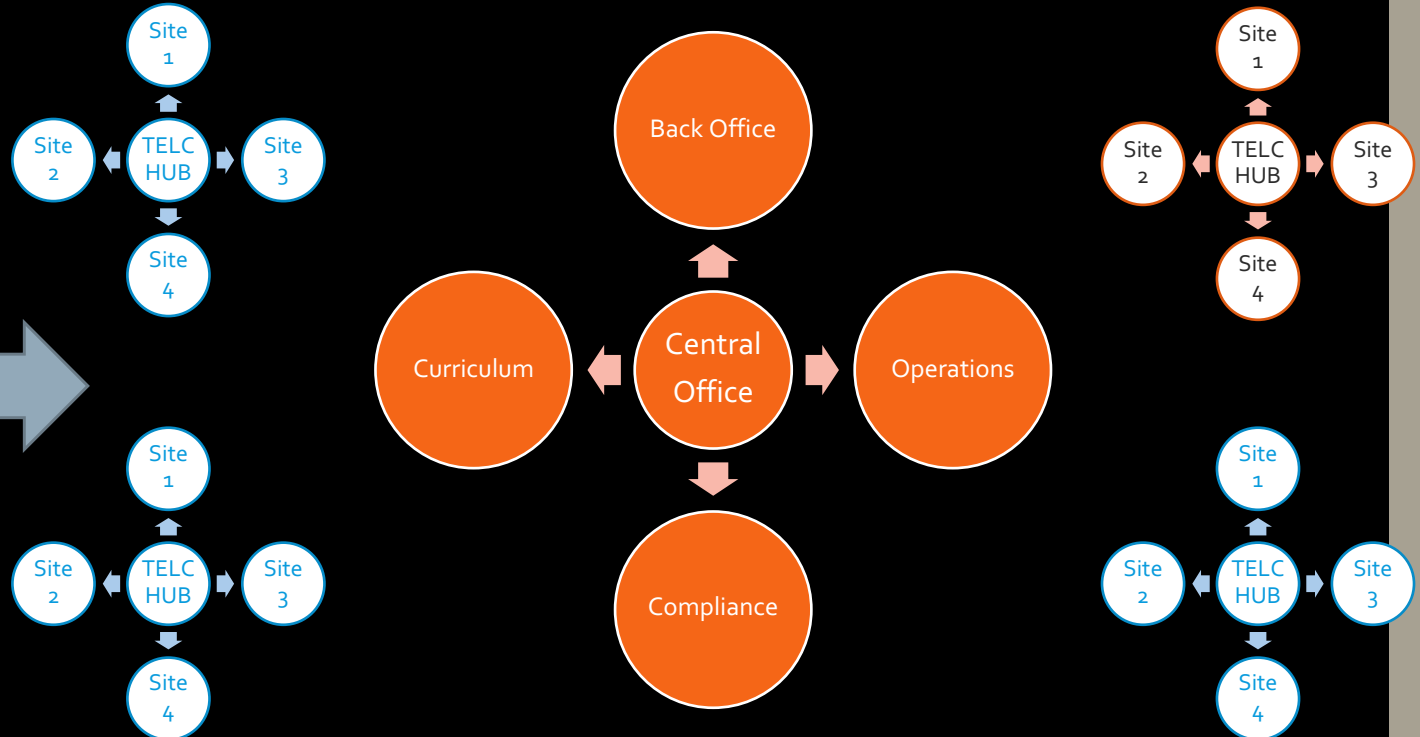
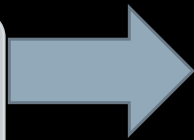
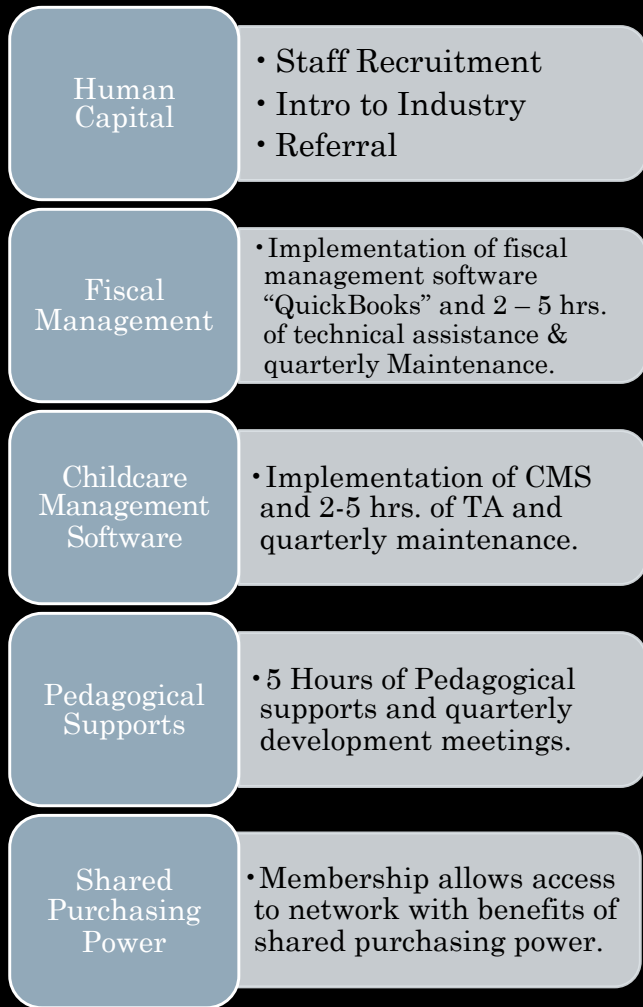


