



**Strategic Planning Committee Meeting
August 29, 2017, 10:00 am
Via Conference Call**

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|------|-----------------------------------|--------------|
| I. | Welcome & Introductions | Loreen Chant |
| II. | Approval of Minutes | Loreen Chant |
| III. | Strategic Planning Retreat Agenda | Loreen Chant |
| IV. | Breakout Groups | Loreen Chant |
| V. | Guiding Questions | |
| 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 Planning Committee Meeting
August 225, 2017, 10:00 a.m.
ELC Board Room

Board Attendees: Loreen Chant (Chair), Abilio Rodriguez, Gilda Ferradaz (via conference call), Judy Schaechter (via conference call)

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

I. Welcome and Introductions **Loreen Chant**

II. Approval of Minutes **Loreen Chant**

- Motion to approve minutes by A. Rodriguez.
- Motion seconded by L. Chant.
- Motion was unanimously passed.

III. Strategic Plan **Loreen Chant**

- a. Changes to the Strategic Plan were discussed and approved.
- b. The Strategic Planning retreat's timeline was reviewed and approved.
- c. E. Torres stated that after the panel of experts are done speaking there will be three breakout groups; Child Outcomes, Program Quality and Funding/Legislative/Advocacy.

IV. Public Comments **Loreen Chant**

V. Adjourn **Loreen Chant**



**Strategic Planning Retreat
September 5th, 2017, 10:00 am
Florida Keys Mosquito Control/503 107th Street Gulf, Marathon, FL 33050**

I.	Welcome & Introductions	Loreen Chant
II.	Icebreaker	Raquel Diaz
III.	CEO Report	Evelio Torres
IV.	Child Outcomes Panel Presentation	Brittany Birken/Veronica Fernandez/Michelle Watson
V.	Lunch	
VI.	Breakout Groups	
VII.	Group Reports	
VIII.	Closing	Raquel Diaz
IX.	Meeting Adjourn	Loreen Chant

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Break-out Groups

Child Outcomes

Veronica Fernandez – Facilitator

Judy Schaechter

Shaleen Fagundo

Alan Eckstein

Bob Eadie

Marisol Diaz

Gladys Montes

Pam Hollingsworth

Anabel Espinosa

Sandra Gonzalez

Mercy Castiglione

Program Quality

Michelle Watson – Facilitator

Gilda Ferradaz

Loreen Chant

Russell Benford

Theresa Axford

Rick Beasley

James Haj

Abilio Rodriguez

Belkis Torres

Fiorella Altare Christie

Angelo Parrino

Legislative/Advocacy/Funding

Brittany Birken – Facilitator

Alex Soto

Dave Lawrence

Gerry Schwartz

Adrian Alfonso

Heather Carruthers

Phillip Gassman

Matthew Bruno

Evelio Torres

Jackye Russell



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

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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.

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- 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

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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

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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>



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

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By placing children first in all we do, children in Miami-Dade and Monroe Counties will enter school ready to learn and succeed in life.

Our Strategic Goals

Neediest Children <i>Improve outcomes for the children in the most distressed communities</i>	Youngest Children <i>Offer a continuum of care from before birth to age 8, focusing on the youngest</i>	Educate All <i>Educate all families and children about the benefits of early learning</i>	Providers <i>Improve ELC relationship with Providers and Provider performance</i>	Internal Capacity <i>Strengthen Board and Staff capacity to carry out strategic goals</i>	Funding <i>Increase public and private funding and reallocate funds to strategic goals</i>
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Our Priority Initiatives

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	Target Ages: Set targets for after school care for children over 9 and 6-8 years of age Age-based Rates: Adjust reimbursement rates to offer incentives to serve the youngest children Enrichment Centers: Discontinue or cut back on centers that do not offer full educational programs	Parental Choice: Educate parents to choose child care centers that ensure better out-comes for their children	Establish Standards for child care Providers and enforce them Provider Reimbursement Rates: Determine optimum rates & tie to performance standards Teacher Education: Increase the number of teachers with child care credentials Accreditation: Encourage or require accreditation for child care centers	Advocacy: Engage aggressively & systematically in advocacy to drive better outcomes for children Quality Counts: Enroll more centers in the ELC program Central Agency: Work with CDS to improve eligibility process	Public: Secure adequate resources to ensure high quality delivery to each child we serve Private: Raise significant private funds to fill gaps
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Our Secondary Initiatives

Parent/Family Self-sufficiency: Identify methods of encouraging self-sufficiency Limits on Enrollment by Family: Set limitations on the years any family can receive a subsidy or on number of children Target Providers by Geography: Focus on distressed areas	Parent Accountability: Offer incentives for parents to become more accountable	Visibility: Achieve visibility throughout both counties	Fewer Providers: Drop low-performing Providers Technical Business Assistance: Offer business assistance to providers in distressed areas	Technology: Expand systems for assessment, accountability, enrollment verification, and reimbursements Council of Partners: Establish regular meetings with Partners	Monroe County: Establish a Children's Services Council with dedicated funding
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CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami-Dade / Monroe

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**Early Learning Coalition of Miami
Dade/Monroe**

2009 -2010 STRATEGIC PLAN

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Early Learning Coalition of Miami Dade/Monroe 2009 Strategic Plan

The following document summarizes the Coalition's strategic framework for identifying, prioritizing, and addressing its priorities.

Executive Summary

Since its inception, the Early Learning Coalition of Miami Dade/ Monroe has been committed to providing quality educational services to the children it serves, through the providers that it contracts with.

