I. Welcome & Introductions
   Loreen Chant

II. Approval of Minutes
    Loreen Chant

III. Meeting Schedule including annual retreat date and location
     Loreen Chant

IV. Review of Strategic Plan proposed changes
    Loreen Chant

V. Review of proposed process for 2017
   Loreen Chant

VI. Public Comments
    Loreen Chant

VII. Meeting Adjourn
     Loreen Chant

Mission: To promote high-quality 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 needs of Miami-Dade and Monroe County children with a priority toward the ages before birth through age 5.
Strategic Pre-Planning Committee Meeting
July 11, 2017, 10:00 a.m.
ELC Board Room

Board Attendees: Loreen Chant (Chair), Adrian Alfonso

Staff Attendees: Evelio Torres, Lisa Sanabria, Jackye Russell, Pamela Hollingsworth, Sandra Gonzalez, Juan Castillo

I. Welcome and Introductions
   Loreen Chant

II. Strategic Plan
   Evelio Torres
   a. The Strategic Planning Committee schedule was discussed and 2 meetings, one conference call were scheduled before the retreat and 1 follow up meeting after the retreat.
   b. The facilitator that will be used this year is Raquel Diaz from the University of Florida.
   c. L. Chant and E. Torres decided to keep the same committee members as last year and invite the Monroe County members to participate.
   d. The Strategic Plan was reviewed and a few changes were suggested as well as the removal of certain items.

III. Public Comments
    Loreen Chant

IV. Adjourn
    Loreen Chant
**Strategic Planning Committee Meeting Timeline**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-planning Meeting</td>
<td>July 11, 2017</td>
</tr>
<tr>
<td>First Subcommittee Meeting</td>
<td>August 3, 2017</td>
</tr>
<tr>
<td>Full Board Meeting Update</td>
<td>August 7, 2017</td>
</tr>
<tr>
<td>Second Subcommittee Meeting</td>
<td>August 22, 2017</td>
</tr>
<tr>
<td>Third Subcommittee Meeting/Call</td>
<td>August 29, 2017</td>
</tr>
<tr>
<td>Strategic Planning Retreat Florida Keys Mosquito Control/503 107th Street Gulf, Marathon, FL 33050</td>
<td>September 5, 2017</td>
</tr>
</tbody>
</table>
2017 Strategic Planning Committee members

Loreen Chant, Chair
Abilio Rodriguez
Philip Gassman
Gilda Ferradaz
James Haj
Shaleen Fagundo
Theresa Axford
Children First
Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe
2017-2018

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. – Consider removing before birth?

OUR VISION
CHILDREN FIRST

To ensure a comprehensive integrated early learning system for all families and their children, beginning before 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.

PRIORITY INITIATIVES

NEEDEST 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

Parent/Family Self-sufficiency
- Identify methods of encouraging self-sufficiency – Is this a core function of ELC? Funding?

YOUNGEST CHILDREN
- Offer a continuum of care from before birth to age 5, with a particular focus on infants and children.

Age-based Rates
- Adjust reimbursement rates to offer incentives to serve the youngest children

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

PROVIDERS
- Strengthen Coalition relationship with providers and support providers’ meeting higher quality performance requirements. Solicit input from providers on how ELC can help meet goals.

Improve Provider Selection and Contracting Process
- Establish local provisions that support parental choice and ensure providers serving children receiving subsidies meet certain quality requirements

Teacher Education
- Increase the number of teachers with child care credentials

Fewer Providers
- Drop low-performing providers - How can ELC help providers improve?

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

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 before 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
BOARD OF DIRECTORS

ANNUAL RETREAT

December 2, 2013
Children First
## CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2012-2013

### 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 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 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 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.