# Toledo Early Learning Coalition – Shared Service Alliance



# Shared Service Alliance Program Design

Level 1 Services Network Member



## Level 2 and Level 3 Services

Financial Sustainable at selected level of service.

Initial Engagement Network

6-18 Months

Transition to a Level 2 or Level 3 Partner and Placement into a Mini Hub

24 – 36 Months

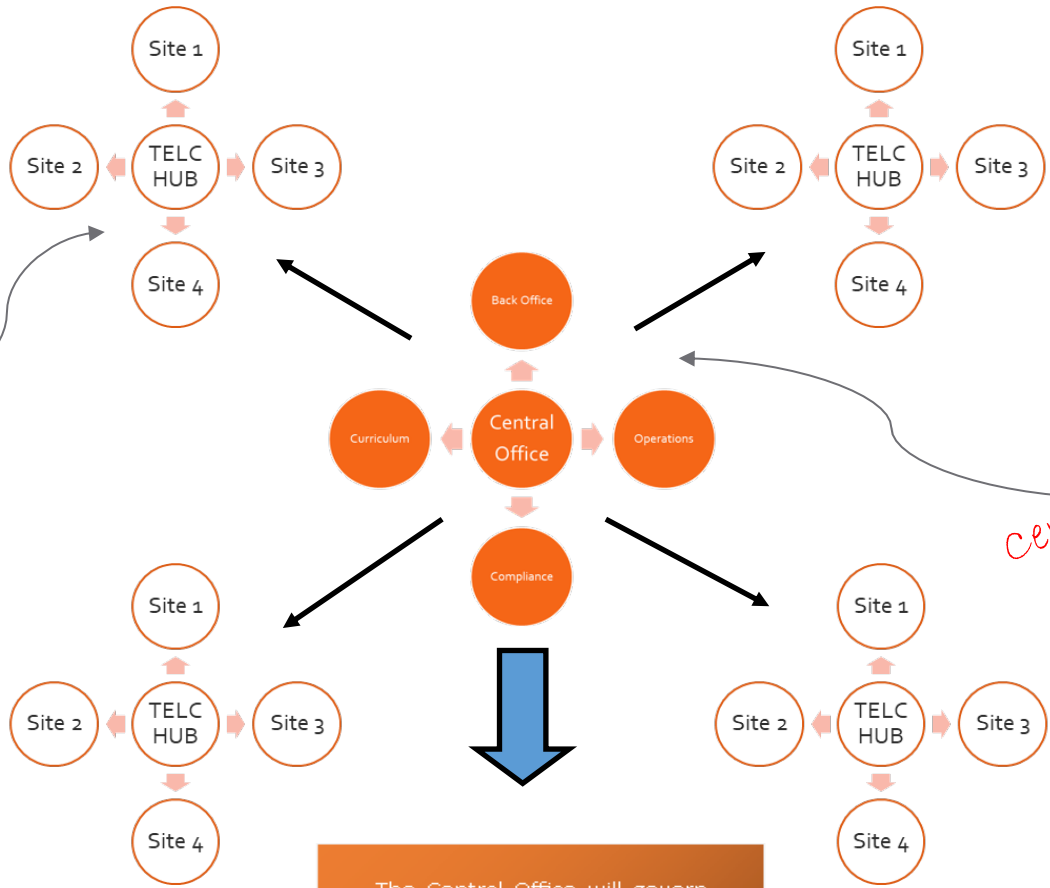


# Implementation Strategy: *Central Office and Mini Hubs*

The central office serves as the operations center of each mini hub.

