Community Presentation
Evelio Torres, President and CEO

October 4, 2021
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Strategic Plan

Lead Manager: Jackye Russell, Senior Vice President for Administration
Jrussell@elcmdm.org
Mission and Vision

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 birth through age 5.

Vision
Children First
To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, so children enter school ready to learn and succeed in life.

Early Education. Lifelong Success.
Early Education. Lifelong Success.

**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 birth through age 5.

**OUR VISION**
*CHILDREN FIRST*
To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, and are set apart by our collective passion, strength and dedication to children.

**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 high quality early education and support children as they become thriving, 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, 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 early education throughout Miami-Dade and Monroe counties and are set apart by our collective 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 further 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 SERVICES** - We strive to meet the needs of our parents, families, providers and partners by providing comprehensive customer service in a professional, timely and courteous manner.
- **EQUITY** - Equity, inclusion and cultural competence is embodied in our values, practices and programming so that children, parents, families and providers may fully benefit from our priority initiatives, while keeping children first.

**PRIORITY INITIATIVES**

**NEEDED CHILDREN**
- Improve outcomes for children in our neediest communities, including children with developmental and other delays and disabilities, by improving the quality of early learning programs
- Target neediest areas
  - Identify centers in distressed zip codes and those serving children with, or at risk for, developmental delays & provide extra support for them to meet higher standards
  - Increase the Number of Children
  - Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities

**YOUNGEST CHILDREN**
- Offer a continuum of care throughout childhood, with a particular focus on infants and toddlers
- Age-based Rates
  - Adjust reimbursement rates to offer incentives to serve the youngest children

**PROVIDERS**
- Strengthen Coalition relationship with providers and support providers meeting higher quality performance requirements
- Improve Provider Selection and Contracting Process
  - Establish local provisions that support parental choice and ensure providers serving children receiving subsidies meet contract and quality requirements
- Teacher Education
  - Increase the number of teachers with child care credentials
- Quality Providers
  - Drive incentives to higher performing providers
- Technical Business Assistance
  - Offer business assistance to providers in distressed areas
- Educate Providers
  - Provide program directors/staff with training and resources to provide high quality care to all children, including children with disabilities

**EDUCATE ALL**
- Educate families and the community at large about the benefits of quality early learning.
- Parental Choice
  - Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children
- Visibility
  - Achieve increased visibility of the importance of early learning throughout both counties by creating child care resources and providing information

**CAPACITY BUILDING**
- Strengthen Board and Staff capacity to carry out strategic goals
- Advocacy
  - Engage aggressively & systematically in advocacy to drive better outcomes for children
- Early Child Care Education Systems Building
  - Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five

**FUNDING**
- Increase public and private funding and reallocate funds to strategic goals
- Public
  - Secure adequate resources to ensure high quality delivery to each child we serve
- Monroe County
  - Establish a Permanent Funding Model for Social Services

**FIVE YEAR STRATEGIC GOALS**
- Develop widely accepted state-wide benchmark marks of quality (e.g. Child assessments, accreditation, learning environment, etc.)
- Change state policy to allow ELCs to contract only with childcare programs that meet state-wide quality bench marks

- Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model
Uniting Business for Good

Mark Wilson, President and CEO
• One challenge is that progress takes time.
  ▪ There should be a long-term vision and plan (e.g. 10, 20, 30 years).

• The business community needs to make early learning a priority.
  ▪ What is the role of Coalition Board Members, particularly those from the private sector?
  ▪ Board Chair Bruno and Evelio Torres met with the CEO of the Greater Miami Chamber of Commerce.
  ▪ The Coalition already participates in the Chamber’s Government Affairs committee, Education Committee and several other committees.
  ▪ Voluntary Prekindergarten (VPK) continues to be part of their legislative agenda.

• The Florida Business Alliance for Early Learning is a good example of how to engage the business community.

