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 Planning Meeting  
September 12, 2018, 1:00 pm  
Via Conference Call/786-389-5135, 801#

I. Welcome & Introductions Loreen Chant
II. Approval of 09/05/2018 Minutes Loreen Chant
III. ELAC Strategic Plan Carol Wick
IV. AELC Strategic Plan Carol Wick
V. Survey Questions Carol Wick
VI. Public Comments Loreen Chant
VII. Meeting Adjourn Loreen Chant
I. Welcome and Introductions 

Loreen Chant

II. Preparation for Annual Meeting

Loreen Chant

a. The following items were discussed:
   i. Reviewing the ELAC and AELC Strategic plans so we align or strategic goals with those from other Coalitions.
   ii. L. Chant suggested that we focus on assessments/developmental screening, bring partners together, follow-up on children from low performing providers and offer technical assistance training,
   iii. E. Torres that one of the topics of this retreat should be the VPK participation in Monroe County
   iv. S. Fagundo suggested that we discuss adjustments due to from QC to PFP and class assessments for SR providers
   v. C. Wick stated that she will have pre-meetings with board members and have providers complete a survey.
   vi. The upcoming committee meetings were scheduled for Wednesday the 19th at 3:00 and Wednesday the 12th at 1:00pm.

III. Public Comments

Loreen Chant

IV. Adjourn

Loreen Chant
Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2017-2022

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 - 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.

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

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 metrics for 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 benchmark requirements
- Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model
Executive Summary
Strategy Planning

Early Learning Advisory Council

Florida

CONFIDENTIAL
This proposal for fundraising services is intended solely for use by:
Early Learning Advisory Council
The Early Learning Advisory Council (ELAC) is a body that consists of 31 individuals appointed by the Governor of the State of Florida to provide oversight to the Early Learning Coalitions in the state of Florida. With the exception of two members who are selected by the speakers of the house and senate, all members also serve as the chair of the board of their local ELC.

The Council used to report directly to the Governor of Florida but changes to Florida statute changed this and currently ELAC reports to the Office of Early Learning which is under the Department of Education. Members reported that this change, reduced the effectiveness of ELAC and over the past few years, the counsel has struggled with attendance and a strategic direction. Convergent Nonprofit Solutions was engaged to facilitate a half day workshop with ELAC members to assist them in addressing this issue.

The engagement began with several phone calls with leadership to determine the direction that was desired. 15 individuals were identified for one on one calls with the facilitator Carol Wick. All were contacted via email and asked for a meeting. Of the 15, six responded to the request for a meeting and five were interviewed. All of the other members of ELAC were asked to complete a brief survey which is attached to this report. Twenty completed the online survey.

Several overall themes emerged from the phone interviews and online survey.

1. Many members were not aware when they agreed to be board chair of their local ELC that they would also be a member of ELAC. Because there is currently no orientation process in place, many did not understand the purpose, mission and more importantly, their role on the council. There was a mixture of responses about what ELAC appointees felt their role was. Responses ranged from one of oversight to being the local community voice.

2. Many members felt the meetings were not a good use of their time. Since all of the ELAC members are business executives, time away from work was seen as a burden and unless something significant was being accomplished at the meetings, many felt they should just call in or not be bothered at all.

3. Many of those surveyed were concerned about ensuring that a unified front was being shown to the legislature. Having a clear mission and purpose was cited as critical to achieving success.

A four hour planning session was facilitated on 7/17/18 in Tampa. During the session, the survey results were reviewed and discussion regarding goals and solutions to
challenges were identified. It was determined that several steps needed to occur for ELAC to be most effective moving forward.

The first step in the process was to establish vision and mission statements that align with the purpose of ELAC so that all members are working towards the same goals. Per statute, the purpose of ELAC is:

1. Ensure Quality Early Learning by Making Recommendations to the Governor (currently through OEL)
2. Analyze and Recommend Use of Funds
3. Implement Best Practices and Professional Training
4. Provide Oversight of ELC Funding of Providers
5. Provide Local Input

The group proposed the following vision and mission statements that will then be drafted further by a committee and given to the entire Council for approval.

**Vision**

A quality and accessible early learning system that is accountable to the taxpayers of Florida

**Mission**

To ensure quality early learning for Florida’s children through statewide use of best practices, quality measures and accountability and making policy level recommendations to the Governor

OR

To bring a business perspective that best balances the desire to ensure quality early learning while maintaining affordable childcare.
Goal 1
ELAC will have a Vision and Mission statement that reflects the work and goals of the Council.

**Action Steps:** A committee led by Ellyn Bogdanoff will work to create a draft for approval by the Council by the next meeting.

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Goal 2
ELAC members will understand their role and responsibilities as part of the council. 100% of new members will be provided an orientation prior to starting in their new role.

**Action Steps:** OEL will work with the ELAC committee chaired by John Birney to create new member orientation plan. The new process will be implement by October 2018.

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Goal 3
Ensure interim Council members are appointed in a timely manner.

**Action Steps:** OEL will provide a list of all openings and those awaiting appointment to ELAC by 7/20/18.

A committee led by Adrian Alfanso will draft a letter to the Governor requesting appointments be made official immediately.

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Goal 4
ELAC will recommend to the Office of Gubernatorial Appointment a list of recommended qualifications for appointees to the Council.

**Action Steps:** The committee led by John Birney will draft a list of qualifications for Council approval by March 2019.
Goal 5
ELAC will ensure they have the authority necessary to oversee EL and SR in Florida.

**Action Steps:** Ellyn Bogdanoff will lead a committee to make recommended changes to the Florida Statute that will return ELAC to reporting to the governor in addition to other recommended changes.

The legislation will be introduced in the 2019 session.

Goal 6
ELAC will have strong and open communication plan with OEL regarding legislation and recommended budgets.

**Action Steps:** The Chair of ELAC will work with OEL to ensure the Council is provided information regarding legislative agendas and recommended budgets prior to submitted them to DOE.

