

DETERMINE HUB SERVICES AND METRICS

Select services to be shared. What can be centralized? What is best de-centralized?

In planning the initial services to be shared, it is important to focus on a mix of services that are both **attainable** and **impactful**. Having some “early wins” will build confidence and trust among members of the Network. However, the Hub should also implement services that will have a high impact – particularly revenue strategies such as collections and enrollment. By demonstrating the power and potential of network strategies, the SFCCN will be able to retain and recruit new members and move toward sustainability more quickly.

Opportunities Exchange has created a framework to help define SFCCNs that includes three tiers - each with BOTH pedagogical and business services, but in varying levels of intensity.

[Download a copy of Defining SFCCNs from the website](#)

PEDAGOGICAL LEADERSHIP

<div style="display: flex; justify-content: space-between; align-items: center;"> TIER 1 </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> TIER 2 </div>	<div style="display: flex; justify-content: space-between; align-items: center;"> TIER 3 </div>
<p style="margin: 0;">Sharing Information</p> <p style="margin: 0;"><i>Services Offered:</i></p> <ul style="list-style-type: none"> ▶ Training/Professional Development aligned with licensing/standards <p style="margin: 0;">PURPOSE:</p> <ul style="list-style-type: none"> ▪ Compliance with regulations/standards <p style="margin: 0;">METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Hours and content delivered ▪ Number served ▪ Provider surveys <ul style="list-style-type: none"> ▶ Credit bearing Professional Development <p style="margin: 0;">PURPOSE:</p> <ul style="list-style-type: none"> ▪ Career growth + improved practice <p style="margin: 0;">METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Number of providers that attain degrees or credentials 	<p style="margin: 0;">Networking</p> <p style="margin: 0;"><i>Services Offered in Tier 1, PLUS the following:</i></p> <ul style="list-style-type: none"> ▶ PD followed up with on-site coaching based on defined quality standards; Support for providers in using a child assessment tool <p style="margin: 0;">PURPOSE:</p> <ul style="list-style-type: none"> ▪ Ensure application of content ▪ Improved teaching practices ▪ Increased compensation¹ <p style="margin: 0;">METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Data tracking aligned with quality standard (e.g.-% at QRIS Level, EHS standards, or Accreditation) ▪ FCCERS Scores ▪ Child Assessment Tool (TS Gold, etc.) 	<p style="margin: 0;">Sharing Back Office/Staff Sharing</p> <p style="margin: 0;"><i>Services Offered in Tiers 1 + 2, PLUS the following:</i></p> <ul style="list-style-type: none"> ▶ Regular, sustained Professional Development experiences with embedded Reflective Practice; Substitute pool for PD release time; Access to comprehensive services (health, early intervention, etc.) for children and families <p style="margin: 0;">PURPOSE:</p> <ul style="list-style-type: none"> ▪ Individualized, developmentally appropriate instruction informed by authentic, ongoing child assessment ▪ Higher reimbursement rate linked to credential of network coach and/or staff for comprehensive services ▪ Comprehensive services + supports for children + families <p style="margin: 0;">METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ CLASS Scores ▪ Number paid hours spent in reflective practice (planning, evaluating, refining) ▪ % of children screened and % receiving comprehensive services/supports

