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<td>33</td>
</tr>
<tr>
<td>ELC Service Centers</td>
<td>40</td>
</tr>
<tr>
<td>ELC Around Town</td>
<td>45</td>
</tr>
</tbody>
</table>
Strategic Plan
Children First

Parents / Families

Providers

Partners
CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe
2015-2016

OUR MISSION
To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.

OUR VALUES
CHILDREN - Children are at the heart of all we do. We believe that all children, regardless of circumstance, are capable of educational excellence and personal growth, and we are committed to ensuring school readiness and lifelong success for each one.
COMMUNITY - We believe children are the future, and our community is an essential part of their road to success. By working together, we can promote education and support children as they become active, productive members of society.
PARTNERSHIP - We value partnerships and are collaborative in all we do. We work closely with fellow service providers, families, corporations, elected officials, and individuals and the community at large to promote the importance of early learning and to secure educational opportunities for all children.
ADVOCACY - We are a champion for children, promoting positive societal and community change. Our staff and community partners are committed to advancing education throughout Miami-Dade and Monroe counties and are set apart by their passion, strength and dedication to children.
EXCELLENCE - When it comes to early learning quality matters. We are committed to excellence, providing quality programs and services that make a difference in our community. Designed to meet the physical, social, emotional and intellectual needs of all children, our programs are innovative and offer each child an equal opportunity for a successful future.
CUSTOMER SERVICE - We strive to meet the needs of our parents, families, providers, and partners by providing comprehensive customer service and professional, timely, and courteous manner.
EQUITY - In working with parents, families, providers, and partners, we are committed to the principle of equity and balance, so that all may benefit from the work we do, while keeping children first.

OUR VISION
CHILDREN FIRST
To ensure a comprehensive and integrated system providing for all families and their children, beginning before birth to age 5 years, the affordable opportunity to enter school ready to learn and succeed in life.

PRIORITY INITIATIVES
NEEDED CHILDREN
Improve outcomes for children in our neediest communities, and include children with developmental and other delays and disabilities
TARGET NEEDS AREAS
Identify centers in distressed zip codes and those serving children with, or at risk for developmental delays & provide extra support for them
INCREASE THE NUMBER OF CHILDREN
Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities
REDUCE THE NUMBER OF CHILDREN
Receiving subsidies to permit higher quality services to those enrolled
PARENT/FAMILY SELF-SUFFICIENCY
Identify methods of encouraging self-sufficiency

YOUNGEST CHILDREN
Offers continuum of care from before birth to age 3, focusing on the youngest
TARGET AGES
Set targets for after school care for children over 9 and 6-year-olds
AGE-BASED RATES
Adjust reimbursement rates to offer incentives to serve the youngest children
PARENT ACCOUNTABILITY
Offer incentives for parents to become more accountable

EDUCATE ALL
Educate all families and children about the benefits of early learning
PARENTAL CHOICE
Educate parents to choose child care centers that assure better outcomes for their children
VISIBILITY
Achieve increased visibility throughout both counties by creating child care resources and providing information

PROVIDERS
Improve ELC relationship with providers and provider performance
CHILD CARE PROGRAM STANDARDS
Establish standards for child care providers and enforce them
PROVIDER REIMBURSEMENT RATES
Determine optimum rates to attract higher quality providers
TEACHER EDUCATION
Increase the number of teachers with child care credentials
FEWER PROVIDERS
Drop low-performing providers
TECHNICAL BUSINESS ASSISTANCE
Offer business assistance to providers in distressed areas

EDUCATE PROVIDERS
About responsibilities to include children with disabilities and provide them with the training and resources to do so
QUALITY COUNTS
Enroll all centers wanting to participate in the ELC program
INTERNAL CAPACITY
Strengthen Board and Staff capacity to carry out strategic goals
ADVOCACY
Engage aggressively & systematically in advocacy to drive better outcomes for children and promote community awareness of the ELC
COUNCIL OF PARTNERS
Establish regular meetings with partners
FUNDING
Increase public and private funding and redistribute funds to strategic goals
PUBLIC
Secure adequate resources to ensure high quality delivery to each child we serve
MONROE COUNTY
Establish a Children's Services Council with dedicated funding
Program Updates
The Neighborhood Place for Early Head Start

Belkis Torres, Vice President

Strategic Plan Priority Initiative:

- Neediest Children
- Youngest Children
- Educate All
- Providers
- Internal Capacity
- Funding
Enrollment

