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**Program Sustainability Plan**

**How do you turn business metrics into “actionable data”? This template provides a way to show the meaning of the metrics, how the organization is doing against best practices, and what possible actions can help improve performance**

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| Performance Metric | Organizational Performance | Best Practice/Target | Action Steps |
| **Administrative Overhead:**  What percentage of the personnel budget is spent on:  Administrative staff – those who deal with operations/finance  Support staff – coaches, cooks, etc.  Direct teaching staff – staff working in classrooms and counted in ratios  Rationale: The goal is to deploy the highest possible level of resources into classroom staff in order to attract and retain a well-qualified workforce  **GOAL: Administrative Overhead not more than 20%** |  | Administrative – 20%  Support staff --- 20%  Direct teaching staff – 60% | --Review Operations process and practices to ensure the program is operating efficiently (benefitting from automation when possible)  --Review Organizational Chart/Job Descriptions to identify opportunities to streamline and reduce the number of non-program staff    --Design and implement compensation initiative for direct staff that does the following:  --ensures internal and external parity with comparable positions  --creates opportunities for teachers to have “time off the floor” for planning and reflective practice |

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| **Enrollment by Classroom and Site:**  This metric measures how fully enrolled each classroom is as a percentage of “staffed capacity”  **Rationale:**  Programs must remain fully enrolled in order to be financially viable – empty seats = lost revenue  **Goal:** No classroom below 90% enrollment |  | --Average enrollment rate of 90%  --Time to fill slot >10 days | --Marketing effort (describe work to be done)  --“bonus for finding a family that enrolls”  --Create a Facebook page for the program for advertising, etc.…  --Reassigning classrooms and consolidating so that classrooms are full  --mixed aged groupings, etc.… |
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| **Collection Rate/Bad Debt:**  How much of revenue owed is actually received by the organization? How much revenue is collected on time? How much is written off as “non-collectable”?  **Rationale**: Many providers find it difficult to collect funds from families facing hardships and/or being fully reimbursed for cc subsidy services  **Goal**: 100% Collection Rate |  |  |  |
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| **Cost per Child/Revenue Gap:**  Understanding the true cost of care by age group/site; comparing the cost with the actual operating revenue that is secured by the program  **Rationale**: A sign of fiscal health is when a program is able to identify operating revenue to meet (or come close) to the actual cost of care; too heavy reliance on philanthropic fundraising will undermine a program’s sustainability because it relies too heavily on successful fundraising work rather than fee for service  **Goal:** At least 80% of the cost of care is raised through sustainable core operating funds |  |  |  |