*Mini-Hub*

*Central Office*



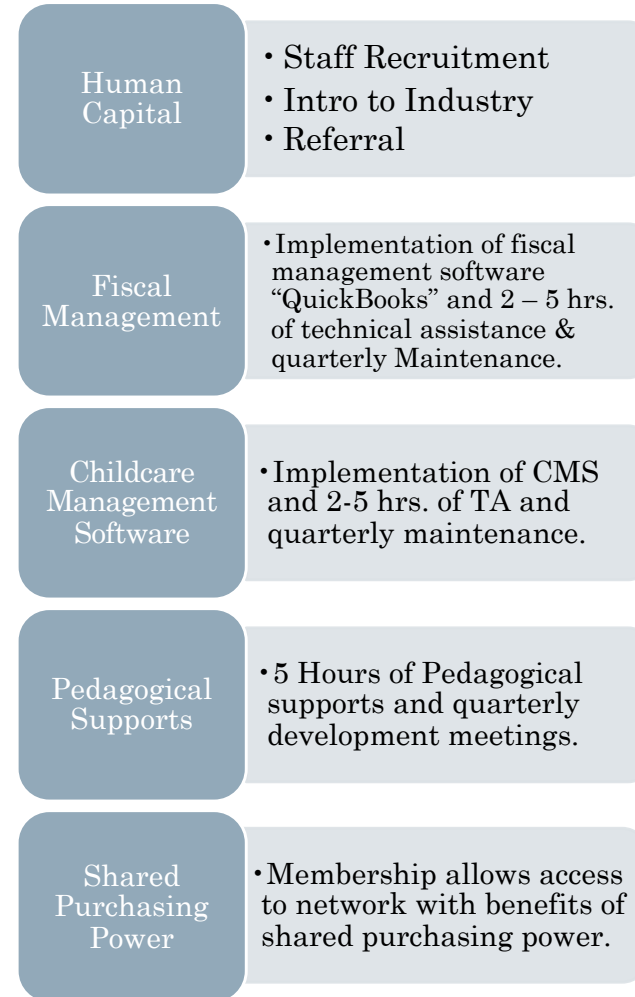
The mini hub would manage the shared service supports for up to 4 early learning centers. It would require 1.5 staff that would be responsible for managing the relationship and the day to day operations of each site.

The Central Office will govern the implementation of the shared services model, by providing the human resource capital needed to support the Hub staff. All back office services including but not limited to human resources, fiscal management, compliance, curriculum etc. would be provided as support staff to the mini hub.

Agencies will be grouped into mini hubs based upon size, location, and demographics. Fees generated will only support the operations of each hub. A representative from each hub will serve on the alliance committee.

# Level 1

- Level 1 Services will be offered as an introduction to shared services.
- The capacity for membership is unlimited.
- Level 1 will be utilized to refer/direct organizations to level 2/3 membership based upon their individual needs.



## 3 Levels of Service

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### **Level 1 Services**

#### **Network Member**

Lobbying/Advocacy  
Access to  
Workshops for  
Professional Development  
Staff Development  
Parent Engagement  
Shared Purchasing Power  
Implementation of Fiscal  
Management Software  
Implementation of Childcare  
Management Software  
Technical Assistance/Training  
Pedagogical Training and  
Supports

### **Level 2 Services**

#### **Coalition Partner**

Organization Development  
Start up and Licensing  
Compliance  
Human Resource Management  
Staff Training and Recruitment  
Grant Management  
Fiscal Management  
Recruitment  
Professional Development  
Policy and Procedure  
Development, Implementation  
and Training.  
Parent and Community  
Engagement  
Strategic Planning