• Business on a Mission: A number of businesses are already doing great work in this space, including some organizations in our community.
  ▪ It would help to know who they are and what they are doing.
  ▪ The Coalition has some of this information but needs to be as coordinated as the Florida Chamber.
Strategic Planning

Cathrine Pollard, MBA
Board Liaison & Policy Specialist
Raising Quality
Better Child Outcomes for All

Early Learning Coalition of Miami-Dade/ Monroe
Strategic Initiatives 2021
What does success look like for the Coalition and the families we serve?

How can your leadership help us get there?
Systems Improvement: A Team Approach

Why?
What?
How?

Desired Outcomes
Developing Measures
Board Lead
Staff Lead
Expanding Services in Monroe County
- Book Club
- Scholarships to Avoid the Benefits Cliff
- Bosses for Babies (Children’s Movement)
- Increase enrollment in VPK and School Readiness

Civic Engagement
- Community Involvement
- Volunteerism
- Zip Code Champions

Advocacy & Public Policy
- Local Priorities (GMCC, others)
- State and Federal (Florida Chamber, GMCC, others)
- Reimbursement Rates

Professional Development
- Board Member Driven Seminars for providers (banking and finance, taxes, marketing/advertising/public relations, Human Resources, legal)

Parent Engagement(???)
Sustainability: Expanding Services in Monroe County

• Collectively ensure Monroe County has the resources needed for children to continue to thrive such as an expanded book club, scholarships for families facing the benefits cliff, and partnerships with organizations which lead initiatives that prioritize children (e.g. Bosses for Babies).

• Increase enrollment in Voluntary Prekindergarten (VPK) and School Readiness.

• Determine High Level Advocacy Priorities and discuss with member of legislative delegation representing Monroe County.
Civic Engagement

• Work together to create change for the families the Coalition serves through continued community involvement in key organizations and volunteerism.

• Board members and their organizations to consider becoming “Zip Code” champions by promoting high-quality education for all children in their designated communities.
Advocacy & Public Policy

• Advocate for quality early care and education at the local and state level. Identify legislative districts and key constituents who influence policies that affect children and families that the Coalition serves and engage them through creating awareness, building support and working for change.

• Advocate strongly to raise reimbursement rates that can lead to higher quality services.

• Develop a statewide mobile application to provide greater accessibility and ease of use of the Coalition’s application process.
Professional Development

• Utilize Board expertise to provide professional development opportunities to help Coalition providers enhance their services from an operational perspective.
Parent Engagement

• Enhance parents’ advocacy and leadership skills by providing opportunities for them to be an advocate and leader in their child's school or in their community.
MDCLC shared School Readiness and Voluntary Prekindergarten information on Thursday, September 23, 2021 through a member email of local resources for business owners.
Classroom Assessment Scoring System® (CLASS) Scores

Paloma Lopez-Barcena, M.S.
Deputy Director of Quality Initiatives
School Readiness Program Assessment Status

• The Coalition has assessed 183 classrooms and rated 64 early learning partners as of 9/28/21.
• Approximately 450 early learning partners pending CLASS assessments*.
• No early learning partners have scored below a contract threshold 3.50.
• 5 early learning partners have a CLASS score in 3.50-3.99 range.
  ▪ These programs can obtain a contract but will have to implement a Quality Improvement Plan and are given strategies and support that will assist them with providing better teacher/child interactions.
• The Coalition’s team is assessing programs daily.
  ▪ COVID continues to delay assessments due to classrooms and programs closing when there is a positive case.

*Early learning partners pending an assessment do not include those that may come out of exemptions (due to violations or exceeding the 20% threshold).

