SOCIETY OF DECISION
P R O F E S S I O N A L S
Clarity & Insight for Decisive Action

SDP

Helping Decision Science Professionals Reach New Heights

Presenting:

The ABCDs of Informal DA
in Neighborhood Non-profits
by Enrico Manlapig

DAAG Conference 2016

DAAG is the annual conference of the SDP.
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www.decisionprofessionals.com

The ABCDs of informal DA in neighborhood non-profits

Enrico Manlapig

Westmont College

Outline

- Background
- Challenge
- Impact
- Lessons

BACKGROUND

Our preschool

Preschool governance

College — Director — Assistant Director

Board

Cash flows
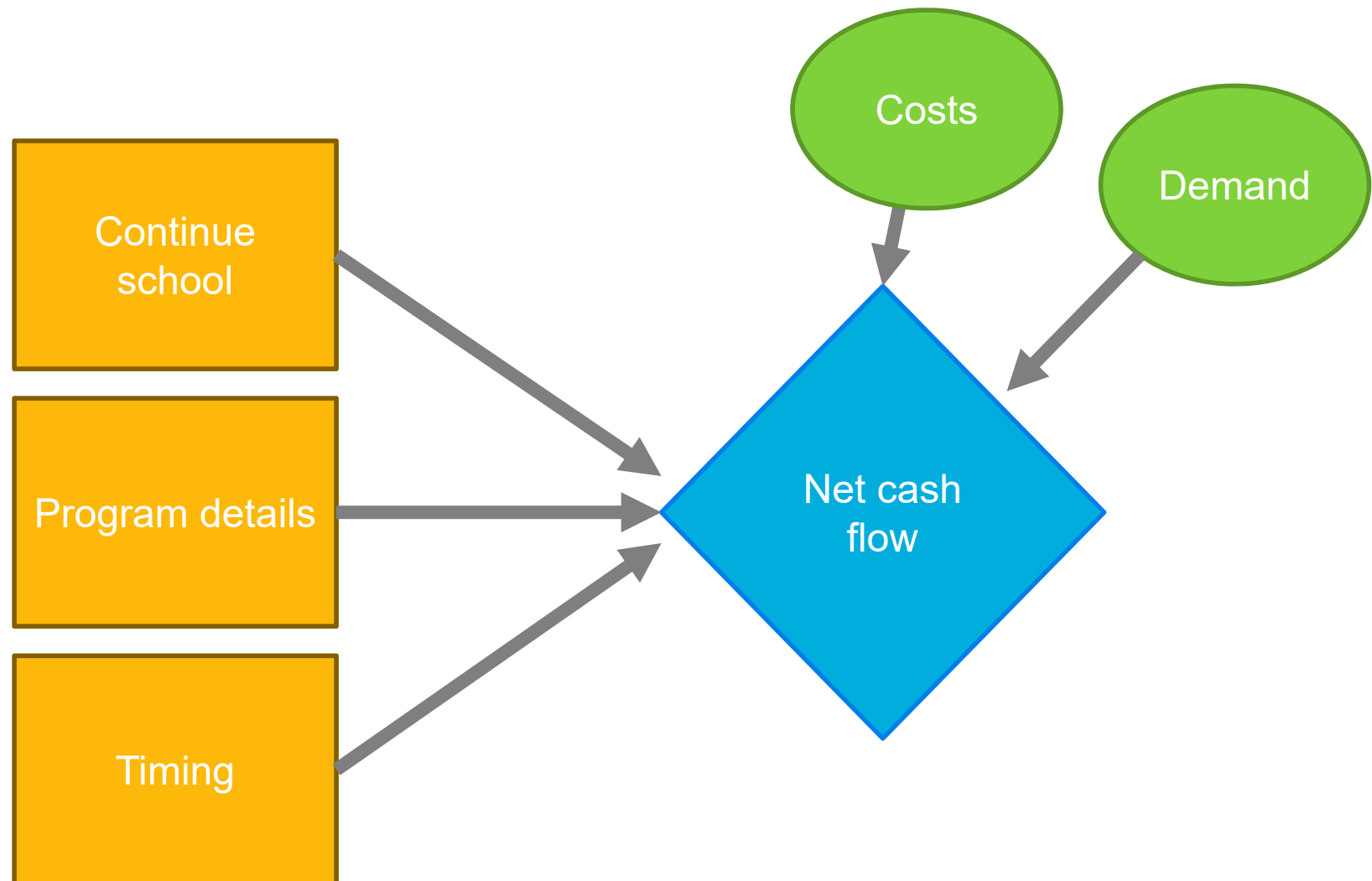
Fundraising

Tuition & Fees

OPEX

Assistant Director Salary

THE CHALLENGE

Timeline of events

- **Summer 2015**
  - Director announces retirement
  - College announces Director's line will be reduced
  - High-school announces plans to reclaim facility

- **October 2015**
  - Board identifies two candidate facilities

- **November 2015**
  - Board learns that one candidate facility is no longer available

- **December 2015**
  - Framing
  - Modeling