OEL will respond with an action plan after each ELAC meeting to ensure requests are followed up on in a timely manner.

Goal 7
ELAC will ensure that it’s legislative agenda aligns with other early learning groups across Florida.

**Action Steps:** OEL will facilitate a meeting prior to each legislative session inviting partners and stakeholders to present and collaborate.

ELAC meetings will be set so that they facilitate legislative action on behalf of the Council.

ELAC members will receive annual training on how to advocate for issues prior to each session.
Q1 Please describe the type of Coalition you chair.

Answered: 19   Skipped: 1

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban (large market area i.e. Tampa, Jacksonville, Orlando, Miami)</td>
<td>21.05%</td>
</tr>
<tr>
<td>Suburban (Sarasota, Pensacola, Gainesville)</td>
<td>57.89%</td>
</tr>
<tr>
<td>Mainly Rural</td>
<td>21.05%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Q2 Please tell us the amount of time you have served

Answered: 20  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>5.00%</td>
</tr>
<tr>
<td>1-3 years</td>
<td>15.00%</td>
</tr>
<tr>
<td>4-7 years</td>
<td>55.00%</td>
</tr>
<tr>
<td>8+ years</td>
<td>25.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
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</table>

TOTAL: 20
Q3 How often do you attend ELAC meetings?

Answered: 20  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
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<tr>
<td>I never attend</td>
<td>20.00%</td>
</tr>
<tr>
<td>25% or less</td>
<td>20.00%</td>
</tr>
<tr>
<td>Approximately 50%</td>
<td>15.00%</td>
</tr>
<tr>
<td>75% or more</td>
<td>45.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
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</tbody>
</table>
Q4 If you attend less than 50% of ELAC meetings, please check all the reasons why you miss.

Answered: 15  Skipped: 5

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can't get away from work</td>
<td>60.00%</td>
</tr>
<tr>
<td>I don't find value in the meetings</td>
<td>13.33%</td>
</tr>
<tr>
<td>I am unclear about the purpose of ELAC</td>
<td>20.00%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>40.00%</td>
</tr>
</tbody>
</table>

Total Respondents: 15
Q5 If you attend 50% or more of the ELAC meetings, please tell us why you attend. Check all that apply.

Answered: 15  Skipped: 5

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is part of the appointment duties</td>
<td>80.00%</td>
</tr>
<tr>
<td>I find value in the meetings</td>
<td>60.00%</td>
</tr>
<tr>
<td>Networking with other professionals</td>
<td>13.33%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>33.33%</td>
</tr>
</tbody>
</table>

Total Respondents: 15
Q6 What is the most important thing that ELAC could accomplish in the next 3 years?

<table>
<thead>
<tr>
<th>#</th>
<th>RESPONSES</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide the teachers with better salaries and fulfill more of their needs. NY Times had a study on the importance of these first years and need for appropriate funding (including salaries for more qualified teachers)</td>
<td>7/12/2018 6:41 PM</td>
</tr>
<tr>
<td>2</td>
<td>Influencing the Legislature on better methods to evaluate our VPK and SR programs. The current kindergarten testing is a disaster (I only have three KG teachers in my family!) and judging our providers based on it is insulting.</td>
<td>7/12/2018 3:45 PM</td>
</tr>
<tr>
<td>3</td>
<td>Grow the revenue available for the coalitions to meet their goals and update the way those funds are allocated.</td>
<td>7/12/2018 2:38 PM</td>
</tr>
<tr>
<td>4</td>
<td>Build stronger relations with State Legislators.</td>
<td>7/12/2018 12:01 PM</td>
</tr>
<tr>
<td>5</td>
<td>More funding for coalitions</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>6</td>
<td>More funding for coalitions</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>7</td>
<td>United Voice as advisory committee - need more weight in communicating to highest levels of legislation or governor</td>
<td>7/12/2018 10:47 AM</td>
</tr>
<tr>
<td>8</td>
<td>Universal measures of success - academic, economic</td>
<td>7/11/2018 11:41 PM</td>
</tr>
<tr>
<td>9</td>
<td>Unsure as I have not attended any meetings yet, but am unclear as to the mission or purpose of the ELAC. It is my understanding that the group has little if any power outside of an advisory capacity.</td>
<td>7/11/2018 4:46 PM</td>
</tr>
<tr>
<td>10</td>
<td>Maintaining the current number of coalitions statewide. Seek additional state/federal funding to serve more children.</td>
<td>7/11/2018 1:34 PM</td>
</tr>
<tr>
<td>11</td>
<td>Continue to help our communities prioritize and better understand the importance of healthy early learning outcomes. Additionally, how childhood brain development is crucial to their success</td>
<td>7/11/2018 12:13 PM</td>
</tr>
<tr>
<td>12</td>
<td>Understanding of the purpose of the ELC</td>
<td>7/11/2018 12:00 PM</td>
</tr>
<tr>
<td>13</td>
<td>More training for newly appointed chairs</td>
<td>7/9/2018 10:44 PM</td>
</tr>
<tr>
<td>14</td>
<td>If ELAC meetings continue, have some substance to them that can be brought back to local ELC's that help us all achieve better results.</td>
<td>7/9/2018 4:47 PM</td>
</tr>
<tr>
<td>15</td>
<td>ELAC should be used to provide input on the direction of early learning. It also needs to be statutorily un-neutered. There are many challenges with the current model and it needs to be fixed.</td>
<td>7/9/2018 1:43 PM</td>
</tr>
<tr>
<td>16</td>
<td>Assist Legislature, Governor and OEL in maximizing the value produced by our $1B+ investment in early childhood education.</td>
<td>7/9/2018 12:18 PM</td>
</tr>
<tr>
<td>17</td>
<td>Determine if it remains relevant - Attendance has declined steadily over the past couple of years to the point where I will attend the next meeting in Tampa since I live nearby but at this point would hesitate to take the time to travel to Tallahassee or Orlando to meet with a half full room.</td>
<td>7/9/2018 10:28 AM</td>
</tr>
</tbody>
</table>
Q7 What is the one thing that you feel would keep ELAC from accomplishing this goal?