Source: Florida Wels (7/1/2021-9/28/2021)
Monroe Updates

Laurie Dunn
Monroe County Supervisor
ldunn@elcmdm.org
Monroe Key Points

School Readiness
Monroe Numbers:
• 302 children receiving School Readiness funding

Voluntary Prekindergarten
Monroe Numbers:
• 217 children enrolled in Voluntary Prekindergarten

At Risk Referrals:
30 children with an at risk referral
School Readiness Enrollment - Monroe

SR Enrollments (Monthly)

Sources: Ad-Hoc Tableau Visualizations from Division of Early Learning’s, EFS-MOD On-line System
VPK Enrollment- Monroe

Sources: Ad-Hoc Tableau Visualizations from Division of Early Learning’s, EFS-MOD On-line System
Supplemental Reports
Miami-Dade Updates

Sandra Gonzalez
Senior Vice President of School Readiness and Voluntary Prekindergarten
spgonzalez@elcmdm.org
Miami-Dade Key Points

School Readiness
Miami-Dade Numbers:
• 18,809 children receiving School Readiness funding

Voluntary Prekindergarten
Miami-Dade Numbers:
• 10,682 children enrolled in Voluntary Prekindergarten

At Risk Referrals:
1,288 children with an at risk referral
School Readiness Enrollment – Miami-Dade
VPK Enrollment- Miami-Dade

Sources: Ad-Hoc Tableau Visualizations from Division of Early Learning’s, EFS-MOD On-line System
At Risk Referrals-Miami Dade

Sources: Ad-Hoc Tableau Visualizations from Division of Early Learning’s, EFS-MOD On-line System
Strategic Plan Priority Initiative:

• Educate All
• Neediest Children
• Providers

The Professional Development Institute

Pamela Hollingsworth, M.Ed.,
Senior Vice President for Strategic Initiatives & Program Development
phollingsworth@elcmdm.org
Professional Development Institute Key Points

September Training Sessions/Attendees:

- **September Training Sessions**: 34
- **Number of Attendees**:
  - Miami-Dade: 577
  - Monroe: 10
- *Data as of September 29, 2021

Equity Institute

- ELC Talks: Body Image, Body Shaming and Trauma in Young Children, September 16, 2021
- ELC Talks: There’s More to Childhood Trauma than Meets the Eye, October 22, 2021

Professional/Workforce Development

- Child Development Associate (CDA®) Fall 2021 application window closed
- 11 Child Development Associate recipients recognized at Board of Directors Meeting (October 4, 2021)
- Early Education Internship program launches November 1, 2021
Number of Training Sessions Offered FYTD

Data Source: https://trainings.elcmdm.org/
Number of Participants Miami Dade County FYTD

Data Source: https://trainings.elcmdm.org/
Number of Participants Monroe County FYTD

Data Source: [https://trainings.elcmdm.org/](https://trainings.elcmdm.org/)
Strategic Plan Priority Initiative:

• Educate All Neediest Children

Professional and Workforce Development
Upcoming Child Development Associate (CDA®) Courses

Registration Closed
Classes begin November 6, 2021

• Child Development Associate (CDA®) Credential for Preschool English
• Child Development Associate (CDA®) Credential for Preschool Spanish
Child Development Associate (CDA®) Recipients

Participants of the first Child Development Associate (CDA®) training course for Family Child Care Homes and Infant Toddler offered by the Professional Development Institute who have obtained their CDA® Credential from the Council of Professional Recognition.

- Ayamis Ledesma
  Miami-Dade
- Grettel Carreno
  Miami-Dade
- Katerine Uribe
  Miami-Dade
- Magaly Viza
  Miami-Dade
- Barbara Alvarez
  Monroe
- Izet Hernandez
  Monroe
- Maria Lamadrid
  Monroe
- Misleidy Perez
  Miami-Dade
- Monica Rivas
  Miami-Dade
- Nuvia Ruiz
  Miami-Dade
- Olga Lidia Terán
  Miami-Dade
Professional Workforce Development

Building the Early Childhood Profession through education and on the job training

**Early Childhood Internship Program**

- November 1, 2021
- For eligible adults ages 18-24
- 20 hours a week for 12 weeks of on the job training and mentoring
- Complete Department of Children and Families 45 hour Childcare Course
- Salary 100% covered by CareerSource South Florida

**Early Childhood Apprenticeship Program**

- For eligible adults ages 18 and up
- 40 hours a week for 12-16 months of on the job training and mentoring
- Complete the National Child Development Associate Credential (CDA®) online
- Salary 50% covered by CareerSource South Florida
The Equity Institute

Strategic Plan Priority Initiative:

- Educate All
- Neediest Children
- Providers
ELC Talks: Through an Equity Lens

Body Image...Body Shaming and Trauma in Young Children.