**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 MISSION

To promote high-quality school readiness, voluntary prekindergarten 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 VISION

**CHILDREN FIRST**

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

<table>
<thead>
<tr>
<th>NEEDIEST CHILDREN</th>
<th>YOUNGEST CHILDREN</th>
<th>EDUCATE ALL</th>
<th>PROVIDERS</th>
<th>INTERNAL CAPACITY</th>
<th>FUNDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve outcomes for the children most at risk</td>
<td>Offer a continuum of care from before birth to age 8, focusing on the youngest</td>
<td>Educate all families and children about the benefits of early learning</td>
<td>Improve ELC relationship with providers and provider performance</td>
<td>Strengthen Board and Staff capacity to carry out strategic goals</td>
<td>Increase public and private funding and reallocate funds to strategic goals</td>
</tr>
</tbody>
</table>

### TARGET NEEDIEST AREAS

Identify centers in distressed zip codes & provide extra support for them

### REDUCE THE NUMBER OF CHILDREN

Receiving subsidies to permit higher quality services to those enrolled

### AGE-BASED RATES

Adjust reimbursement rates to offer incentives to serve the youngest children

### TARGET AREAS

Set targets for after-school care for children over 0-9 and 6-8 years of age

### PARTICULAR NEEDS

Educate parents to choose child care centers that ensure better outcomes for their children

### PROVIDER REIMBURSEMENT RATES

Determine optimum rates & tie to performance standards

### PARENTAL CHOICE

Establish standards for child care providers and enforce them

### QUALITY COUNTS

Enroll more centers in the ELC program

### MONROE COUNTY

Establish a Children's Services Council with dedicated funding

###kinson/Council

Provide professional development for child care providers

### PROVIDER ACCOUNTABILITY

Offer incentives for parents to become more accountable

### FEWER PROVIDERS

Drop low-performing providers

### Visibilidad

Achieve visibility throughout both counties

### TECHNOLOGY

Expand systems for assessment, accountability, enrollment verification, and reimbursements

### ACCREDITATION

Ensure or require accreditation for child care centers

### COUNCIL OF PARTNERS

Establish regular meetings with partners
Standards and Rating

Staff Qualifications:
- Education
  - Focus on staff with degrees, credits in ECE/CD, or equivalent CEUs
- Training
  - Focus on acquiring Staff Credential supporting formal education & Nat’l CDA

Learning Environment:
- CLASS Pre-K
  - Emotional Support
  - Classroom Organization
  - Instructional Support

Curriculum:
- Approved Curriculum & Training
- Curriculum-based assessments
- Training on Florida Early Learning & Developmental Standards (FL ELDS)

Family Support & Inclusion:
- Developmental Screening
- Incorporating Children’s backgrounds & families in classroom
Quality Counts benefits prioritized for programs serving the most vulnerable children or those located in low-income areas.
Importance of Quality
What the Research Tells Us

- Brain development in first five years of life
- Word gap → Readiness gap → Achievement gap
- High quality early learning programs can change life trajectory for vulnerable children
  - Up to $17 back for every $1 invested
- Impact of poor quality
What the Research Tells Us

- Quality equation
  - Structural Quality PLUS Process Quality necessary to support early child development

- Teacher-child interactions strongest predictor of children’s outcomes
Challenges and New Opportunities
• How is it possible for the Early Learning Coalition to provide higher quality services for those enrolled?

• Challenge #1: Quality is expensive
  – Most families cannot afford what quality costs
  – Challenging for providers to offer quality programs with limited revenues

• Challenge #2: Cost and location biggest drivers of family selection of care
Creating a New Model to Support Providers and Improve Quality for Children
Elements to Consider

- Create meaningful incentives for providers to support quality improvements
  - Provide meaningful quality improvement supports to help provider improve quality
- Create meaningful incentives for families to select higher quality care
- *All within a limited budget with a waiting list*
What Do We Need to Know to Inform Our Thinking?

- Market Rate Information
  - Prevailing Market Rate

- Reimbursement Rates

- How have other states/communities leveraged higher quality and supported programs?
Definition of Terms

- **Market Rate**—the rate set by a child care facility that is charged to the general public for unsubsidized care. CCR&R agencies collect these rates annually and trained specialists enter the rates into the EFS database for use in the referral process and the prevailing market rate calculation.

- **Collection of Data**— Child Care Providers in all counties of Florida are surveyed and demographic, program, and rate information is submitted to OEL.

- Results are compiled and published in the Market Rate reports by the Office of Early Learning.

