



**Strategic Planning Committee Meeting
August 22, 2017, 10:00 am
Early Learning Coalition**

- | | | |
|------|---|--------------|
| I. | Welcome & Introductions | Loreen Chant |
| II. | Approval of Minutes | Loreen Chant |
| III. | Review of Strategic Plan proposed changes | Loreen Chant |
| IV. | Breakout Groups | Loreen Chant |
| | A. Child Outcomes | |
| | B. Program Quality | |
| | C. Funding/Legislative/Advocacy | |
| V. | Public Comments | Loreen Chant |
| VI. | 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
August 3, 2017, 10:00 a.m.
ELC Board Room

Board Attendees: Loreen Chant (Chair), Abilio Rodriguez, Alan Eckstien (via conference call), James Haj, Judy Schaechter (via conference call)

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

I. Welcome and Introductions **Loreen Chant**

II. Strategic Plan **Loreen Chant**

- a. The following changes to the strategic plan were discussed and approved:
 - i. Changing to a five year plan.
 - ii. Removing the “before birth” statement from our mission and Youngest Children.
 - iii. Under Neediest Children report on valid outcomes and list the ELC partners.
 - iv. Remove Parent/Family Self-Sufficiency section as it is not a core function of the ELC.
 - v. List partners under Educate All, Providers, Capacity Building and Funding.
 - vi. Solicit input from providers on how they would like support from the ELC in meeting higher quality performance.
 - vii. Under Teacher Education offer the National CDA as a goal.
 - viii. Under Fewer Providers reframe as a focus on high quality and drive incentives to higher performing providers.

III. Public Comments **Loreen Chant**

IV. Adjourn **Loreen Chant**



Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2017-2018 – **Discuss change to 5 year plan.**

OUR MISSION

To promote high-quality inclusive 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. – **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.

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

NEEDIEST 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. **Valid child outcomes needed. ELC to lead. Partners**

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? Recommend removal.**

YOUNGEST CHILDREN

Offer a continuum of care from before birth to age 5, with a particular focus on infants and children. **Remove before birth. Partners**

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. **Partners**

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. Staff will provide feedback on collaboration/support. Partners**

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 **National CDA as goal**

Fewer Providers

Drop low-performing providers – **Reframe as focus on high quality. 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

CAPACITY BUILDING

Strengthen Board and Staff capacity to carry out strategic goals **Partners**

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 **Partners**

Public

Secure adequate resources to ensure high quality delivery to each child we serve

Monroe County

Establish a Permanent Funding Model for Social Services



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

OUR MISSION

To promote high-quality inclusive school readiness, voluntary 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.

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.
- CUSTOMER SERVICE** - 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

	NEEDIEST CHILDREN	YOUNGEST CHILDREN	EDUCATE ALL	PROVIDERS	INTERNAL CAPACITY	FUNDING
	<i>Improve outcomes for children in our neediest communities, and include children with developmental and other delays and disabilities</i>	<i>Offer a continuum of care from before birth to age 8, focusing on the youngest</i>	<i>Educate all families and children about the benefits of early learning</i>	<i>Improve ELC relationship with providers and provider performance</i>	Strengthen Board and Staff capacity to carry out strategic goals	<i>Increase public and private funding and reallocate funds to strategic goals</i>
	<p>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</p> <p>INCREASE THE NUMBER OF CHILDREN Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities</p> <p>REDUCE THE NUMBER OF CHILDREN Receiving subsidies to permit higher quality services to those enrolled</p> <p>PARENT/FAMILY SELF-SUFFICIENCY Identify methods of encouraging self-sufficiency</p>	<p>TARGET AGES Set targets for after school care for children over 9 and 6-8 years of age</p> <p>AGE-BASED RATES Adjust reimbursement rates to offer incentives to serve the youngest children</p> <p>PARENT ACCOUNTABILITY Offer incentives for parents to become more accountable</p>	<p>PARENTAL CHOICE Educate parents to choose child care centers that ensure better outcomes for their children</p> <p>VISIBILITY Achieve increased visibility throughout both counties by creating child care resources and providing information</p>	<p>CHILD CARE PROGRAM STANDARDS Establish standards for child care providers and enforce them</p> <p>PROVIDER REIMBURSEMENT RATES Determine optimum rates to attract higher quality providers</p> <p>TEACHER EDUCATION Increase the number of teachers with child care credentials</p> <p>FEWER PROVIDERS Drop low-performing providers</p> <p>TECHNICAL BUSINESS ASSISTANCE Offer business assistance to providers in distressed areas</p> <p>EDUCATE PROVIDERS About responsibilities to include children with disabilities, and provide them with the training and resources to do so</p>	<p>ADVOCACY Engage aggressively & systematically in advocacy to drive better outcomes for children and promote community awareness of the ELC</p> <p>QUALITY COUNTS Enroll all centers wanting to participate in the ELC program</p> <p>COUNCIL OF PARTNERS Establish regular meetings with partners</p>	<p>PUBLIC Secure adequate resources to ensure high quality delivery to each child we serve</p> <p>MONROE COUNTY Establish a Children's Services Council with dedicated funding</p>



CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2013-2014

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.

PRIORITY INITIATIVES

SECONDARY INITIATIVES

	NEEDIEST CHILDREN	YOUNGEST CHILDREN	EDUCATE ALL	PROVIDERS	INTERNAL CAPACITY	FUNDING
	<i>Improve outcomes for the children most distressed communities and at greatest risk for developmental delays</i>	<i>Offer a continuum of care from before birth to age 8, focusing on the youngest</i>	<i>Educate all families and children about the benefits of early learning</i>	<i>Improve ELC relationship with providers and provider performance</i>	<i>Strengthen Board and Staff capacity to carry out strategic goals</i>	<i>Increase public and private funding and reallocate funds to strategic goals</i>
	<p>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</p> <p>REDUCE THE NUMBER OF CHILDREN Receiving subsidies to permit higher quality services to those enrolled</p>	<p>TARGET AGES Set targets for after school care for children over 9 and 6-8 years of age</p> <p>AGE-BASED RATES Adjust reimbursement rates to offer incentives to serve the youngest children</p> <p>ENRICHMENT CENTERS Discontinue or cut back on centers that do not offer full educational programs</p>	<p>PARENTAL CHOICE Educate parents to choose child care centers that ensure better outcomes for their children</p>	<p>Establish standards for child care providers and enforce them</p> <p>PROVIDER REIMBURSEMENT RATES Determine optimum rates & tie to performance standards</p> <p>TEACHER EDUCATION Increase the number of teachers with child care credentials</p> <p>ACCREDITATION Encourage or require accreditation for child care centers</p>	<p>ADVOCACY Engage aggressively & systematically in advocacy to drive better outcomes for children</p> <p>QUALITY COUNTS Enroll more centers in the ELC program</p>	<p>PUBLIC Secure adequate resources to ensure high quality delivery to each child we serve</p> <p>PRIVATE Raise significant private funds to fill gaps</p>
	<p>PARENT/FAMILY SELF-SUFFICIENCY Identify methods of encouraging self-sufficiency</p> <p>LIMITS ON ENROLLMENT BY FAMILY Set limitations on the years any family can receive a subsidy or on number of children</p> <p>TARGET PROVIDERS BY GEOGRAPHY Focus on distressed areas</p>	<p>PARENT ACCOUNTABILITY Offer incentives for parents to become more accountable</p>	<p>VISIBILITY Achieve visibility throughout both counties</p>	<p>FEWER PROVIDERS Drop low-performing providers</p> <p>TECHNICAL BUSINESS ASSISTANCE Offer business assistance to providers in distressed areas</p>	<p>TECHNOLOGY Expand systems for assessment, accountability, enrollment verification, and reimbursements</p> <p>COUNCIL OF PARTNERS Establish regular meetings with partners</p>	<p>MONROE COUNTY Establish a Children's Services Council with dedicated funding</p>

Strategic Planning Retreat Timeline

Board of Directors Meeting	10:00am – 11:00am
Evelio Torres's Report	11:15am – 11:35am
Panel	11:35am – 12:35pm
Lunch	12:35pm – 1:00pm
Breakout Groups	1:00pm – 2:00pm
Report #1	2:00pm – 2:15pm
Report #2	2:15pm – 2:30pm
Report #3	2:30pm – 2:45pm
Closing	2:45pm – 2:59pm
Adjourn	3:00pm