<table>
<thead>
<tr>
<th>Enrollment</th>
<th>July 2016</th>
<th>August 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of the 2015-2016 EHS Fiscal Year</td>
<td>750</td>
<td>744</td>
</tr>
<tr>
<td>Start of the 2016-2017 EHS Fiscal Year</td>
<td>750</td>
<td>Goal – 750 Children</td>
</tr>
</tbody>
</table>

750 Children
Children With Special Needs

- Jul-16: 11% (81 children) - End of the 2015-2016 EHS Fiscal Year
- Aug-16: 10% (76 children) - Start of the 2016-2017 EHS Fiscal Year

Goal – 10%
## Parent, Family, and Community Engagement

### Family Outcomes 2015-2016

<table>
<thead>
<tr>
<th></th>
<th>Employment</th>
<th>Education</th>
<th>Families As Advocates</th>
<th>Housing</th>
<th>Health</th>
<th>Nutrition</th>
<th>Financial</th>
<th>Transportation</th>
<th>Clothing</th>
<th>Mental Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary</td>
<td>2.9</td>
<td>3.5</td>
<td>4.3</td>
<td>3.6</td>
<td>4</td>
<td>4.7</td>
<td>3.2</td>
<td>3.8</td>
<td>4.6</td>
<td>4.5</td>
</tr>
<tr>
<td>Mid Assessment</td>
<td>3.4</td>
<td>3.6</td>
<td>4.5</td>
<td>3.8</td>
<td>4.2</td>
<td>4.7</td>
<td>3.5</td>
<td>4.1</td>
<td>4.7</td>
<td>4.6</td>
</tr>
<tr>
<td>Final Assessment</td>
<td>3.5</td>
<td>3.8</td>
<td>4.6</td>
<td>4</td>
<td>4.4</td>
<td>4.8</td>
<td>3.6</td>
<td>4.1</td>
<td>4.8</td>
<td>4.7</td>
</tr>
<tr>
<td><strong>Gains</strong>*</td>
<td>+0.6</td>
<td>+0.3</td>
<td>+0.3</td>
<td>+0.3</td>
<td>+0.4</td>
<td>+0.1</td>
<td>+0.4</td>
<td>+0.3</td>
<td>+0.2</td>
<td>+0.2</td>
</tr>
</tbody>
</table>

**Legend:**
- Thriving 5.0
- Self-Sufficient 4.0
- Stable 3.0
- Vulnerable 2.0
- In Crisis 1.0

*Gains are calculated by comparing the results from the first and most recent assessment.*
Health

Beginning of 2016-2017 School Year

- Have Health Insurance: 94%
- Completed 45 Day Hearing and Vision Screening: 70%
- Have Medical Home: 84%
- Have Dental Home: 42%
- Up-to-date Immunizations: 84%
Health and Safety Technical Assistance

EHS staff provide Health and Safety technical assistance to Sheyes of Miami Learning Center staff on August 31, 2016
EHS Trainings

- **Creative Curriculum Training**: offered to Early Head Start teachers on August 27, September 17, October 1, and October 8.

- **Ages and Stages Questionnaire- Social Emotional, 2nd Edition**: conducted one-to-one training for Early Head Start teachers on how to administer the tool.

- **Child Development Associate Courses (Fall 2016)**:
  - Introduction to Early Childhood Education for Infants and Toddlers
  - Infant/Toddler Environment
  - Facilitating Social Development

- **Marketing Trainings for Providers and Family Advocates**: presented by Julie Wassom on August 24 and 25
  - Creating Satisfied Customers and Lifetime Referrals (August 24)
  - Converting Site Visits into Enrollments (August 24)
  - Maximizing Effectiveness in Parent/Client Communications (August 25)
EHS Updates

• **Early Head Start Child Care Partnership Expansion:**
  • Submitted on Wednesday, August 24, 2016
  • Applied for 250 infants and toddlers
  • Received applications from 109 providers
  • Applied to serve 14 high need, zip codes:
    • 33010
    • 33012
    • 33030
    • 33033
    • 33034
    • 33054
    • 33055
    • 33056
    • 33130
    • 33135
    • 33147
    • 33157
    • 33161
    • 33170
EHS Updates

• **Parent Committee Organization Meetings**: have been scheduled for the first two weeks of September.

• **Health and Safety Screener On All Sites**: conducted during the month of August by the Technical Assistance Specialists as required by the Office of Head Start.