Answered: 16  Skipped: 4

<table>
<thead>
<tr>
<th>#</th>
<th>RESPONSES</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Funding</td>
<td>7/12/2018 6:41 PM</td>
</tr>
<tr>
<td>2</td>
<td>Hard headed legislators who know nothing about education from the classroom side. Or really nothing at all about education.</td>
<td>7/12/2018 3:45 PM</td>
</tr>
<tr>
<td>3</td>
<td>Politics</td>
<td>7/12/2018 2:38 PM</td>
</tr>
<tr>
<td>4</td>
<td>Lack of interest.</td>
<td>7/12/2018 12:01 PM</td>
</tr>
<tr>
<td>5</td>
<td>Legislature</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>6</td>
<td>Legislature</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>7</td>
<td>Lack of cohesive unit</td>
<td>7/12/2018 10:47 AM</td>
</tr>
<tr>
<td>8</td>
<td>Lack of coordination and funding</td>
<td>7/11/2018 11:41 PM</td>
</tr>
<tr>
<td>9</td>
<td>ELAC must continue to set strategic goals that align with the needs of AELC.</td>
<td>7/11/2018 1:34 PM</td>
</tr>
<tr>
<td>10</td>
<td>There is no lobby group for zero to Five year olds. Folks don't make the connection between investments in early learning and economic development or future workforce readiness. Peoples' focus seems to be on the unborn and K-12, when it should be on our most important demographic.</td>
<td>7/11/2018 12:13 PM</td>
</tr>
<tr>
<td>11</td>
<td>Non-commitment</td>
<td>7/11/2018 12:00 PM</td>
</tr>
<tr>
<td>12</td>
<td>The matter is not being addressed.</td>
<td>7/9/2018 10:44 PM</td>
</tr>
<tr>
<td>13</td>
<td>Not enough meat on the bone at the ELAC meetings so too easy for people not to attend.</td>
<td>7/9/2018 4:47 PM</td>
</tr>
<tr>
<td>14</td>
<td>Status quo</td>
<td>7/9/2018 1:43 PM</td>
</tr>
<tr>
<td>15</td>
<td>OEL's opposition to ELAC's interference.</td>
<td>7/9/2018 12:18 PM</td>
</tr>
<tr>
<td>16</td>
<td>Unless a consensus can be achieved on the relevance of ELAC the above goal will not be accomplished. Perhaps a joint meet of the board chairs and ED's would be more productive.</td>
<td>7/9/2018 10:28 AM</td>
</tr>
</tbody>
</table>
Q8 ELAC is mandated to meet 4 times a year. How often would you be willing to meet if you felt there were strong goals the group was working towards?

Answered: 18  Skipped: 2

None, I would not attend.

As many as work permitted

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>None, I would not attend.</td>
<td>0.00%</td>
</tr>
<tr>
<td>As many as work permitted</td>
<td>50.00%</td>
</tr>
<tr>
<td>4</td>
<td>38.89%</td>
</tr>
<tr>
<td>3</td>
<td>0.00%</td>
</tr>
<tr>
<td>2</td>
<td>11.11%</td>
</tr>
<tr>
<td>1</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>18</td>
</tr>
</tbody>
</table>
**Q9 What is the most important thing ELAC members can do to help improve early childhood education?**

Answered: 17    Skipped: 3

<table>
<thead>
<tr>
<th>#</th>
<th>RESPONSES</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Being involved in your community and area</td>
<td>7/12/2018 6:41 PM</td>
</tr>
<tr>
<td>2</td>
<td>Show a united front on our goals to both staff and legislators.</td>
<td>7/12/2018 3:45 PM</td>
</tr>
<tr>
<td>3</td>
<td>Raise awareness of the efficiency achieved when spending social $$ on very young children.</td>
<td>7/12/2018 2:38 PM</td>
</tr>
<tr>
<td>4</td>
<td>Work with State Legislators to help them understand the importance of our mission</td>
<td>7/12/2018 12:01 PM</td>
</tr>
<tr>
<td>5</td>
<td>Convey work to the Governor</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>6</td>
<td>Convey work to the Governor</td>
<td>7/12/2018 10:58 AM</td>
</tr>
<tr>
<td>7</td>
<td>Focus on quality</td>
<td>7/12/2018 10:47 AM</td>
</tr>
<tr>
<td>8</td>
<td>Adopt a platform/legislative priorities and promote it in the local communities and to the local legislative delegation.</td>
<td>7/11/2018 11:41 PM</td>
</tr>
<tr>
<td>9</td>
<td>The continued promise of quality with localized control to the individual coalitions.</td>
<td>7/11/2018 4:46 PM</td>
</tr>
<tr>
<td>10</td>
<td>Continue to communicate and support the efforts of AELC.</td>
<td>7/11/2018 1:34 PM</td>
</tr>
<tr>
<td>11</td>
<td>Live the message and make sure that their Board Members are engaged in a similar way. Share best practices and challenges that face each coalition and try to think of what's best for all of Florida.</td>
<td>7/11/2018 12:13 PM</td>
</tr>
<tr>
<td>12</td>
<td>Market</td>
<td>7/11/2018 12:00 PM</td>
</tr>
<tr>
<td>13</td>
<td>Understand the needs of the parents and children and provide for those needs.</td>
<td>7/9/2018 10:44 PM</td>
</tr>
<tr>
<td>14</td>
<td>Reduce/eliminate the wait list</td>
<td>7/9/2018 4:47 PM</td>
</tr>
<tr>
<td>15</td>
<td>First, it's members need a better understanding of the system to provide substantive input. The membership needs to be more knowledgeable about EL in general and it is supposed to bring the community perspective to the table.</td>
<td>7/9/2018 1:43 PM</td>
</tr>
<tr>
<td>16</td>
<td>Be effective advocates everywhere for ECE.</td>
<td>7/9/2018 12:18 PM</td>
</tr>
<tr>
<td>17</td>
<td>Make a concerted attempt to engage with ELAC, which as I mentioned above is not happening.</td>
<td>7/9/2018 10:28 AM</td>
</tr>
</tbody>
</table>
**Q10 Are there any other thoughts you have that you feel the facilitator should know prior to our session?**