- Outliers – for quality assurance purposes, full-time or part-time rates above $300 and full time rates less than $50 are part time rates less than $25 are excluded from calculations.
• **Prevailing Market Rate**—Until HB 7165 the Prevailing Market Rate was defined as the 75th percentile of a reasonable frequency distribution of market rates in a predetermined geographic market.

• The new definition "**Average Market Rate**" means the biennially determined average of the market rate by program care level and provider type in a predetermined geographic market.
Definition of Terms continued

• **Provider Reimbursement Rate**—the maximum rate of payment established by each coalition for reimbursing child care facilities participating in the School Readiness program.

• Prior to the passage of HB 7165 Florida Statute stated that. “The Office of Early Learning must consider the access of eligible children to the school readiness program, as demonstrated in part by waiting lists, before approving a proposed increase in payment rates submitted by an early learning coalition.”
What Payments are Based On?

• Coalitions define provider reimbursement rates locally to meet the needs of the community within the current available budget.

• State law does not set a minimum threshold for provider reimbursement rates.

• Coalitions cannot reimburse a provider at a rate higher than the provider’s private pay rate.
Reimbursement Rates compared to Prevailing Market Rates
Centers, Non Gold Seal, Full Time

Infant

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>Broward</th>
<th>Hillsborough</th>
<th>Miami-Dade</th>
<th>Monroe</th>
<th>Orange</th>
<th>Palm Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>75th Percentile</td>
<td>$175.00</td>
<td>$195.00</td>
<td>$195.00</td>
<td>$160.00</td>
<td>$184.73</td>
<td>$180.00</td>
<td>$224.01</td>
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<td>Average</td>
<td>$125.60</td>
<td>$138.65</td>
<td>$137.54</td>
<td>$115.19</td>
<td>$125.00</td>
<td>$126.88</td>
<td>$143.96</td>
</tr>
<tr>
<td>Percent of 75th Percentile</td>
<td>71.77%</td>
<td>71.10%</td>
<td>70.53%</td>
<td>71.99%</td>
<td>67.67%</td>
<td>70.49%</td>
<td>64.26%</td>
</tr>
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</table>
Reimbursement Rates compared to Prevailing Market Rates
Centers, Non Gold Seal, Full Time

Toddler

<table>
<thead>
<tr>
<th>Location</th>
<th>75th Percentile</th>
<th>Average Reimbursement Rate</th>
<th>Percent of 75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$150.00</td>
<td>$104.60</td>
<td>69.73%</td>
</tr>
<tr>
<td>Broward</td>
<td>$165.00</td>
<td>$117.10</td>
<td>70.97%</td>
</tr>
<tr>
<td>Hillsborough</td>
<td>$157.70</td>
<td>$103.66</td>
<td>65.82%</td>
</tr>
<tr>
<td>Miami-Dade</td>
<td>$145.00</td>
<td>$99.28</td>
<td>68.47%</td>
</tr>
<tr>
<td>Monroe</td>
<td>$158.69</td>
<td>$117.22</td>
<td>73.87%</td>
</tr>
<tr>
<td>Orange</td>
<td>$161.13</td>
<td>$105.16</td>
<td>65.26%</td>
</tr>
<tr>
<td>Palm Beach</td>
<td>$187.50</td>
<td>$113.85</td>
<td>60.72%</td>
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</table>
Reimbursement Rates compared to Prevailing Market Rates
Centers, Non Gold Seal, Full Time

Preschool

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>Broward</th>
<th>Hillsborough</th>
<th>Miami-Dade</th>
<th>Monroe</th>
<th>Orange</th>
<th>Palm Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>75th Percentile</td>
<td>$135.00</td>
<td>$155.00</td>
<td>$141.67</td>
<td>$131.67</td>
<td>$138.57</td>
<td>$136.25</td>
<td>$168.53</td>
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<tr>
<td>Average Reimbursement Rate</td>
<td>$93.20</td>
<td>$108.82</td>
<td>$89.36</td>
<td>$92.07</td>
<td>$101.99</td>
<td>$96.62</td>
<td>$101.97</td>
</tr>
<tr>
<td>Percent of 75th Percentile</td>
<td>69.04%</td>
<td>70.21%</td>
<td>63.08%</td>
<td>69.92%</td>
<td>73.60%</td>
<td>70.91%</td>
<td>60.51%</td>
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</tbody>
</table>
Reimbursement Rates compared to Prevailing Market Rates
Centers, Non Gold Seal, Full Time