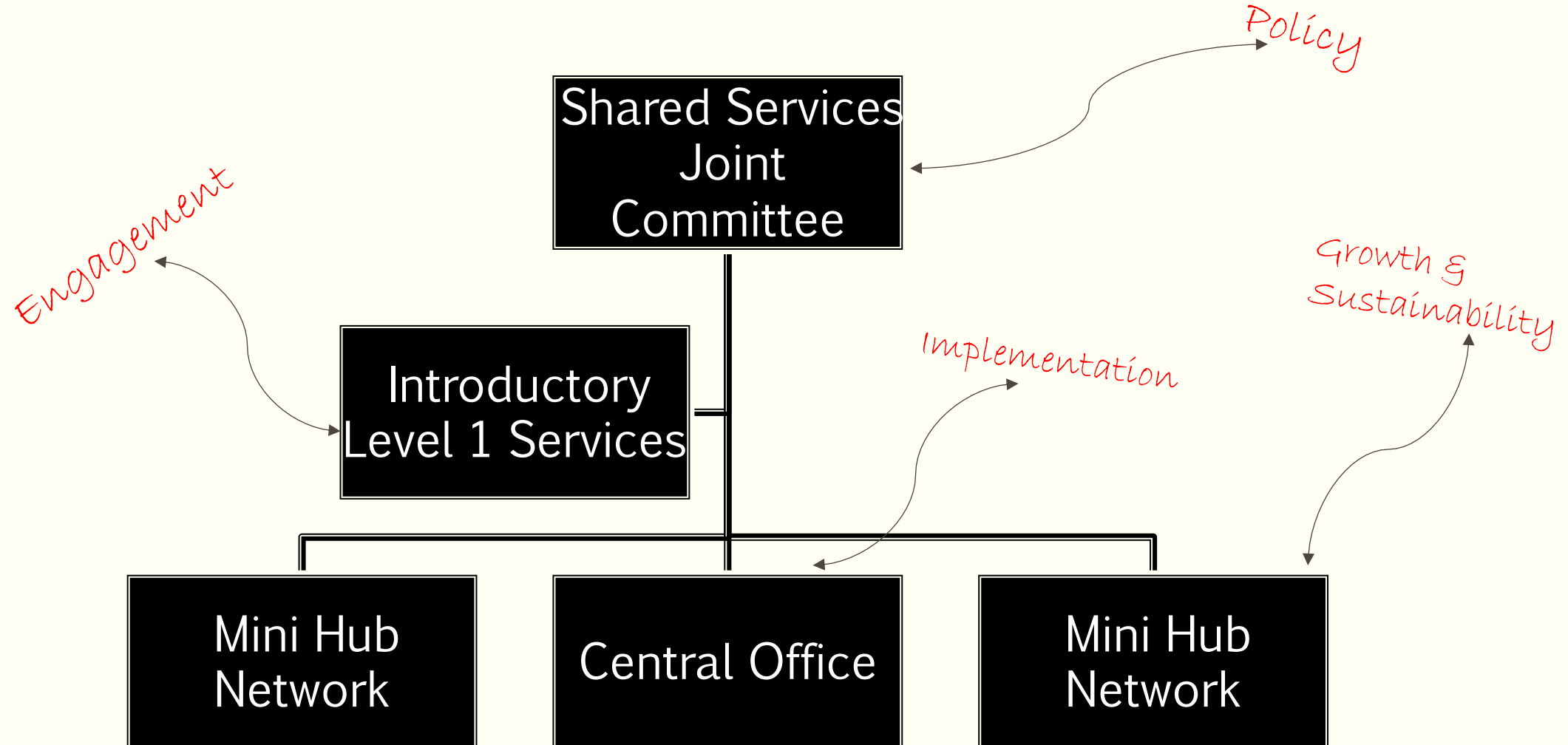
### **Level 3 Services**

#### **Coalition Member**

Business Planning  
Capital Funding  
Equipment Financing  
Building Renovations  
New Construction  
Business and Strategic Planning  
Loan Acquisitions  
Back Office On Site  
Administration  
On Site Service tailored per site

# Hierarchy

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# How did We Obtain Sustainability



In order to reach sustainability, we had to:



1. Identify Cost and Affordability for each Market



2. Create Opportunities for Collective Growth



3. Align Systematic Support



4. Ensure Clarity and Understanding of Critical Roles and Objectives



5. Obtain A Collective and Committed approach by leadership and stakeholders.

# The Key to Sustainability is “FEES”



FEASIBLE



EFFECTIVE



EFFICIENT



SUSTAINABLE

# Our Roadmap

## Phase 1

Discovery

Initial Survey's

Collective and Individual Conversations

## Phase 2

**REMAP**

Risk Evaluation, Management Assessment & Planning

## Phase 3

Develop Strategic Factors for Design, Development and Implementation ensuring that focus remains on the wants and needs of the provider.

# DISCUSSION

Q/A

# THANK YOU

## The Toledo Early Learning Coalition

Marcus Goodwin

Founder and Executive Director

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