Answered: 11  Skipped: 9

<table>
<thead>
<tr>
<th>#</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>No</td>
<td>7/12/2018 6:41 PM</td>
</tr>
<tr>
<td>2</td>
<td>The notion of &quot;grading&quot; coalitions and creating a competition between us that has cropped up in the last few meetings (mainly from the ill-informed Speaker's rep) is ridiculous and completely counter productive. We need to be sharing Best Common Practices and collaborating, not competing. Completely ludicrous!</td>
<td>7/12/2018 3:45 PM</td>
</tr>
<tr>
<td>3</td>
<td>not at this time</td>
<td>7/12/2018 12:01 PM</td>
</tr>
<tr>
<td>4</td>
<td>N/A</td>
<td>7/11/2018 1:34 PM</td>
</tr>
<tr>
<td>5</td>
<td>Investment in early learning should be paramount as we decide what is best for Florida and America's future. (Many countries have already figured this out) If Board Chairs are not passionate about early learning and playing their leadership role, they should step down. For our children and our communities, time is of the essence and the issue is most vital. No &quot;posers&quot;, please....</td>
<td>7/11/2018 12:13 PM</td>
</tr>
<tr>
<td>6</td>
<td>No</td>
<td>7/11/2018 12:00 PM</td>
</tr>
<tr>
<td>7</td>
<td>We are all busy, meetings have to have some value or they aren't worth attending.</td>
<td>7/9/2018 4:47 PM</td>
</tr>
<tr>
<td>8</td>
<td>We discussed these on the phone.</td>
<td>7/9/2018 1:43 PM</td>
</tr>
<tr>
<td>9</td>
<td>I believe that ELAC must have an active Chair to achieve its potential. Because of Sunshine, the Chairs cannot work together outside of a noticed meeting. Therefore, the Chair has to drive the agenda year around.</td>
<td>7/9/2018 12:18 PM</td>
</tr>
<tr>
<td>10</td>
<td>I have attended only a few ELAC meetings (one in person; several via conference call). While I am strongly committed to my local early learning coalition, I haven't quite figured out the purpose of ELAC. I do not believe in holding meetings simply for the sake of meeting. If there is a value to what we are doing, then I'll attend as many as I can. So far, I haven't seen enough value to make me want to invest more time in these meetings.</td>
<td>7/9/2018 11:30 AM</td>
</tr>
<tr>
<td>11</td>
<td>Nope. I think you can see my frustration. Also, the committees I have been part of do absolutely nothing, meet briefly during the EIAC meetings, nothing in between...waste of time.</td>
<td>7/9/2018 10:28 AM</td>
</tr>
</tbody>
</table>
Convergent Nonprofit Solutions was retained to assist the Association of Early Learning Coalitions (hereafter “AELC”) in the facilitation of their strategic planning meeting. As part of the process to determine the direction of the AELC over the next five to ten years, Convergent assisted staff and CEO’s in completing a brief survey based on the previous strategic plan and potential future activities. The results of the survey included as Attachment A to this report.

In general, the group felt that progress was being made on most of the goals. It was also clear that the group’s local goals aligned with the AELC or were complementary. One primary concern that arose from the survey was the need to enhanced communication and positive group interaction. The survey also revealed that the majority of ELC’s did not favor expansion of AELC to include providers or parents at this time.

May 16-18, 2017, Convergent Partner Carol Wick facilitated several meetings with CEO’s and staff to determine priorities that should remain and new goals to be added. The presentation is included as Attachment B to this report. Priorities and initial action steps are included in this report. As next steps, it is recommended that each assigned committee further develop action steps with timelines assigned to members.

The group examined the current vision statement and felt that it would be good to revisit the mission and vision statement to ensure that they represent the vision for the future and the work of AELC. A draft to start from was developed:

Every child in Florida will be ready to succeed at age 5.

The group also reviewed the roles of AELC and the local ELC’s respectively. The following table represents the consensus on the functions of each entity.

<table>
<thead>
<tr>
<th>AELC</th>
<th>Local ELC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Federal/State Policy and Goals</td>
<td>Implementation of Policy and Training</td>
</tr>
<tr>
<td>Legislative Lobbying and Advocacy</td>
<td>Local Advocacy</td>
</tr>
<tr>
<td>Sharing of New and Innovative Practices</td>
<td>Provider Training and Development</td>
</tr>
<tr>
<td>Statewide Awareness</td>
<td>Day to Day Local Operations</td>
</tr>
<tr>
<td>Coordination of Statewide Partners</td>
<td>Local Partnerships</td>
</tr>
<tr>
<td>Fundraising for AELC and to pass through to ELC</td>
<td>Match Fundraising</td>
</tr>
<tr>
<td>Professional Development of ELC staff</td>
<td>Participation in AELC</td>
</tr>
</tbody>
</table>
STRATEGIC PLAN WITH ACTION STEPS

INNOVATION

Goal 1: Expand VPK to include full time education for 0-5 year old children in Florida. (Executive Committee until New Committee is developed)

1. Review the concept with David Lawrence and ask him to speak at ELC meeting.
2. Create a White Paper on the need for VPK expansion.
3. Develop a statewide ROI analysis on the economic impact of expansion.
4. Develop messaging needed.
5. Develop a timeline for amendment.
6. Develop priority steps:
   a. Current 4-5 half day
   b. Move to full day
   c. Expand to 3-5
   d. Expand to 0-5

Goal 2: AELC will create recommendations about quality standards for OEL implementation. (Policy Committee)

1. Create a committee to research and establish 7 level standards
2. Develop and create white papers that support standards and the impact on children
3. Provide white papers to OEL and legislators

Goal 3: AELC will promote the sharing of innovation in early learning. (Leadership Committee)

1. AELC will facilitate communication to and between ELC’s to share innovative practices.
2. AELC will ensure that quality programming is supported through the research of and sharing of promising practices and innovation.
3. AELC will hold at least half of the meetings at member sites.
4. AELC will hold 4 senior staff cohort meetings.
5. AELC will facilitate working lunches to share innovation.