• **Parent Orientation/Health Fair**: occurred August 11 & 18.

• **Program Information Report (PIR)**: was submitted on August 31, 2016.

• **New Head Start Program Performance Standards (HSPPS)**: released on September 1, 2016 by the Office of Head Start and will be effective November 7, 2016.
Research and Evaluation Assessment and Inclusion

Dr. Anabel Espinosa, Director

Strategic Plan Priority Initiative:

- Neediest Children
- Youngest Children
- Providers
- Funding
Ages & Stages Questionnaire, 3rd Edition (ASQ-3) Compliance
Providers With Past Due ASQ-3

<table>
<thead>
<tr>
<th>Month</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct-15</td>
<td>370</td>
</tr>
<tr>
<td>Nov-15</td>
<td>316</td>
</tr>
<tr>
<td>Dec-15</td>
<td>354</td>
</tr>
<tr>
<td>Jan-16</td>
<td>150</td>
</tr>
<tr>
<td>Feb-16</td>
<td>77</td>
</tr>
<tr>
<td>Mar-16</td>
<td>40</td>
</tr>
<tr>
<td>Apr-16</td>
<td>39</td>
</tr>
<tr>
<td>May-16</td>
<td>38</td>
</tr>
<tr>
<td>Jun-16</td>
<td>56</td>
</tr>
<tr>
<td>Jul-16</td>
<td>192</td>
</tr>
<tr>
<td>Aug-16</td>
<td>66</td>
</tr>
</tbody>
</table>
Children With Past Due ASQ-3

<table>
<thead>
<tr>
<th>Month</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct-15</td>
<td>746</td>
</tr>
<tr>
<td>Nov-15</td>
<td>642</td>
</tr>
<tr>
<td>Dec-15</td>
<td>823</td>
</tr>
<tr>
<td>Jan-16</td>
<td>445</td>
</tr>
<tr>
<td>Feb-16</td>
<td>113</td>
</tr>
<tr>
<td>Mar-16</td>
<td>69</td>
</tr>
<tr>
<td>Apr-16</td>
<td>57</td>
</tr>
<tr>
<td>May-16</td>
<td>73</td>
</tr>
<tr>
<td>Jun-16</td>
<td>90</td>
</tr>
<tr>
<td>Jul-16</td>
<td>357</td>
</tr>
<tr>
<td>Aug-16</td>
<td>155</td>
</tr>
</tbody>
</table>
Action Plan: August 2016
Withholding Provider Payments

**Provider Portal Report**
*(July 9th)*

36 Providers identified with ASQ-3 > 30 days Past Due

**Daily Review of Compliance**
*(June 11th – July 15th)*

Non-compliance reviewed and confirmed daily.

**Site Visits**
*(July 27th – Aug 5th)*

On-Site Technical Assistance:
35 Providers

Compliance due date 8.15.16

**Withholding of Payment**
*(July 15th)*

No payments scheduled to be withheld Aug 20th
Action Plan: September 2016

Withholding Provider Payments

Provider Portal Report
(Aug. 7th)

47 Providers identified with ASQ-3 > 45 days Past Due

Daily Review of Compliance
(Aug. 8th – Aug. 20th)

Non-compliance reviewed and confirmed daily.

Site Visits
(Aug. 30-Sept. 1st)

On-Site Technical Assistance:
19 Providers

Compliance due date 9.15.16

Withholding of Payment
(Sept. 15th)

No scheduled payment withholding

Oct. 20th
Provider Payments Withheld

- July 2016: 0
- August 2016: 1
- September 2016: 0
Identification of Children with Delays/Disabilities
## Developmental Screening, Follow-Up and Individualized Supports

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total screened through</td>
<td>23,737</td>
<td>27,272</td>
<td>2,026</td>
</tr>
<tr>
<td>Developmental Screening Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Screened and flagged with</td>
<td>3,244</td>
<td>4,274</td>
<td>175</td>
</tr>
<tr>
<td>developmental concerns</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Validated concerns and</td>
<td>1,063</td>
<td>1075</td>
<td>47</td>
</tr>
<tr>
<td>receiving 8-week strategies</td>
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</tr>
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</table>
## Identified With a Developmental Delay/Disability