<table>
<thead>
<tr>
<th>School Age</th>
<th>State</th>
<th>Broward</th>
<th>Hillsborough</th>
<th>Miami-Dade</th>
<th>Monroe</th>
<th>Orange</th>
<th>Palm Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>75th Percentile</td>
<td>$120.00</td>
<td>$145.00</td>
<td>$125.00</td>
<td>$115.00</td>
<td>$0.00</td>
<td>$120.00</td>
<td>$145.00</td>
</tr>
<tr>
<td>Average Reimbursement Rate</td>
<td>$78.51</td>
<td>$98.81</td>
<td>$79.17</td>
<td>$81.91</td>
<td>$0.00</td>
<td>$81.88</td>
<td>$97.97</td>
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<tr>
<td>Percent of 75th Percentile</td>
<td>65.43%</td>
<td>68.41%</td>
<td>63.34%</td>
<td>71.23%</td>
<td>0.00%</td>
<td>62.23%</td>
<td>67.57%</td>
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</tbody>
</table>
Infant Percent of 75th Percentile
Toddler Percent of 75th Percentile
Preschool Percent of 75th Percentile
School Age Percent of 75th Percentile

State 71.77% 69.73% 69.04% 65.43%
Broward 71.10% 70.97% 70.21% 68.41%
Hillsborough 70.53% 65.82% 63.08% 63.34%
Miami-Dade 71.99% 68.47% 69.92% 71.23%
Monroe 67.67% 73.87% 73.60%
Orange 70.49% 65.26% 70.91% 62.23%
Palm Beach 64.26% 60.72% 60.51% 67.57%
Successful Practice in Other States

- No exact comparisons to Florida
- North Carolina
  - Incentives for families to select higher quality care
  - Higher reimbursement rates for better quality programs
  - Support for quality improvement
  - Over 75% of children who receive subsidies are in 4 and 5 star programs. Over 90% of children who have special needs are in 4 and 5 star programs
Preliminary Thinking
Goals

• Build from what is working now
• Focus quality resources on programs serving most vulnerable children
• Ensure programs serving vulnerable children that want to improve quality have support to do so through Quality Counts
• Ensure highest quality programs serving vulnerable children have the resources needed to sustain higher quality programming
Miami-Dade County Tiered Provider Reimbursements

**TIER 4**
Provider must be Gold Seal and Quality Counts 2.0 5 Star Rating

**TIER 3**
Provider must be Gold Seal and Quality Counts 2.0 4 Star Rating

**TIER 2**
Provider must be Gold Seal and / or Quality Counts 2.0 1, 2, or 3 Star Rating or Baseline

**TIER 1**
For providers that are nonaccredited, non-gold seal and not participating in Quality Counts

- Regular reimbursement rate
- Gold Seal rate differential
- Step 1 rate increase
- Gold Seal rate differential
- Step 2 rate increase
- Quality Counts materials and supports up to cap
- Quality Counts materials and supports up to cap
- Quality Counts materials and supports up to cap