LEADERSHIP

Goal 1: AELC will be seen as an expert in Early Learning (brand building). (New Committee to be developed)
1. Grow the brand of AELC to help leaders understand:
   a. What ELC do and how they fit in the EL ecosystem
   b. Who ELC’s serve – 10’s of thousands
   c. SR and VPK verses Early Learning – what’s the difference
2. AELC will be sought out by leaders for advice and information
3. AELC will be invited to participate in conversations about early learning

Goal 2: AELC will facilitate the professional development of ELC leadership. (Leadership Committee)

- AELC will incorporate trainings into monthly meetings for ED’s.
- AELC will develop trainings for senior ELC staff including webinars and face to face.
- AELC will create an annual calendar of leadership training to include:
  - HR/Management/Leadership
  - Legislation preparation
  - Compliance
  - Programmatic Assessment, Performance Measures
- AELC will create a New ED orientation program.

ADVOCACY

Goal 1: AELC will maintain a positive working relationship with OEL. (Executive Committee)

1. ALEC will be invited to planning meetings.
2. Communication will be frequent and in writing to all ELC’s.
3. Strategy document will be developed and approved by Exec Committee.
4. Document the strategies that have been successful so they can be continued with future OEL staff.
5. Utilize Facebook page and communication to ALEC leadership when there are challenges.
6. Communicate OEL staff changes when they occur to ELC’s.

Goal 2. AELC will raise awareness of the importance of quality early learning for all children 0-5. (New Committee to be Developed)

1. AELC will develop a marketing plan with specific messages that promote the support of early learning and the vision of the organization.
2. Stakeholders will understand and repeat core messages:
a. Quality is critically important
b. Creating the workforce of tomorrow while empowering today’s workforce
c. Process starts in the womb
d. Economic advantage/driver

Goal 3: AELC will be effective in working with the Florida legislature. (Legislative Committee)
1. AELC will develop a policy that they support local decision making.
2. AELC will focus efforts on legislation and policy that has a statewide effect rather than local.
3. All support will have a “do kids win?” filter.
4. AELC will create a vibrant advocacy environment with the ELC’s.
5. Creation of an annual legislative timeline with benchmarks to be completed by specific dates.
6. AELC will produce trainings, videos and printed information that ELC’s can push out to providers and parents on a monthly basis.
7. AELC will meet with business leaders prior to the session to brief them.
8. Creation of an annual legislative timeline with benchmarks to be completed by specific dates.
9. AELC will produce trainings, videos and printed information that ELC’s can push out to providers and parents on a monthly basis.
10. AELC will meet with business leaders prior to the session to brief them.

Goal 4: AELC will leverage key statewide partnerships to maximize influence in policy, programs and legislation. (Legislative Committee)
1. AELC will be an active participant in the Consortium
2. AELC will participate in collaborative legislation
3. AELC CEO will become chair of the Consortium
4. Messaging and materials will be developed that will be sent out by all partners
5. AELC will have regular attendance at meetings

SUSTAINABILITY

Goal 1: AELC will benefit from the full engagement of all ELC leaders. (Executive Committee)
1. Attendance at meetings will average 80%.
2. Survey completion rate will be 100%.
3. Meeting ratings will average 8 on a 1 to 10 scale.
4. 100% of missing members will be contacted after each meeting by their representative.
5. Meetings will be structured so they are as productive as possible with consent agendas, etc.
6. Advantages of attendance will be highlighted.

Goal 2: AELC will build the necessary infrastructure for long term sustainability. (Executive Committee)

1. Create necessary policy and procedures for AELC operation.
2. Develop a CEO evaluation process.
3. Explore funding and fundraising options to increase capacity of AELC beyond restricted funds.
Q1 The current five year vision that was developed in the last strategic plan is: "The Association of Early Learning Coalitions is a statewide champion for early learning values and practices supporting children's educational success and families' self-sufficiency. The Association's work advances Florida's recognition for its integrated early learning system".

Answered: 19  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel that this vision is relevant today.</td>
<td>73.68%</td>
</tr>
<tr>
<td>I feel that this vision needs to be revised in the new plan.</td>
<td>26.32%</td>
</tr>
</tbody>
</table>

Total Respondents: 19
Q2 How well do you feel the Association has achieved the following strategic goals that were set in 2016?

Answered: 19  Skipped: 0

- Develop and implement a...
- Align the Performance...
- Increase the PFP/QRIS...
- Develop a proactive, t...

2 / 11
With OEL create and...

Develop a value-add...

Participate in at least two...