- **January 2016**
  - Model handover
  - Decision made and announced

- **February 2016**
  - New lease drafted
  - New director position advertisement drafted

- **March 2016**
  - Lease signed
  - Director position advertised

Representing the decision problem

IMPACT

Impact

Before

After

I was pretty emotional… and had several sleepless nights.

I'm excited to begin working on the new school!

We're simply the parents who happened to be attending… when they pulled the plug, and NOT meant to be selfless people who work themselves silly for years trying to beat ridiculous odds to keep it going

Things before felt hazy… now we have confidence that this can work

We understand now that if we make changes in the right places, we can totally do this

LESSONS

A is for "Advocate"

I was emailing you ladies because you're the "money-projection-gals" of the group….

Before Enrico was a professor, he was a decision analysis consultant who built models to help businesses make decisions.

Holy cow, yes, please!

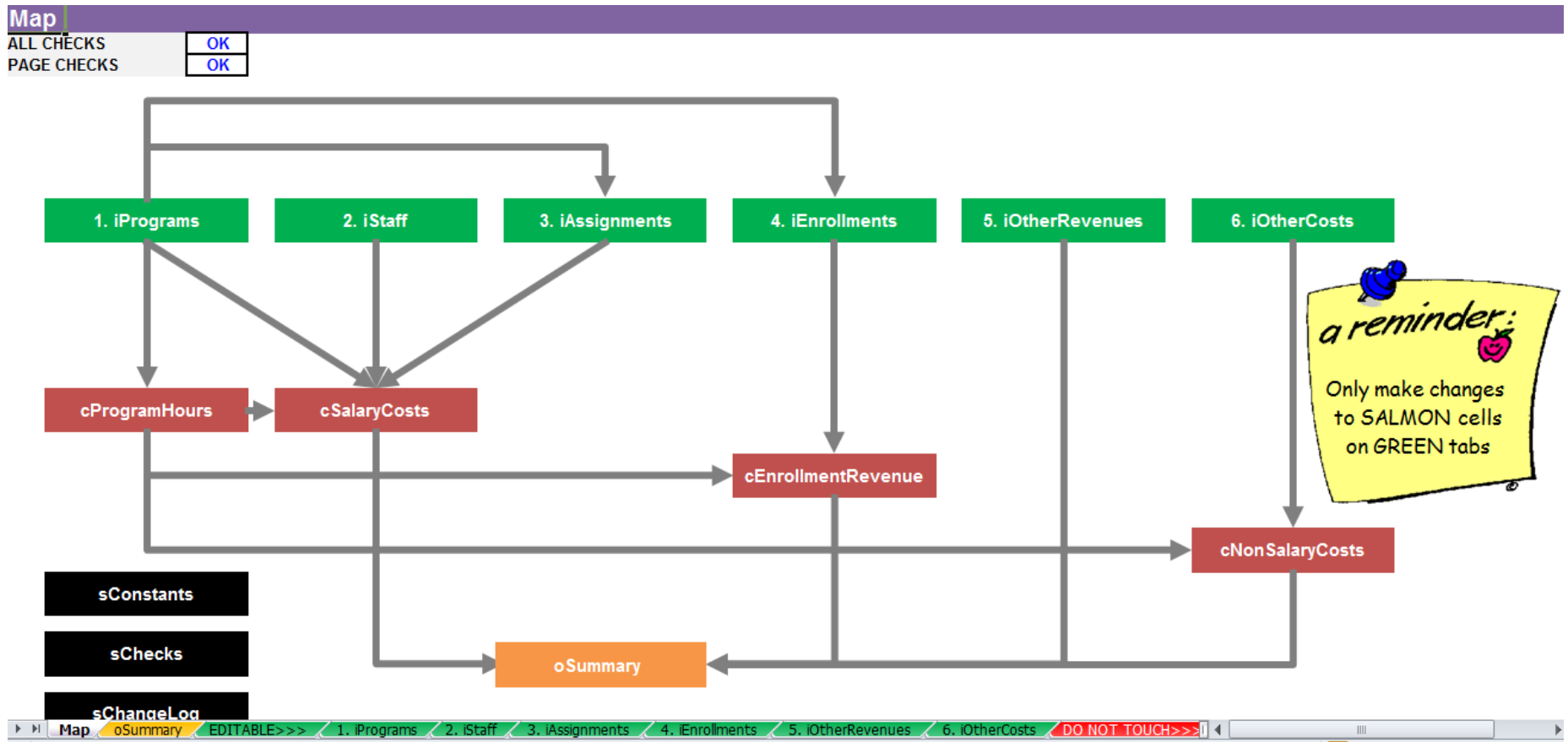*I have a really clumsy model with inaccurate numbers I'm happy to share with him.*

