

## **Governance Structure for Puget Sound Child Care Consortium**

### **The Organizational Structure: A Single Corporation (with participating centers as local chapters)**

The Puget Sound Child Care Consortium established itself as a 501c3, with Diana Bender and Laura McAlister serving as Co-Executive Directors. After a deliberative process, centers will agree to join the Consortium. Center staff will become employees of the Consortium. Center Directors will become Corporate Officers (if they choose). The Consortium Leadership Team will be composed of the Co-Executive Directors, Corporate Officers of each center, any Center Directors who are not Corporate Officers, the VP of Development and the VP of Finance). Center Boards would dissolve; with their fiduciary responsibility transferring to the Consortium. Each member of the Board of Directors would be invited to join the center's advisory board. Some members of the board may be invited to join the Consortium.

As of the date of joining, the center Board President and Executive Director sign a document which:

- a. Specifies all assets and liabilities that would transfer to the consortium and
- b. States that all other assets or liabilities, known or unknown, would not be assigned to the Consortium.

Upon joining,

1. The center board would vote to dissolve the 501c3 (or establish a new status for it) and terminate all contracts between the center and any vendors or employees as of a certain date.
2. All employees would sign new employment contracts with the Consortium, beginning the date immediately following the termination of their contract with the center.
3. All other contracts or leases that the center would want to continue would be transferred to the Consortium or renegotiated under the Consortium's name to begin as of the date immediately after the termination of their contract with the center.

### **Decision-making:**

Center Directors will retain authority and responsibility for all educational policies and programmatic decisions at their centers, including

- daily supervision of the center,
- hiring and firing of all employees working at their center,
- developing annual center budget and monitoring the expense allocation for their center,
- enrollment (both individual enrollment decisions as well as enrollment policies and procedures).

The Consortium Leadership Team will be responsible for making decisions regarding:

- contracts for services that operate at more than one center;
- annual budget for the overall Consortium;
- fundraising and development plans and activities;

- financial, personnel and technology policy and procedures that affect more than one center; and
- all other operational issues requiring management level attention.

**Personnel Management:**

Center Directors will be responsible for supervision and management of all staff at their center. Consortium Co-Executive Directors will supervise the Center Directors with the advice and support of the Center Advisory Boards. Center Directors will be required to approve timesheets (via Consortium web-based software) before personnel checks can be disbursed. Consortium central staff will provide timesheet and payroll software and take responsibility for processing payroll, administering benefits and setting up flexible spending accounts.

**Staff changes**

When Center Directors need to hire, they will contact central staff for referrals relevant to their needs. The Consortium Leadership Team will develop the standards, policies and procedures for initial staff recruitment of center teachers and staff. Central staff will be responsible for initial staff recruitment including advertising, recruitment, receipt and verification of initial application and transcripts, screening interview and background checks.

Consortium central staff will manage a substitute pool. Consortium Leadership Team will develop the detail standards, policies and procedures for the substitute pool. Central staff will be responsible for initial substitute recruitment including advertising, recruitment, receipt and verification of initial application and transcripts, interviews and background checks.

**Board changes:**

The Consortium Board of Directors will hold the liability for activities and materials at the centers. The Advisory Boards will assist with fundraising at their sites, and provide advice on overall policy and management of the center.

**Budget:**

Center Directors will work with Consortium staff to develop a center budget each year. The budget will reflect the priorities and shared values of the Consortium. Budgets will also be based on sound financial practices, including, but not limited to ensuring sufficient reserves, purchasing in bulk to assure the best discounts, etc.

In order to recruit and retain qualified teachers, tuition will be raised annually. Scholarships and subsidies will support families who cannot keep up with increases in tuition payments. The Consortium will establish a shared scholarship pool to ensure that 25% of the slots Consortium-wide are available for low income children. Each center will have a budget line item for the scholarship pool.

The Leadership Team of the Consortium will develop the annual budget for the Consortium based on budgets from each center and the shared values and priorities of the

Consortium. All center budgets will flow into the annual budget of the Consortium. The annual budget will be reviewed and commented on by all center advisory boards. The Fiscal year cycle for the Consortium will be Sept 1-Aug 31.

**Financial Management (Financial tracking, banking and tuition management)**

Consortium central staff will provide monthly financial statements showing each center's financial position as well as the position of the entire Consortium. The Consortium will maintain an accounting system which allows staff to easily identify, on demand, both the detail (deposits and debits) and overall financial picture (monthly, quarterly or year to date budget and cash positions) associated with each center.

All funds will be deposited in the Consortium account, which will be set up DBA for each local center so that families and other donors will see no difference in addressing checks or donations to individual centers. Consortium central staff will generate and mail tuition bills, eventually providing families with an electronic debit option to pay tuition. The Consortium central staff will be responsible for all collections of tuition past due to bills sent out by Consortium staff.

**Professional Development:**

The Consortium will set up a system of professional development with all staff including directors and teachers. All Professional Development will align with new NAEYC standards. Each teacher and director will be matched with a mentor who will work with the teacher/director on professional development. Consortium Professional Development activities will include:

- Individual Professional Development plans for each person (career pathway, coursework and individualized path to degree attainment if relevant)
- Tracking STARS training and other licensing requirements, ensuring all legal requirements are met.
- Support to enroll in all scholarship options that are available
- Assessment of higher education progress to date including a comparison of educational attainment with new accreditation standards.
- Observation in the classroom

**Technology:**

Consortium central staff will develop a technology plan that outlines a path to having computers available to all staff at local centers. Consortium development staff will be responsible for raising funds to buy or secure in-kind donations of computers and peripherals. Technology will be used to support operations in the following ways:

- Web-based approval of timesheets; tuition bills; DSHS statements, benefits forms and services; and professional development activities and plans and other management level approval mechanisms as they are created.
- Parent sign-in and sign-out will happen electronically. Sign-in and sign-out will be connected to the billing software, generating monthly bills based on actual attendance and will flag potential enrollment problems.

- Over time, teachers will be expected to learn and use software that supports individual child and classroom level planning. Child assessment data will simultaneously help teachers adjust curriculum and teaching practices to the needs and development of the individual child and also be used to demonstrate (to funders and others) that children in the Consortium are getting the education they need and deserve.

### **Other Services and Supports of Consortium**

Consortium central staff will track: licensing requirements and reporting, including training; USDA billing; DSHS subsidy paperwork and billing in close partnership with directors.

Consortium will hold contracts across centers for: Food purchasing and preparation; Liability Insurance; Maintenance and Janitorial.