Improve advocacy ski...
### Table: Progress on Strategic Goals

<table>
<thead>
<tr>
<th>Goal Description</th>
<th>Achieved</th>
<th>Somewhat Achieved</th>
<th>Still a Work in Progress</th>
<th>Definitely Needs More Work</th>
<th>We Have Made Little to No Progress</th>
<th>Total Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a systematic approach for raising the minimum standards for school participation in the school readiness program.</td>
<td>15.79%</td>
<td>47.37%</td>
<td>36.84%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>Align the Performance Funding Project (PFP) with QRIS.</td>
<td>15.79%</td>
<td>42.11%</td>
<td>26.32%</td>
<td>15.79%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>Increase the PFP/QRIS funding from $15.5 million to $31 million within 3-5 years.</td>
<td>10.53%</td>
<td>10.53%</td>
<td>42.11%</td>
<td>26.32%</td>
<td>10.53%</td>
<td>19</td>
</tr>
<tr>
<td>Develop a proactive, team approach to advocacy and implementation for new initiatives with OEL.</td>
<td>21.05%</td>
<td>36.84%</td>
<td>36.84%</td>
<td>0.00%</td>
<td>5.26%</td>
<td>19</td>
</tr>
<tr>
<td>With OEL create and agree to an internal communications plan.</td>
<td>10.53%</td>
<td>47.37%</td>
<td>26.32%</td>
<td>15.79%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>Develop a value-add approach to problem solving with OEL.</td>
<td>5.26%</td>
<td>73.68%</td>
<td>10.53%</td>
<td>10.53%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>Participate in at least two joint events per year with primary stakeholders.</td>
<td>26.32%</td>
<td>36.84%</td>
<td>26.32%</td>
<td>10.53%</td>
<td>0.00%</td>
<td>19</td>
</tr>
<tr>
<td>Improve advocacy skills of all our members.</td>
<td>5.26%</td>
<td>42.11%</td>
<td>26.32%</td>
<td>21.05%</td>
<td>5.26%</td>
<td>19</td>
</tr>
<tr>
<td>Develop joint strategies with at least five statewide partners.</td>
<td>0.00%</td>
<td>36.84%</td>
<td>36.84%</td>
<td>26.32%</td>
<td>0.00%</td>
<td>19</td>
</tr>
</tbody>
</table>
Q3 What are your local Coalition's top three strategic priorities?

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>100.00%</td>
</tr>
<tr>
<td>Priority 2</td>
<td>100.00%</td>
</tr>
<tr>
<td>Priority 3</td>
<td>94.74%</td>
</tr>
</tbody>
</table>
Q4 What do you feel are the most important things the Association can do to help you achieve your local priorities?

Answered: 19  Skipped: 0
Q5 For each of the following statements, please tell us whether you feel it should be a goal of the Association.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SHOULD NOT BE A GOAL</th>
<th>NOT A HIGH PRIORITY AS A GOAL</th>
<th>NEUTRAL</th>
<th>SHOULD BE CONSIDERED AS A GOAL</th>
<th>DEFINITELY SHOULD BE A GOAL</th>
<th>TOTAL</th>
<th>WEIGHTED AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing the awareness of Early Learning Coalitions as the issue experts in Florida.</td>
<td>5.26%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10.53%</td>
<td>84.21%</td>
<td>19</td>
<td>4.68</td>
</tr>
<tr>
<td>Growing membership to include providers and parents.</td>
<td>26.32%</td>
<td>26.32%</td>
<td>26.32%</td>
<td>21.05%</td>
<td>0.00%</td>
<td>19</td>
<td>2.42</td>
</tr>
<tr>
<td>Creating a strong legislative agenda that all members can support.</td>
<td>5.26%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>31.58%</td>
<td>63.16%</td>
<td>19</td>
<td>4.47</td>
</tr>
<tr>
<td>Building internal cohesion and collaboration among Coalitions.</td>
<td>5.26%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>21.05%</td>
<td>73.68%</td>
<td>19</td>
<td>4.58</td>
</tr>
<tr>
<td>Increasing and diversifying funding for the Association.</td>
<td>5.26%</td>
<td>5.26%</td>
<td>10.53%</td>
<td>21.05%</td>
<td>57.89%</td>
<td>19</td>
<td>4.21</td>
</tr>
<tr>
<td>Supporting Coalitions through shared services, recruitment, etc.</td>
<td>15.79%</td>
<td>10.53%</td>
<td>36.84%</td>
<td>10.53%</td>
<td>26.32%</td>
<td>19</td>
<td>3.21</td>
</tr>
<tr>
<td>Creating different priorities based on Coalition size or demographics.</td>
<td>15.79%</td>
<td>5.26%</td>
<td>26.32%</td>
<td>47.37%</td>
<td>5.26%</td>
<td>19</td>
<td>3.21</td>
</tr>
<tr>
<td>Ensuring Association is strong operationally.</td>
<td>5.26%</td>
<td>5.26%</td>
<td>5.26%</td>
<td>15.79%</td>
<td>68.42%</td>
<td>19</td>
<td>4.37</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-------</td>
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<tr>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Q6 What is the most important thing you would like to see accomplished as a result of this planning session?

Answered: 15  Skipped: 4
Q7 What is the most important thing that needs to happen for the new plan and the Association to succeed?

Answered: 16   Skipped: 3
Q8 What is the most important thing that the facilitator needs to know?

Answered: 17   Skipped: 2
ATTACHMENT B
Strategic Planning 2019-21
Agenda Day 1

- Ground Rules/IDS
- Parking Lot
- Survey Results/Review of prior plan
- Identify Themes
- Determine Outcomes Desired
- Wrap Up and Scoring of Day
Agenda Day 2

• Review of Day 1 Progress
• Consensus Building on Outcomes
• Plan Outline
• Review of Parking Lot
• Development of Additional Committees
• Next Steps
Ground Rules

- Agree to Disagree
- Technology and Breaks
- No Serious Idea is a Bad Idea
- Take a Break When Needed
- Others?
Survey Results

• 19 of 30 participated – 63%
• Asked about Vision, Previous Plan and Coalition Plans
• Common Themes Emerged
Is the Vision of AELC Relevant?

74% Yes
26% No
Comments

• Collaborate to support common goals
• We may need to be careful with 'families self-sufficiency.' we can help by paying some of the child care expenses through subsidy and referral to other services but I am not sure we have that much direct impact.
• We are finally on the brink of pretty significant systems change (for the better); continued focus on the AELC's role in that system change will be important.
• By continuing to work with legislators, stakeholders and OEL to draft legislation and impact rule development that supports an integrated early learning system.
Were 2016 Plan Goals Achieved?