For discussion purposes only.
3rd DRAFT
## Increasing Reimbursement Rates

<table>
<thead>
<tr>
<th>ELC Current rates - % of Prevailing Market Rate</th>
<th>Estimated annual cost to ELC at current reimbursement rate</th>
<th>100% of Prevailing Market Rate – Estimated annual cost to ELC</th>
<th>90% of Prevailing Market Rate – Estimated annual cost to ELC</th>
<th>80% of Prevailing Market Rate – Estimated annual cost to ELC</th>
<th>75% of Prevailing Market Rate – Estimated annual cost to ELC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant</td>
<td>71.99%</td>
<td>$4,546,021.03</td>
<td>$6,482,598.98</td>
<td>$5,834,339.09</td>
<td>$5,186,079.19</td>
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<tr>
<td>Infant</td>
<td>Increase &gt;&gt;</td>
<td>$1,936,577.95</td>
<td>$1,288,318.06</td>
<td>$640,058.16</td>
<td>$315,928.21</td>
</tr>
<tr>
<td>Toddler/2YR</td>
<td>68.47%</td>
<td>$18,957,616.50</td>
<td>$28,460,151.49</td>
<td>$25,614,136.34</td>
<td>$22,768,121.19</td>
</tr>
<tr>
<td>Toddler/2YR</td>
<td>Increase &gt;&gt;</td>
<td>$9,502,534.99</td>
<td>$6,656,519.84</td>
<td>$3,810,504.69</td>
<td>$2,387,497.11</td>
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<tr>
<td>Pre School</td>
<td>69.92%</td>
<td>$40,623,166.70</td>
<td>$58,026,170.09</td>
<td>$52,223,553.08</td>
<td>$46,420,936.07</td>
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<tr>
<td>Pre School</td>
<td>Increase &gt;&gt;</td>
<td>$17,403,003.39</td>
<td>$11,600,386.38</td>
<td>$5,797,769.37</td>
<td>$2,896,460.87</td>
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<td>School Age</td>
<td>71.23%</td>
<td>$11,412,942.02</td>
<td>$16,587,165.44</td>
<td>$14,928,448.89</td>
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<td>School Age</td>
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<tr>
<td>TOTAL</td>
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<td>$75,539,746.25</td>
<td>$109,556,086.00</td>
<td>$98,600,477.40</td>
<td>$87,571,555.36</td>
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<td>TOTAL</td>
<td>Increase&gt;&gt;</td>
<td>$34,016,339.75</td>
<td>$23,060,731.15</td>
<td>$12,031,809.11</td>
<td>$6,558,586.90</td>
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</tbody>
</table>

**Assumptions:**
- Excludes CCPP
- Average enrollment of 21,174
- Cost to ELC is net of Parent Fees and BG8 match

**Prevailing Market rate = 75th percentile of reported private pay market rates**

**Reimbursement Rate = what the ELC pays**
Provider Survey Results

Sample Size

Survey was sent to approximately 2,000 providers in Miami-Dade County

75 responses received as of 9 a.m. on Tuesday, November 26
Support of Reimbursement Model

• Would you support a reimbursement model that provides a higher School Readiness reimbursement rate to providers who achieve certain quality standards (i.e. accreditation and participation in Quality Counts) in their programs?

• Response Count
  ▫ Yes: 58
  ▫ No: 17
Number of Children Served

- Do you support a reimbursement rate increase even if fewer children are served?

- Response Count
  - Yes: 40
  - No: 35

Responses

- Yes: 53%
- No: 47%
Rate Increase for Younger Children

• Do you support a reimbursement rate increase that prioritizes younger children?

• Response Count
  ▫ Yes: 52
  ▫ No: 23

Responses

- Yes: 69%
- No: 31%
Parent Co-Pay

• If your program fell in the top quality tier and your parents were not required to pay the parent co-pay out of pocket, do you think that would help draw more children to your program?

• Response Count
  ▫ Yes: 46
  ▫ No: 29
Provider Survey Comments

Unfortunately, I will not be able to attend as we have our Thanksgiving Luncheon and Teacher Workshop on Wednesday. Happy Thanksgiving!!
11/26/2013 7:46 AMView Responses

We are concerned that public schools are taking younger children. So in the long run we loose out. Also rede's area need more help.
11/26/2013 7:00 AMView Responses

I would not support a reimbursement model that provides a higher school readiness reimbursement to providers who achieve certain quality standards because in this business all providers strive to attain quality and right now there are 220 providers on the quality count waiting list that would be penalized or would not be included in this new model due to the fact that they are waiting to enter into the program. The rate should be the same for everybody. Parent's don't mind to pay their co-pay. What we need in order to draw more children to the program is that funds come from the state to the coalition so the coalition can pay the providers.
11/25/2013 4:29 PMView Responses

I believe parents should have a parent fee or the program will have no importance to them. I believe that all children deserve a safe place to learn and grow while parents are at work. I think funding for school age children of parents who work is important.
11/25/2013 2:01 PMView Responses

This would be great initiative for all parents and providers.
11/25/2013 12:56 AMView Responses