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Head Start (not cumulative)</td>
<td>*</td>
<td>81</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Identified with delay/disability in service continuum validation (by parent)</td>
<td>*</td>
<td>408</td>
<td>46</td>
<td>454</td>
</tr>
<tr>
<td>Identified after referral &amp; evaluation (Early Steps, FDLRS, Other)</td>
<td>110</td>
<td>152</td>
<td>9</td>
<td>271</td>
</tr>
<tr>
<td>Call Center Project Pilot</td>
<td>*</td>
<td>22</td>
<td>*</td>
<td>22</td>
</tr>
<tr>
<td>Special Needs- Needs Assessment</td>
<td>*</td>
<td>7</td>
<td>*</td>
<td>7</td>
</tr>
</tbody>
</table>

Total: 831
Identifying Children With Disabilities

\[ \frac{831}{16,175} = 5.1 \]

Total number of children (ages 0 – 5) with identified delay/disability

Total number of children (ages 0 – 5) paid SR in July 2016
Strategic Plan Priority Initiative:

- Educate All
- Neediest Children
- Providers
Health Priorities

Wilfredo Ayala, Director

Strategic Plan Priority Initiative:

• Neediest Children
• Youngest Children
• Educate All
• Providers
• Funding
Priorities - Obesity

**LET’S MOVE! Child Care Training Project**

- 222 low-income centers in Miami-Dade & Broward counties have completed the project to date.
- ~14,584 children have been served.
- We have been approved for the 5th and final year of the grant, which will begin in October 2016 with another 60 – 75 low-income centers in Miami-Dade & Broward counties.

**Health Foundation of South Florida funded Structured Physical Activity Training Project**

- From 2016 – 2018 we will educate 165 low-income centers in Miami-Dade & Broward counties on how to conduct 60 minutes daily of Structured Physical Activity with preschoolers. The training will be conducted by the CATCH Foundation. In addition, in order to build capacity, we will train 10-15 ELC staff members on how to teach the CATCH curriculum.
- In July 2016, we executed the first of five 3-day training sessions. 21 centers and 10 ELC Trainers participated in the training.
- The next training is scheduled for November 03-05, 2016.
Priorities-Obesity

SOUTH FLORIDA OBESITY PREVENTION SUSTAINABILITY PLAN

**Goal:** To integrate childhood obesity prevention services and policies into local and national organizations and agencies to reach more providers and families than could be served by currently funded initiatives.

**Accomplishments**

- Integrated HEPA (Healthy Eating & Physical Activity) Standards into the Nurse-Family Partnership’s (NFP) Enrollment Assessment form. NFP is a local and national Maternal, Infant, and Early Childhood Home Visiting program that provides first-time moms with valuable knowledge and support for their child, from birth to age 2. By integrating HEPA Standards into NFP’s Assessment process, first-time moms receive more education, information and resources needed to better prevent childhood obesity within their family.

- Enhanced *Quality Counts* with a Health & Wellness component by utilizing the Health Foundation of South Florida’s funded CATH training to train 7 Quality Improvement Specialists (QIS) on how to teach providers how to assess and assist QC centers with implementing best practices for physical activity within their centers.
Priorities-Obesity

SOUTH FLORIDA OBESITY PREVENTION SUSTAINABILITY PLAN
- continued -

ACCOMPLISHMENTS

• Integrating childhood obesity prevention services into Help Me Grow’s (HMG) referral services, and developing and expanding HMG’s Physician Network to serve as a more robust childhood obesity intervention referral system for children under their care.

• Partnering with the YMCA to adapt their HEPA Standards so that they are more thorough and specific to the needs of children ages 0 – 5. Thereafter, co-branding these standards, and developing provider trainings, and family and teacher health & wellness support systems surrounding these standards.
Call Center

2016 Call Center Operations Report (January-August)
Call volume for Miami-Dade YTD
124,380
Calls Received from January 2016 – August 2016

Jan - Mar 2016: 44,139
April - Jun 2016: 49,289
July - Aug 2016: 30,852
Callers’ Needs and Issues *(Top Reasons)*

- Eligibility – Redetermination Status/New application Status, general SR program inquiries and grievance status for clients for which services were terminated
- VPK – How to apply, rejected applications, tech support (unable to scan/upload docs) and Certificate Of Eligibility status
- Child Care Resource & Referrals – new providers, child care listings, wait list/SR program information, financial assistance and other community resource options
## Back to School Stats