- Achieved: 12%
- Somewhat: 43%
- Work in Progress: 31%
- Needs More Work: 14%

OVERALL: Somewhat 43%
Comments

• Some progress, but the strategic plan is not part of how we do business and it should be. Should be part of the agenda at every board meeting. Decisions should be tested against the strategic plan to see if they "fit".
Raise Minimum Standards for Schools

- Achieved: 16%
- Somewhat Achieved: 47%
- In Progress: 37%
- Needs Work: 0%
Align PFP with QRIS
Increase Funding to $31 M
Team Approach to New Initiatives with OEL
Internal Communications Plan with OEL
Problem
Solving
with OEL
Participate in 2 Events with Primary Stakeholders

- Achieved
- Somewhat Achieved
- In Progress
- Needs Work
- No Progress
Improve Advocacy Skills of Members
Develop Joint Strategies with 5 Partners
Coalitions Top Priorities

Priority 1

- Funding
- Collaborate Locally
- Improve Quality
- Engage Families
- Increase Capacity
Coalition Top Priorities

<table>
<thead>
<tr>
<th>Priority 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
</tr>
<tr>
<td>Awareness/Engagement</td>
</tr>
<tr>
<td>Increase Quality Providers</td>
</tr>
<tr>
<td>Educate Families</td>
</tr>
<tr>
<td>Statewide Benchmarks</td>
</tr>
</tbody>
</table>

- Funding: 2
- Awareness/Engagement: 7
- Increase Quality Providers: 7
- Educate Families: 1
- Statewide Benchmarks: 1
Coalition Top Priorities

Priority 3

- Board Engagement
- Funding
- Community Engagement
- Quality Providers

Priority 3
How Can AELC Help?

1. Provide Education/Training/Best Practices
2. Advocate with Legislators and OEL
3. Create and Advocate for Statewide Quality Standards and Outcomes
4. Increase Funding and Assist with Match Funding
5. Raise Awareness of the ELC’s and need for quality EL
6. Create Statewide Partnerships
Should It Be A Goal?
Yes

• Growing Awareness of ELC’s as issue Experts (95%)
• Strong Legislative Agenda with ELC support (95%)
• Building Cohesion Among ELC’s (95%)
• Increasing and Diversifying Funding (79%)
• Ensuring the Association is Strong Operationally (85%)
Including Parents and Providers

- Not High: 26%
- Neutral: 26%
- Consider: 21%
- Yes: 0%
- No: 27%
Supporting Coalitions with shared services
Different Priorities based on ELC size, etc.
Most Important to be Accomplished

• Have a common vision and strategies for moving the association forward into the next few years
• A SMART plan that allows for easy measurement and accountability
• Agreement on priorities, direction and vision for AELC; agreed upon support for our Executive Director and how the strategic plan provides her necessary and important guidance; if differences of opinion, an honest dialogue about how to obtain a solution that everyone can truly support
Most Important to be Accomplished

• Legislative/OEL advocacy priorities
• Trust and respect amongst solution executives
• A vision and plan (or at least a good start) that we can all get believe in and support realizing it may not be "perfect." An opportunity for 30+ different voices to be heard and considered- not drowned out.
• Building internal cohesion and collaboration among Coalitions.
• Align all of us to have a collective impact
What Needs to Happen to Be Successful?

• Communication!!!! And for all members to understand that the focus for the AELC should be on a state level, not the local level.

• It includes feedback from all Coalitions and has specific, measurable action items identifying who is responsible for each item.

• Commitment by all to the success of the plan. If any one member is not committed, we will never have the respect of our partners.
What Needs to Happen to Be Successful?

• There needs to be an establishment of trust amongst members. Without trust, we are unable to meet our goals because for all the effort in one direction, there are polarizing forces which pull in the opposite direction.

• Everyone agreeing that this is our plan and supporting it for the good of the group.

• Honest, vulnerable conversation.
What Do I Need to Know?

• You are smart, strong, successful CEO’s
• Not everyone has the same challenges and needs
• There is some history here
• Respectful communication will be critical
• Everyone’s goal is the same – helping kids and improving access to quality early learning services.
Key Elements of a Plan

- Measurable Outcomes
- Resources
- Accountability
- Integration to Ongoing Work
Outcomes

• Where do you want to be in 3 to 5 years?
• What does that look like?
• What are the outcomes we can all agree on?
Every child in Florida will be ready to succeed at age 5

Proposed Vision
AELC will benefit from the full engagement of all ELC Leaders

- Meetings will be structured so they are as productive as possible with consent agendas, etc.
- Meetings will be rated by participants
- Advantages of attendance will be highlighted
- Members not in attendance will be contacted after the meeting
- Attendance at meetings will average 80%
- Survey completion rate will be 100%
- Meeting ratings will average 8 on a 1 to 10 scale
- 100% of missing members will be contacted after each meeting
ALEC will maintain a positive working relationship with OEL

- Document the strategies that have been successful so they can be continued with future OEL staff
- Utilize Facebook page and communication to ALEC leadership when there are challenges
- Communicate OEL staff changes when they occur
- ALEC will be invited to planning meetings
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- Strategy document approved by Exec Committee
AELC will be seen as an expert in Early Learning (brand building)

• Grow the brand of AELC to help leaders understand:
  • What ELC do and how they fit in the EL ecosystem
  • Who ELC’s serve – 10’s of thousands
  • SR and VPK verses Early Learning – what’s the difference

• AELC will be sought out by leaders for advice and information

• AELC will be invited to participate in conversations about early learning
AELC will be effective in working with the Florida Legislature

- AELC will develop a policy that they support local decision making
- AELC will focus efforts on legislation and policy that has a statewide effect rather than local
- All support will have a “do kids win?” filter
- AELC will create a vibrant advocacy environment with the ELC’s
- Creation of an annual legislative timeline with benchmarks to be completed by specific dates
- AELC will produce trainings, videos and printed information that ELC’s can push out to providers and parents on a monthly basis
- AELC will meet with business leaders prior to the session to brief them
AELC will promote sharing of innovation

- AELC will facilitate communication to and between ELC’s to share innovative practices
- AELC will ensure that quality programming is supported through the research of and sharing of promising practices and innovation
- AELC will hold at least X meetings at member sites.
- AELC will hold X of senior staff cohort meetings
- AELC will facilitate working lunches to share innovation
AELC will raise awareness of the importance of Quality Early Learning for all Children 0-5

• AELC will develop a marketing plan with specific messages that promote the support of early learning and the vision of the organization.