Item #1 I checked no because Quality Counts participation is not ultimately something a provider can control. Programs sit on the waiting list and wait to be accepted. If it were only based on Accreditation I would have checked yes. Item #4 - Parents need to be responsible for some amount of the tuition. Also, the amount is so small my parents don't have a problem paying it.
11/25/2013 12:54 AMView Responses

Seeing the extended time that this matter has been overlooked, it would be unjust to base a reimbursement rate increase to centers that have more funds available to them, then the centers that have been struggling to maintain a level of service in these hard times.
11/25/2013 10:08 AMView Responses
Requiring higher qualifications from teachers should implicate higher pay and unless there are rate increases, it's not possible. Accreditation OR quality counts NOT both in question 1!!!!!!!

Very Good idea

In order for parents not to pay the co-pay out of pocket expense, there has to be a definite increase in the reimbursement rates. Right now, they are ridiculous and it is hard enough to have parents pay their out of pocket.

Providers reimbursement rates should be equivalent to other counties rates. If Quality Counts require providers to hire staff with higher credentials, meaning more quality of services, then the reimbursement rate should be higher to pay staff according to their credentials.

*1 I am a 5 star program, but you are making this process more difficult with the new changes and what guarantee we have that you will change the standards again without notice after we achieved this new rock on the road. *4 The parent co-pay is minimal, parents have no problem paying that minimal fee. You should concentrate more on who really qualify or needs the services.

I believe that anything that is given for free is not appreciated. I have seen that human nature appreciates things more when they are given help rather than given for free. Please keep this in mind.

is very important increase the reimbursement rate to help all providers to achieve high quality standards

There are Quality Programs that not longer belong to Quality Counts, and follow their own Enrichment programs. It would be no fair for them.
I give up my home everyday for the children because I love what I do. I have been doing this for over 30 years. The taxes we have to pay to continue to work with our children, in dade county, incorporation 150.00 a year, local business tax 75.00, zoning 176.00, day care insurance 400.00, association 40.00, national association 35.00, fire tax 68.00, license 50.00, check fire extinguisher 15.00 if i take it down to the office if I can't it's 32.00, all of this a year and sometimes more. We providers give so much, we really do need more money. When your children drop it's even harder.

11/19/2013 10:39 PM [View Responses]

Queremos que usted nos. ayuden q nosotra no paguen por tres Niño Porq se no hace impossible Conseguir Los cuatro

11/19/2013 8:35 PM [View Responses]

You already have a gold seal rate so I don't understand the new rate, would it be higher than Gold Seal rates! I Truly believe that you should decide what you want from centers if it is accreditation then accreditation if not quality counts, as an owner and director for 30 years I find most of our time is with paper work for programs after programs and very little quality time is available to observe and be in the classrooms with teachers. Please decide on ONE and let us enjoy teaching!!!!!!! Yes I have been accredited for over 20 years and am now a part of quality counts.

11/19/2013 6:35 PM [View Responses]

Our school includes children with special needs. In order to do that properly, we have 1 teacher and two paraprofessionals in each classroom, with a maximum of 14-15 students. The reimbursement rate is too low for the services and the quality we offer. Reimbursing more to high quality providers (NAEYC accredited & 5 Starts from the ELC, may prompt low quality providers to strive for quality of services. A win-win situation.

11/19/2013 3:18 PM [View Responses]
Strategic Planning Retreat
Follow-up
JULY 17, 2015
<table>
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<th>Event</th>
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<tr>
<td>Preplanning Meeting</td>
<td>April 14, 2015</td>
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<tr>
<td>First Subcommittee Meeting</td>
<td>April 20, 2015</td>
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<td>Second Subcommittee Conference call</td>
<td>April 27, 2015</td>
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<td>Full Board Meeting Strategic Planning Subcommittee Update</td>
<td>May 4, 2015</td>
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<td>Strategic Planning Focus Groups</td>
<td>May 12-16, 2015</td>
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<td>Strategic Planning Subcommittee Conference Call</td>
<td>May 28th</td>
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<tr>
<td>Strategic Planning Retreat</td>
<td>June 1, 2015</td>
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Strategic Planning Retreat Recap

Board was provided information from the CEO on ELC accomplishments and program implementations for 2014-2015.