<h1>BUSINESS LEADERSHIP</h1> continued		
<p>TIER 1 </p> <p>Sharing Information</p> <p><i>Services Offered:</i></p> <ul style="list-style-type: none"> ▶ Business Practice Training; Group purchasing discounts <p>PURPOSE:</p> <ul style="list-style-type: none"> ▪ Improved program administration ▪ Increased understanding of business/administration issues <p>METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Hours/content delivered ▪ Numbers served ▪ Provider surveys 	<p>TIER 2 </p> <p>Networking</p> <p><i>Services Offered in Tier 1, PLUS the following:</i></p> <ul style="list-style-type: none"> ▶ Business Practice Supports, including: <ul style="list-style-type: none"> ▪ Tax preparation training ▪ Coaching for financial management ▪ Business automation tools ▪ Marketing supports <p>PURPOSE:</p> <ul style="list-style-type: none"> ▪ Improved financial sustainability ▪ Improved retention ▪ More stable and predictable income <p>METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Business Administration Scale ▪ Self-report on Iron Triangle (enrollment rate, collections, revenue) 	<p>TIER 3 </p> <p>Sharing Back Office/Staff Sharing</p> <p><i>Services Offered in Tiers 1 + 2, PLUS the following:</i></p> <ul style="list-style-type: none"> ▶ Collect fees/payments from all sources on behalf of providers through common, automated data platform <p>PURPOSE:</p> <ul style="list-style-type: none"> ▪ Ensure full and timely collection of revenue (including reconciliation of subsidy reimbursement) <p>METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Network Hub collects data on bad debt, aging receivables ▶ Marketing and Enrollment services (eligibility for subsidy, HS, etc.) <p>PURPOSE:</p> <ul style="list-style-type: none"> ▪ Ensure full enrollment <p>METRIC COLLECTED:</p> <ul style="list-style-type: none"> ▪ Network Hub collects data on vacancy/enrollment
		<ul style="list-style-type: none"> ▶ Budget/Revenue Strategies: <ul style="list-style-type: none"> ▪ Pricing assistance ▪ Record keeping and tax prep ▪ Negotiating reimbursement rates, blended funding streams, etc. ▪ Generating data to inform public policy <p>PURPOSE:</p> <ul style="list-style-type: none"> ▪ Reduce turnover/recruit new providers ▪ Improve earnings/more personal time ▪ Rates informed by cost modeling ▪ Contracts (vs. vouchers) for high quality networks <p>METRIC COLLECTED:</p> <p>Network Hub tracks:</p> <ul style="list-style-type: none"> ▪ Annual earnings of providers (via tax returns) ▪ Hours worked/week by providers ▪ Number of providers, turnover rate, new providers entering the field

Based on FCC provider needs, context, and the expertise of the Network Hub and its partner organizations and consultants, the Hub must select the specific services to be provided as part of the SFCCN. Opportunities Exchange believes that BOTH pedagogical and business leadership services need to be provided in order to ensure provider financial sustainability and quality programming.

A critical element in building a SFCCN is implementing a child care management software system (CCMS) across all members of the network. The CCMS will facilitate data sharing, efficient and effective business supports, and enable the Network to achieve scale. Utilization of the selected CCMS should be considered a non-negotiable practice for all Network members.

Depending on the CCMS selected, full use of the technology might assist provider members to: market their programs; manage their waitlist; enroll families quickly and efficiently; track and report attendance; generate invoices; collect fees; track authentic assessment dates and

results; track parent engagement activity events and dates; ease parent communication; track and code expenses; and, prepare annual parent tax reports.

Beyond the two fundamentals of automation and meeting both business and pedagogical leadership needs, Hubs have myriad options regarding service delivery. You will note on the table below that some functions are listed more than once - with varying levels of intensity. For instance, a SFCCN may offer training around business practices. Another SFCCN may pair that training with coaching around business practices.

While not exhaustive, the following list is comprehensive and can serve as a strong foundation for your planning.

[Download a copy of this Sample Service Menu on the website](#)

SPECIFIC SERVICE	DELIVER? (Yes, No, Unsure)
Pedagogical Services	
Assist providers with licensing/QRIS	
Assist providers with meeting NAFCC accreditation standards	
Provide free accreditation materials to provider members	
Pay accreditation fees for provider members	
Assist providers to comply with public PreK program	
Assist providers to comply with Head Start/Early Head Start regulations	
Provide professional development/training to providers	
Provide pedagogical coaching to providers	
Offer providers access to comprehensive services (health/mental health/fam support)	
Assist providers in choosing and/or implementing a curriculum	
Assist providers to develop their own curricula	
Assist providers in completing and using data from authentic child assessments	
Offer career counseling to support credential/educational degree attainment	
Offer providers credential/degree scholarships	
Offer substitute pool/relief squad for professional development + planning time	
Offer support groups/peer mentoring	
Provide recognition event	
Provide annual conference	
Offer free or reduced priced materials and/or equipment	
Offer toy or book lending library or resource van	
Business Services	
Offer bulk purchasing	
Offer transportation for children and providers	
Help complete forms and applications required by funders + regulators	