• Children can form negative opinions of their bodies as early as age 3 and there are many factors that influence how children see themselves (familydoctor.org).

• Join the Early Learning Coalition and a panel of experts for a discussion about body image, the traumatic effects of body shaming and considerations in raising, teaching and nurturing children through a body positivity lens.

Did you miss the latest ELC Talks? Click on the link to watch the recording https://youtu.be/7mJEYcto-wc
Professional Development Institute

Contact Information

Visit our website: trainings.elcmdm.org

Email us: professionaldevelopment@elcmdm.org

Call us: 305 646-7220 ext. 2350, 2320 or 2511
Strategic Plan Priority
Initiative:

- Educate All
- Neediest Children
- Providers

Early Head Start

Belkis Torres
Vice President for Early Head Start
Early Head Start Summary

**Enrollment**
- August enrollment decreased due to 6 partners not renewing their contract and 4 partners reducing classrooms due to insufficient staff coverage.
- Enrollment for children with special needs decreased in August due to children transitioning out of the program. As children are screened during the first 45-days of enrollment, the number of children with special needs will increase.

**Wellness Initiative**
- The program had its monthly Li’l Foodies Cook Along. Twelve participants tuned in. This month’s cook along was *Turkey Burgers and Baked Cinnamon Donuts*.
- October’s Action for Happiness Calendar is focused on optimism. Each day has activities that encourages people to think positive and focus on what is good.
Enrollment

Percent of Monthly Enrollment (Upward Trend is Good)

- **Increase from the Previous Month**
- **Decrease from the Previous Month**
- **No change from the Previous Month**

Source: ChildPlus Database
Percentage of Children Enrolled with Special Needs

Source: ChildPlus Database
Li’l Foodies Virtual Cooking Demo

Li’l Foodies Cook-Along Virtual Cooking Demo for the Entire Family took place on September 17th at 4:00 pm.

- 12 participants
- The class featured:
  - Turkey Burgers &
  - Baked Cinnamon Sugar Donuts

- 4 participants won a $50 Publix gift card each.
- The next class will take place on October 15th.
The Optimistic October Action for Happiness Calendar was shared with staff and families to help set some goals, especially when things are feeling a bit tough. Making goals achievable and ensuring that you have a few short term as well as longer term, more ambitious goals helps us feel we're making progress.
Information Technology (IT) and Cyber Security Updates

Dr. Frederick Hicks
Senior Vice President of Technology and Cyber Security
fhicks@elcmdm.org
IT Updates

EFS MOD Version 5.1 Temporary Closure Module for providers launched

Rewrite of EFS MOD Bulk-VPK upload module still pending

Table Top exercise in October
Enhanced Field System Modernization (EFS MOD)

- EFS MOD fixes to the reimbursement functionality.
- EFS MOD VPK Bulk Upload Utility re-write.
Cyber Security Update

• **Tabletop Exercise** is pending the agreed upon specifications and procurement wrap-up.
  - Invitations will be offered to board members or their designee.
  - As soon as the date is final, we will release it and decide if it will occur in person or virtually.