Information regarding board surveys and focus groups was shared with Board members.

Board members were divided into three groups:
- Neediest & Youngest Children
- Educate All/ Provider
- Internal Capacity/ Funding

Guiding questions were given to each group for discussion.

Each break-out group reported back their recommendations to the full Board.

Three areas of focus were identified; the Board requested the ELC to research and present information back to the board regarding cost to implement and impact.
**Neediest & Youngest Children**
**Break-out Group Recommendations**

- All decisions impacting children should occur under a prism of equity.
- Develop a strategic messaging plan with the assistance of a professional group or entity.
- Repackage existing resources in an understandable and accessible format.
- Utilize texting functionality to promote ELC messaging.
- Work with partners such as “Help me Grow” tied into 211 for specific messaging.
- Ensure different formats/medias/ mediums to ensure optimum reach.
- Funds used for Outreach and Awareness should be time limited and result in measurable outcomes.
- Invest in underserved communities and bring incentives to providers who open high quality settings or achieve quality designations in these communities.
- Have the CEO on the road in a more non-traditional role to interact with community leaders throughout Miami-Dade and Monroe Counties.
- Create Advisory Boards to facilitate greater community involvement and schedule various key meetings entities such as the Urban League and elected community officials.
Educate All/ Provider Break-out Group Recommendations

• Provide customer service training to all staff and have a clearly defined culture of empathy.

• Create Advisory Groups to assist with messaging to communities and consist of up front conversations and results in messaging that is culturally responsive.

• Continue to promote reimbursement rates tied to quality.

• Utilize a validated instrument as a measure of quality.

• Provide more ELC visibility through TV promotions and other media including:
  • Ensuring resources and partnerships with other public and private agencies
  • Determine how Board members can help fundraise.
Internal Capacity/ Funding
Break-out Group Recommendations

• Create a Community Outreach Plan

• Define one standard of quality for every provider

• Invest more in Quality Counts

• Seek out additional funding

• Conduct a Community/ Parent Open House Tour that explains quality benchmarks and demonstrates indicators of quality to parents

• Look to secure corporate and foundation funding
Board Priorities for Research and Analysis

As part of the ELC’s Strategic Planning Retreat the Board prioritized three activities that it would like the ELC to begin research further consideration by the full Board:

1. Determine a Scope of Work and request cost information related to the implementation of a comprehensive Outreach and Awareness campaign;

2. Retain an entity to provide extensive customer service training for all ELC employees; and

3. Calculate the cost to enroll every School Readiness and/or VPK provider that would like to participate in the Quality Counts program in order to provide a single measurable standard of quality that the ELC can articulate to parents when selecting a child care provider.
Strategic Planning Next Steps:

• Review new strategic plan and determine if there are any additional priorities that need to be added or deleted.

• Continue to research costs and implications of the 3 Strategic Planning Priorities identified by the Board.

• Bring Costs to the full Board for consideration and input.

• Have Board identify a path forward and the ELC create Action Plans for implementation of Board priorities.
Process

- Surveys
  - Providers:
  - Parents:
  - Board Members:

- Focus Groups
  - Providers:
  - Parents:
Feedback From Planning Process

Extremely positive feedback from parents and providers

• Very positive experiences with customer service
• Very positive feedback on initiatives, supports

Small tweaks suggested related to communication, particularly around redetermination
Take Aways

Pat yourselves on the back: you have done a tremendous job strengthening operations to meet the needs of parents, providers. The pesky issues that often frustrate customers and can compromise reputation have been a real focus and are no longer an issue. You have the foundation now to really focus on the center of your circle.
Opportunity for Your Next Strategic Plan

Focus on the center of the circle:

**How can the coalition ensure children who receive school readiness funds are in higher quality programs?**

- Restricting access on contracts?
- Requiring higher standards for contracted programs?
- Strengthening enforcement of contracts?
- Investing in improving quality of programs?
Process

Four work groups

- Neediest Children/Quality
- Provider Relationships and Compliance
- Visibility
- Funding

Spend 45 minutes answering questions in small groups

Report out to full group