Help recruit and enroll new families	
Help with recordkeeping	
Assist providers to access CACFP funding (from another sponsor)	
Serve as the CACFP sponsor for network providers	
Serve as the Head Start community partner or grantee; contract with network providers for slots	
Serve as public PreK community partner or grantee; contract with network providers for slots	
Serve as public subsidy contractor; subcontract with network provider for slots	
Help providers access health care coverage or liability insurance	
Offer Iron Triangle coaching (linked to automation) to provider members	
Review and/or prepare tax forms	
Assist with funder relations (e.g. help track and report attendance to various funders)	
Invoice and collect private and public fees on behalf of providers	
Provide financial reports to provider members	
Establish business metrics and coach providers around meeting metrics	
Provide technology support for on-boarding and on-going use of CCMS	
Perform fundraising functions for member providers (events, proposals, solicitations)	
Assist with securing contractors for facility repair and maintenance	
Other:	

Metrics: What data will be collected? How will success be measured?

Once you select the services you will provide, you need to identify one or more expected outcomes that you hope to achieve. **The Network Hub must design a way to collect baseline data in order to understand the change/impact of the SFCCN.**

Tracking financial information such as enrollment rates, bad debt, and FCC annual revenue, is critical to the ultimate success of the SFCCN. Having this information is important for several reasons:

- Member FCC providers will have a clear understanding of how the SFCCN is improving their financial position, and therefore more accepting of the need to pay a membership fee to the Hub and/or company that licenses the CCMS they use.
- SFCCN members will be empowered to make strategic investments in critical areas of their business – for example, increased use of substitute caregivers, targeted cash reserves for emergencies, access to health insurance or creation of retirement fund.
- Positive financial results make a strong case for funders and policy makers to invest in and incentivize the growth of Shared Service strategies, like SFCCN, in the ECE sector.
- Evaluation data informs our work; when we know what works and what doesn't, we can make smart decisions about where to put our efforts.

The sample table below can be used to identify services, outcomes, and metrics:

SPECIFIC SERVICE	EXPECTED OUTCOME (What will the positive impact be for provider members?)	BASELINE DATA NEEDED TO DOCUMENT OUTCOME	ONGOING DATA NEEDED TO DOCUMENT OUTCOME	DATA COLLECTION TOOL(S)
Offer tax preparation	Increased net revenue	Last year's net revenue	Annual net revenue	Annual completed tax return
	Reduced tax preparation expense	Tax preparation expense prior to joining SFCCN	Annual membership fee	One-time review of accountant invoice

[Download a copy of **Sample Business Metrics** from the website](#)

Sample Business Metrics for Staffed Family Child Care Network
What do we want to measure for family child care provider members?

I. Metrics that correspond to the **Iron Triangle**

- Fill every seat
- Enrollment as a percentage of licensing capacity (based on ages and relationship of children enrolled)

- Collect all revenue, on time
- Uncollected fees
- Time to collect fees

- Appropriate per child cost
- Cost per child
- Revenue per child
- *Total provider earnings allow for a sustainable wage – defined as xx% of median wage in that region?*

II Metrics related to **compensation**

- Number of hours worked per week
- Gross revenue growth
- Tax deduction growth
- Level/type of benefits
- PTO - vacation and sick pay
- Insurances – health, dental, vision, life, etc.
- Retirement account

III Metrics related to provider **sustainability**

- Funding portfolio
- Sources of public and private earned revenue – tuition, Head Start, Child and Adult Care Food Program, etc.
- Corporate and philanthropic grants, individual donations, fundraising events
- Days/Months of Cash on Hand
- Debt to Equity Ratio
- Operating Margin - expenses as % of total revenue