• *We’d like to have it in person if possible.*

• Team members from the Coalition who will attend:
  • Management Information Systems (MIS)
  • Finance
  • Executive Leadership
  • 3rd party partners serving as the Infrastructure as a Service (IaaS)

• Announcement regarding neighboring coalitions.
Communications
Updates

Jackye Russell
Senior Vice President for Administration
jrussell@elcmdm.org

Strategic Plan Priority Initiative:

- Educate All
- Capacity Building
- Neediest Children
- Youngest Children
- Providers
Communications Key Points

Meeting with Chancellor of Early Learning Matthew Mears held September 16, 2021

2000 children’s books provided for Reach Out and Read® Program – Monroe County

Six (6) Monroe Social Media Video Ads on Instagram and Facebook
- Themes: Voluntary Prekindergarten
- Help Paying for Child Care (School Readiness)
- Warm Line
Number of Email Messages Sent out

Source: Constant Contact analytics
Email Open Rate – Monroe

Monroe - Open Rate Percentage (Monthly) of all email blasts (^)

Source: Constant Contact analytics
Benchmark information: average of 140 participants per session. As of 4/2021 the average is 120 participants.

Notes: Attendees include Coalition team members. Meetings began on 8/19/20. As of 4/2021 meetings were adjusted to once a month. No meeting was held 8/2021.

Source: Zoom analytics and Communications Scorecard
The Children Trust’s Family Expo
(9/11, 9/18 and 9/25/21)
Uniting Business for Good

Early Learning Coalition of Miami-Dade/Monroe | Promising Practices
September 27, 2021

Mark Wilson, President and CEO, mwilson@flchamber.com
The Florida Chamber Is Committed To This Movement Join Us On The Journey

Join The Movement

Kyle Baltuch – Sr. VP of Equality of Opportunity

kbaltuch@FLfoundation.org

850-521-1218
The Florida 2030 Blueprint: Uniting Businesses For Good

15th to 10th

39 Goals

- +4 Million
- +2 Million
- +50 Million
- +3 Million

www.Florida2030.org
Six Pillars Are Uniting Business For Good

“We must plan better for the next 4 million Floridians than we did for the last 4 million”
## WHERE DO WE WANT TO GO?
### 2030 Targets

<table>
<thead>
<tr>
<th>GOALS</th>
<th>Global Competitiveness</th>
<th>Prosperity &amp; High Paying Jobs</th>
<th>Vibrant &amp; Resilient Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Grow Florida into a top 10 global economy</td>
<td>Create a path to prosperity for all zip codes in Florida</td>
<td>Position Florida among the top states for attracting and retaining talent and visitors of all ages</td>
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</tbody>
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### Improving Florida’s talent pipeline for a better workforce
- >80% of Florida’s workforce has essential employability skills
- >60% of Floridians 25-64 have a high-value postsecondary certificate, degree, or training experience
- 95% of entering high school students graduate within 4 years
- 100% of Florida 8th graders read & perform math at or above grade level
- 100% of Florida 3rd graders read at or above grade level
- 100% of children are ready for kindergarten

### Creating good jobs by diversifying Florida’s economy
- Top state for gross domestic product and top quartile most diversified state economy
- #1 state for overseas visitors
- Goods exports double and services exports triple
- Top 5 state for manufacturing jobs
- Top 3 state for technology jobs
- #1 state for business startups
- Top 3 state for venture capital investments
- Top 3 state for research and development funding and patents issued
- Rural county share of Florida gross domestic product doubles

### Preparing Florida’s infrastructure for smart growth and development
- Diverse, attainable housing to meet future demand
- Every resident has access to public and private mobility services
- All major population and economic centers connected to regional, national, and global markets by high-capacity corridors
- World’s most capable spaceport; top-tier airports, seaports, and surface transportation hubs in U.S.
- 100% of Florida residents have access to high-speed communications connectivity
- Diverse and reliable energy, water, and waste management resources to meet future demand
- All Florida residents protected by resiliency plans
By 2030:
100% of Florida’s children are ready for Kindergarten