<table>
<thead>
<tr>
<th></th>
<th>Monday 8/22</th>
<th>Tuesday 8/23</th>
<th>Wednesday 8/24</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Inbound Calls</strong></td>
<td>1,459</td>
<td>1,097</td>
<td>872</td>
</tr>
<tr>
<td><strong>Total Outbound Calls</strong></td>
<td>90</td>
<td>123</td>
<td>96</td>
</tr>
<tr>
<td><strong>Abandoned Calls</strong></td>
<td>36 (5.43% of total calls)</td>
<td>14 (2.65% of total calls)</td>
<td>5 (1.37% of total calls)</td>
</tr>
<tr>
<td><strong>Avg. In Queue Time</strong></td>
<td>&lt; 1 minute</td>
<td>&lt; 3 minutes</td>
<td>&lt; 1 minute</td>
</tr>
<tr>
<td><strong>Daily Service Level %</strong></td>
<td>64 %</td>
<td>89%</td>
<td>85%</td>
</tr>
</tbody>
</table>
Child Care Resource & Referral

- For the 1\textsuperscript{st} Quarter, CCR&R Miami-Dade generated \textbf{3,628} referrals.
- For the 2\textsuperscript{nd} Quarter, CCR&R Miami-Dade generated \textbf{3,808} referrals.
- For the 3\textsuperscript{rd} Quarter, CCR&R Miami-Dade generated so far \textbf{2,394} referrals.

- All (5) dedicated CCR&R staff are Level 2 certified.

<table>
<thead>
<tr>
<th>Month</th>
<th>Referrals Generated for Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>1,048</td>
</tr>
<tr>
<td>February</td>
<td>1,224</td>
</tr>
<tr>
<td>March</td>
<td>1,356</td>
</tr>
<tr>
<td>April</td>
<td>1,258</td>
</tr>
<tr>
<td>May</td>
<td>1,286</td>
</tr>
<tr>
<td>June</td>
<td>1,264</td>
</tr>
<tr>
<td>July</td>
<td>1,326</td>
</tr>
<tr>
<td>August (1-23)</td>
<td>1,068</td>
</tr>
<tr>
<td><strong>2016 Total</strong></td>
<td><strong>9,830</strong></td>
</tr>
</tbody>
</table>
# Family Portal: Wait List Families

<table>
<thead>
<tr>
<th></th>
<th>Children 0-13</th>
<th>Children 0-5</th>
<th>Submitted-Pending Review</th>
<th>Active-Waiting Status Applications (Approved pending Selection)</th>
<th>Rejected Status-Pending Supporting Docs</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of August 22, 2016</td>
<td>4,309</td>
<td>3,624</td>
<td>457</td>
<td>2,942</td>
<td>6,439</td>
</tr>
</tbody>
</table>
First Day of School Service Center Visits (8/22/2016)

- Total: 493
- North Service Center: 248 (Parents Serviced: 134, Parents Applying for VPK: 85)
- Central Service Center: 121 (Parents Serviced: 23, Parents Applying for VPK: 23)
- South Service Center: 124 (Parents Serviced: 26, Parents Applying for VPK: 26)
## Miami-Dade Service Centers 4th Quarter Stats

Approximate wait time for scheduled appointments is 5 to 10 minutes  
Approximate wait time for Drop Off/Consults: 12.1 minutes

<table>
<thead>
<tr>
<th>Client Services</th>
<th>South Service Center</th>
<th>North Service Center</th>
<th>Central Service Center</th>
<th>QTR 4 TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Clients Visits</td>
<td>5889</td>
<td>8833</td>
<td>4002</td>
<td>18,724</td>
</tr>
<tr>
<td>Total Number of Walk-ins</td>
<td>5103</td>
<td>7939</td>
<td>3246</td>
<td>16,288</td>
</tr>
<tr>
<td>Total Number of Appointments Scheduled</td>
<td>786</td>
<td>894</td>
<td>756</td>
<td>2,436</td>
</tr>
<tr>
<td>Total Number of No-Show Appointments</td>
<td>343</td>
<td>312</td>
<td>340</td>
<td>995</td>
</tr>
<tr>
<td>Average Client Wait Time (In Minutes)</td>
<td>13</td>
<td>12.3</td>
<td>11</td>
<td>12.1</td>
</tr>
</tbody>
</table>

**Customer Service: Client Wait Times**  
**Benchmark: Private Doctor’s Office**
### Monroe Service Centers 4th Quarter Stats

Approximate wait time for scheduled appointments is 5 minutes  
Approximate wait time for Drop Off/Consults: 0-5 minutes