• Stakeholders will understand and repeat core messages:
  • Quality is critically important
  • Creating the workforce of tomorrow while empowering today’s workforce
  • Process starts in the womb
  • Economic advantage/driver
AELC will facilitate the professional development of ELC Leadership

- AELC will incorporate trainings into monthly meetings for ED’s
- AELC will develop trainings for senior ELC staff including webinars and face to face
- AELC will create an annual calendar of leadership training to include:
  - HR/Management/Leadership
  - Legislation preparation
  - Compliance
  - Programmatic Assessment, Performance Measures
- AELC will create a New ED orientation program
AELC will leverage key statewide partnerships to maximize influence in policy, programs and legislation

- AELC will be an active participant in the Consortium
- AELC will participate in collaborative legislation
- AELC CEO will become chair of the Consortium
- Messaging and materials will be developed that will be sent out by all partners
- AELC will have regular attendance at meetings
AELC will create recommendations about quality standards for OEL implementation

- Create a committee to research and establish 7 level standards
- Develop and create white papers that support standards and the impact on children
- Provide white papers to OEL and legislators
Build the infrastructure of AELC for long term sustainability

- Develop Policies and Procedures
- Create a CEO evaluation process
- Explore fundraising
Who will lead?
Putting it all together

Plan in Action
Wrap Up

• Clear the Parking Lot
• Next Steps
**Question Title**

1. The following areas are important components of Early Head Start. Please tell us how important you feel each area is to the success of your families.  

<table>
<thead>
<tr>
<th>Service</th>
<th>Critically Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
<th>We do not offer this service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavioral/Mental Health</td>
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<tr>
<td>Family Engagement</td>
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</tr>
<tr>
<td>Nutrition</td>
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</tr>
<tr>
<td>Early Learning</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Home Visits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability Services</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Other (please specify) 

OK

The following areas are important components of Early Head Start. Please tell us how successful you feel your center is in providing this service.

**Question Title**

2. The following areas are important components of Early Head Start. Please tell us how successful you feel your center is in providing this service.  

<table>
<thead>
<tr>
<th>Service</th>
<th>Critically Important</th>
<th>Important</th>
<th>Somewhat Important</th>
<th>Not Important</th>
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<tr>
<td>Disability Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other (please specify) 

OK
<table>
<thead>
<tr>
<th>Service</th>
<th>Excellent - we feel this is a best practice for us</th>
<th>Above Average - we exceed standards</th>
<th>Average - we meet the standards</th>
<th>Below Average - we need help</th>
<th>We do not offer this service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services</td>
<td>✔️</td>
<td>❍</td>
<td>❍</td>
<td>❍</td>
<td>❌</td>
</tr>
<tr>
<td>Behavioral/Mental Health</td>
<td>❍</td>
<td>❍</td>
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<td>❍</td>
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<td>❍</td>
<td>❌</td>
</tr>
</tbody>
</table>

Other (please specify) [ ]

OK

How often do you partner with the following?

**Question Title**

3. How often do you partner with the following? w 0
<table>
<thead>
<tr>
<th>Area</th>
<th>Very Helpful</th>
<th>Helpful</th>
<th>Usually Helpful</th>
<th>Not helpful at all</th>
<th>We have not been able to access help in this area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Behavioral/Mental Health</td>
<td>☐ Yes</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>Family Engagement</td>
<td>☐ Yes</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>Nutrition</td>
<td>☐ Yes</td>
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</table>
Early Head Start of Miami-Dade seeks to provide the best programs in the country. To do this, providers must all meet or exceed standards set by the federal government. How familiar are you with the standards?

**Question Title**

5. Early Head Start of Miami-Dade seeks to provide the best programs in the country. To do this, providers must all meet or exceed standards set by the federal government. How familiar are you with the standards? w 0

- [ ] Extremely familiar
- [ ] Very familiar
- [ ] Somewhat familiar
- [ ] Not so familiar
- [ ] Not at all familiar
- [ ] Other (please specify)

OK

Do you feel the standards help you improve program quality?

**Question Title**

6. Do you feel the standards help you improve program quality? w 0
☐ Yes
☐ No
☐ Other (please specify)

OK

How well do you feel your center meets standards?

**Question Title**

7. How well do you feel your center meets standards? w 0

☐ A great deal
☐ A lot
☐ A moderate amount
☐ A little
☐ None at all
☐ Other (please specify)

OK

What is the estimated value of services received by your center from the Early Head Start of Miami-Dade annually beyond the daily rate/child?

**Question Title**

8. What is the estimated value of services received by your center from the Early Head Start of Miami-Dade annually beyond the daily rate/child? w 0

OK

Beyond the $43/per child, what are the most important and beneficial services you receive from Early Head Start of Miami-Dade?

**Question Title**

9. Beyond the $43/per child, what are the most important and beneficial services you receive from Early Head Start of Miami-Dade? w 0

OK
What services that you receive from Early Head Start of Miami-Dade do you find least valuable?

**Question Title**

10. What services that you receive from Early Head Start of Miami-Dade to you find least valuable? w 0

If the Early Head Start Programs in Miami-Dade are successful in their mission, what do you feel the biggest impact will be in the community?

**Question Title**

11. If the Early Head Start Programs in Miami-Dade are successful in their mission, what do you feel the biggest impact will be in the community? w 0

What is the most important thing that needs to happen for that vision to be successful in Miami-Dade?

**Question Title**

12. What is the most important thing that needs to happen for that vision to be successful in Miami-Dade? w 0