www.TheFloridaScorecard.org
Florida Chamber Foundation Prosperity Project

Elementary School Reading Proficiency and Poverty Rates of Children

Filter by County
- Miami-Dade County

Filter by Age
- 2000-19

Map Legends
- Third Grade Reading Score
- Poverty Rate

Elementary School Reading Scores in Miami-Dade County

<table>
<thead>
<tr>
<th>School Name</th>
<th>Kids Not Reading at Grade Level</th>
<th>Third Grade Reading Score</th>
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<tbody>
<tr>
<td>Academy Charter School Preparatory</td>
<td>94</td>
<td>94</td>
</tr>
<tr>
<td>Academy Charter School West</td>
<td>81</td>
<td>94</td>
</tr>
<tr>
<td>Academy Preparatory</td>
<td>84</td>
<td>94</td>
</tr>
<tr>
<td>Academy for International Education Che.</td>
<td>94</td>
<td>94</td>
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<tr>
<td>AIA Academy TIT 6 &amp; Center</td>
<td>90</td>
<td>93</td>
</tr>
<tr>
<td>Archbishop McCarthy/Our Lady of Mercy R</td>
<td>78</td>
<td>78</td>
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www.flchamber.com/floridagapmap
The 33157 zip code has 3,245 children Under-18 in poverty. That is a 19.8% Under-18 poverty rate.
<table>
<thead>
<tr>
<th>School Name</th>
<th>Kids Not Reading At Grade Level</th>
<th>Third Grade Reading Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>FREDERICK R. DOUGLASS ELEM.</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>FULFORD ELEMENTARY SCHOOL</td>
<td>45</td>
<td>37</td>
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<tr>
<td>GATEWAY ENVIRONMENTAL K-8 LEARNING CENTER</td>
<td>116</td>
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<tr>
<td>GEORGE W. CARVER ELEMENTARY SCHOOL</td>
<td>11</td>
<td>85</td>
</tr>
<tr>
<td>GERTRUDE K. EDELMAN/SABAL PALM</td>
<td>44</td>
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<tr>
<td>GLORIA FLOYD ELEMENTARY SCHOOL</td>
<td>14</td>
<td>73</td>
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<tr>
<td>GOLDEN GLADES ELEMENTARY SCHL</td>
<td>13</td>
<td>46</td>
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[www.flchamber.com/floridagapmap](www.flchamber.com/floridagapmap)
The Florida Business Alliance For Early Learning
Addressing Each Child’s Challenge – One Classroom at a Time

State Business Alliance for Early Learning Project Advisory Board

A small group of Florida’s business leaders dedicated to ensuring Florida’s youngest residents have access to quality learning. These advisory board members will financially support the efforts of the Florida Business Alliance for Early Learning Project and will provide guidance, collaboration and consultation as the leaders of this effort.

County-Level Business Alliance for Early Learning Project Leaders

County-level leaders will act as the lead partners in each one of Florida’s 67 counties. These organizations will be responsible for convening community-level champions and guiding county-specific needs.

School-Level Business Alliance for Early Learning Project Partners

With a passion for tackling the issues in their individual communities, these school-level partners are responsible for addressing the barriers to quality education opportunities within their own backyards.

www.FLChamber.com/EarlyLearningFL
Creating a business focus to engage community partners and employees

Innovative program that cultivates and curates free resources for every step of the educational journey 0-5

Supporting the whole child to foster educational growth
Foundation Partners Addressing Educational Challenges

- **BOSSES FOR BABIES**
  - How can your business be more family friendly

- **Helios Education Foundation**
  - Researching the latest programs and interventions to support early education

- **Florida Grade-Level Reading Campaign**
  - Providing communities with the tools and resources to support reading gains
Bringing the Childcare to Their Employees

Partnering with the YMCA to create cost-effective childcare for employees.

Offering employees one of the best in-house childcare options in the country.

In-house childcare that focuses on STEM activities to advance early learning opportunities.
Uniting the Local Business Community

Engaging business leaders and incentivizing student outcomes through rewards

Pairing classroom needs with philanthropic spending

Identifying the barriers to educational success and uniting the community to attach root cause challenges
Register Today!

Topics Include:

• A Strong Start for the Future of Florida’s Youngest Residents
• A Pipeline to Prosperity
• Influencing Systematic Change

www.FLChamber.com/F3