<table>
<thead>
<tr>
<th>Client Services</th>
<th>April 2016</th>
<th>May 2016</th>
<th>June 2016</th>
<th>QTR 4 TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Average/Percentage</td>
<td>Total</td>
<td>Average/Percentage</td>
</tr>
<tr>
<td><strong>Total Number of Clients Visits</strong></td>
<td>203</td>
<td>251</td>
<td>280</td>
<td>734</td>
</tr>
<tr>
<td><strong>Total Number of Walk-ins</strong></td>
<td>174</td>
<td>87%</td>
<td>200</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Total Number of Appointments Scheduled</strong></td>
<td>29</td>
<td>13%</td>
<td>51</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total Number of No-Show Appointments</strong></td>
<td>n/a</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Average Client Wait Time (In Minutes)</strong></td>
<td>0-5</td>
<td>0 - 5</td>
<td>0 - 5</td>
<td>0 - 5</td>
</tr>
</tbody>
</table>

**Customer Service: Client Wait Times**  
**Benchmark: Private Doctor’s Office**
### VPK Applications for School Year 16-17

<table>
<thead>
<tr>
<th>Category</th>
<th>Miami-Dade</th>
<th>Monroe</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total COEs in Portal</td>
<td>25,432</td>
<td>499</td>
<td>25,931</td>
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<tr>
<td>Submitted</td>
<td>336</td>
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<tr>
<td>Approved</td>
<td>22,510</td>
<td>462</td>
<td>22,972</td>
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<tr>
<td>Inactive</td>
<td>339</td>
<td>2</td>
<td>341</td>
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<tr>
<td>In EFS</td>
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<td>0</td>
<td>2</td>
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<tr>
<td>Rejected</td>
<td>2,243</td>
<td>31</td>
<td>2,274</td>
</tr>
<tr>
<td>Reopened</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>

- Time from Application to Issuance: 48 hours
- Benchmark: Amazon Prime

Source: OEL Family Portal as of 8/31/2016
ELC Around Town

Strategic Plan Priority Initiative:

• Educate All
Official Groundbreaking for the Building of the Lighthouse Learning Center for Children (8/3/2016)

- President & CEO Evelio Torres and Early Learning Coalition Leadership were pleased to be a part of the official groundbreaking for the building of the Lighthouse Learning Center for Children.
- The early education center will create quality early inclusive learning for children who are visually impaired and those who are not.
5th Annual Breastfeeding Awareness Walk Event (8/5/2016)

• Early Learning Coalition’s Yrma Aldana and Kerry Allen participated in the 5th Annual Breastfeeding Awareness Walk Event at Amelia Earhart Park in Hialeah, FL.
• Early Learning Coalition staff engaged new parents and let them know about key programs such as Early Head Start, which is geared toward children 0-3.
• The Coalition also distributed hundreds of books.
Macaroni Kids Back-to-School Fair
(8/5/2016)

• The Early Learning Coalition participated in the annual Macaroni Kids-Back to School Fair at the West Kendall Toyota Dealership.
• Families stopped by to get back-to-school goodies, such as pens, pencils and bookmarks as well as inquire about VPK, VPK-SIS and other ELC programs.
Univision 23 Kids Coalition Back-to-School Fair (8/20/2016)

• The Early Learning Coalition participated in the Univision 23 Kids Back-to-School Fair at Westland Mall in Hialeah, FL.
• Program and Communication staff were able to speak with over 200 families and distribute more than 500 books.
Horace O’Bryant School Back-to-School Fair Key West (8/20/2016)

• The Early Learning Coalition staff participated in the annual Kids Show back-to-school event at Horace O'Bryant School in Key West, Florida.
• Children were engaged in a fine motor activity making friendship bracelets with pipe cleaners, yarn and beads.
• Program informational materials were provided to parents.
• Free books were distributed to the children.
Back to School Bash

Upper Keys- August 22\textsuperscript{nd}
Middle Keys- August 23\textsuperscript{rd}

Upcoming Lower Keys- September 6\textsuperscript{th}

- Monroe ELC classroom mentor Jeanne Askins hosted two back-to-school get-togethers for directors and teachers in the Upper Keys and the Middle Keys.
- An evening of networking and sharing a wealth of fun, educational ideas to kick start the new school year was enjoyed by all.
- A similar event is planned for the Lower Keys.
Jump Start Read for the Record

ELCMDDM will partner with Miami-Dade Public Libraries, Miami-Dade Public Schools and Early Care and Education Providers