I have no shame in admitting that I'm totally winging it (aren't we all with this entire thing??)

B is for "Breezy"

I had a couple of ideas that might help you (and the board) get the most value from the model…Since 'we simply don't know' a few of these numbers, bounding the problem with best- and worst- case and most likely estimates can be really helpful.

As an example, how many students do other schools enroll in their PM programs?   The smallest number we find can be our worst case, while the biggest one can be our best case.

C is for "Color"

C is for "Color"

4. iEnrollments

ALL CHECKS	OK
PAGE CHECKS	OK
	MAP

PROGRAM PRICING

Program		COOP price per day per week	NON-COOP price per day per week	Billing frequency	Fixed monthly charge
1 Weekday AM	$	50	70	Monthly	32
2 Weekday PM	$	25	25	Weekly	–
3 Summer AM	$	60	80	Monthly	32
4 Summer PM	$	25	25	Weekly	–
5 Evening program	$	–	–		
6 –	$				
7 –	$				
8 –	$				
9 –	$				
10 –	$				

PROGRAM ENROLLMENTS

COOPERATIVE

Program		Active days per week		Total enrollments		1 1 day per week enrollments	2 2 day per week enrollments	3 3 day per week enrollments	4 4 day per week enrollme
1 Weekday AM	Days	5	Students	25				13	12
2 Weekday PM	Days	5	Students	13		–	–	7	6
3 Summer AM	Days	5	Students	3			3		
4 Summer PM	Days	5	Students	2		–	2	–	
5 Evening program	Days	1	Students	–					
6	Days		Students	–					

| Map | oSummary | EDITABLE>>> | 1. iPrograms | 2. iStaff | 3. iAssignments | 4. iEnrollments | 5. iOtherRevenues | 6. iOtherCosts | DO NOT TOUCH>>> |

D is for "Decision Support System"

I opened the laptop at the meeting and asked them, 'What do we want?'

Having a model gave us structure to input assumptions and make decisions

Getting a sensible answer on the spot made everything real

Summary

A is for Advocate

B is for Breezy

C is for Color

D is for Decision Support System