It is the vision of the CEO and his executive team to operate the ELC like a world class business, one that can be viewed as a benchmark of excellence by the other ELCs in the state of Florida. In order to reach that level, the organization has already started the journey by establishing balanced scorecards at all levels in 2008. In 2009, the next step, as manifested by this document, was to establish and execute a systematic process for strategic planning that would culminate in a top level scorecard and several prioritized improvement action plans.

That top level scorecard has been cascaded to all Programs, Communications and Administrative departments and monthly scorecard reviews will be utilized to ensure that underperforming measures are monitored and improved and that the strategic improvement action plans are progressing on schedule.

This strategic planning document contains five primary components:

1. The ELC Performance Measurement System
2. The Strategic Planning Process that was used to develop this plan
3. The ELC Mission, Vision and Values
4. The ELC strategy map and balanced scorecard
5. The key improvement action plans

ELC Performance Measurement System



This above diagram represents the **Performance Measurement System** utilized by ELC to drive improved performance in its Strategic Priorities. The key terms are:

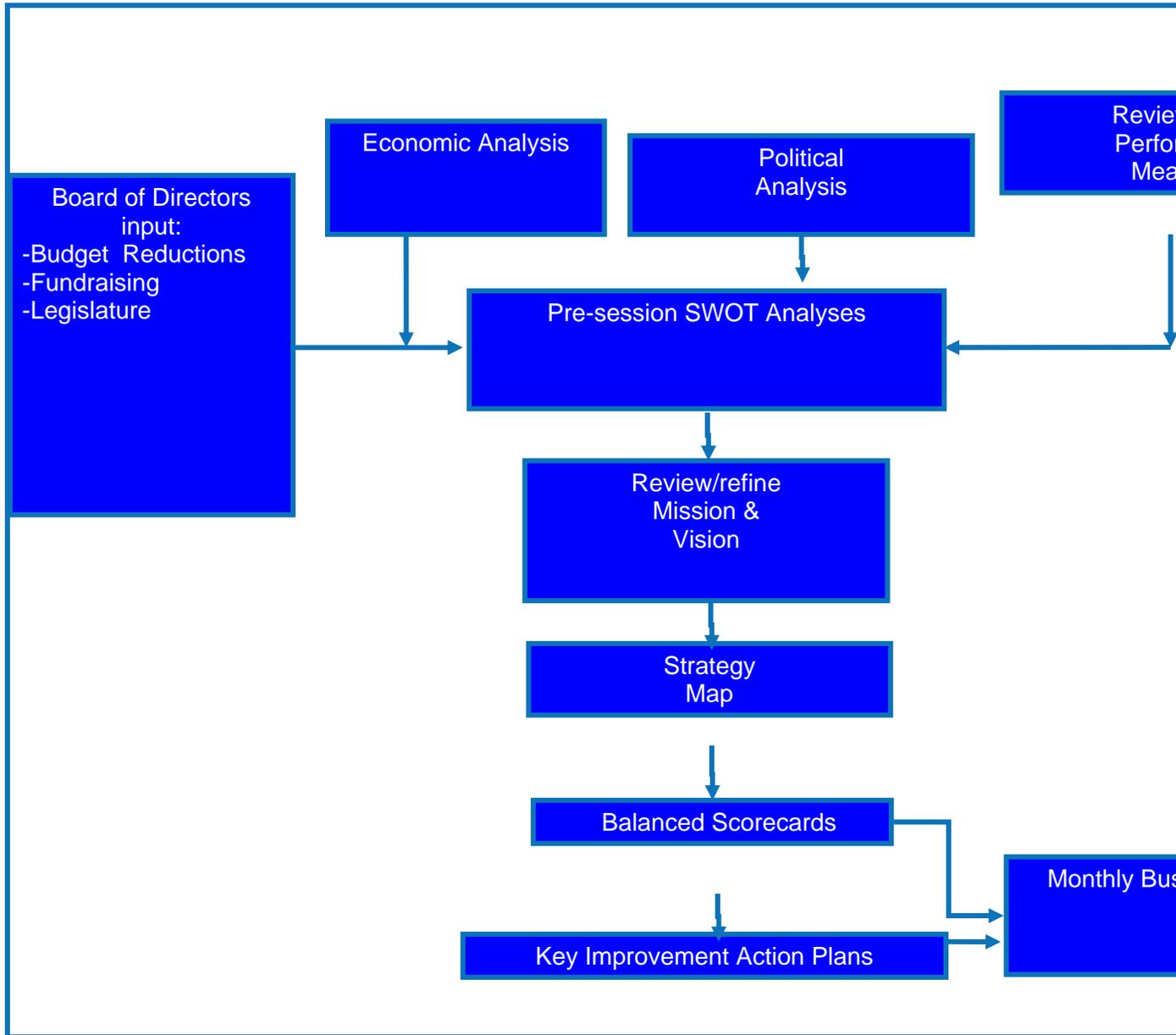
Mission – why the organization exists; in other words, its purpose

Vision – what state the organization is striving to achieve by a certain future date

Values – those timeless beliefs or principles that the organization holds as most important regarding how all employees should behave on a daily basis

Strategy Map– those annual objectives that the organization will focus on achieving to take the next steps toward its Vision. These objectives reside on a Balanced Scorecard in the five categories or perspectives shown across the bottom of the diagram and are measurable with annual targets and improvement action plans.

ELC Strategic Planning Process



Note: SWOT Analysis is Strengths, Weaknesses, Opportunities & Threats

Mission, Vision, Values

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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.

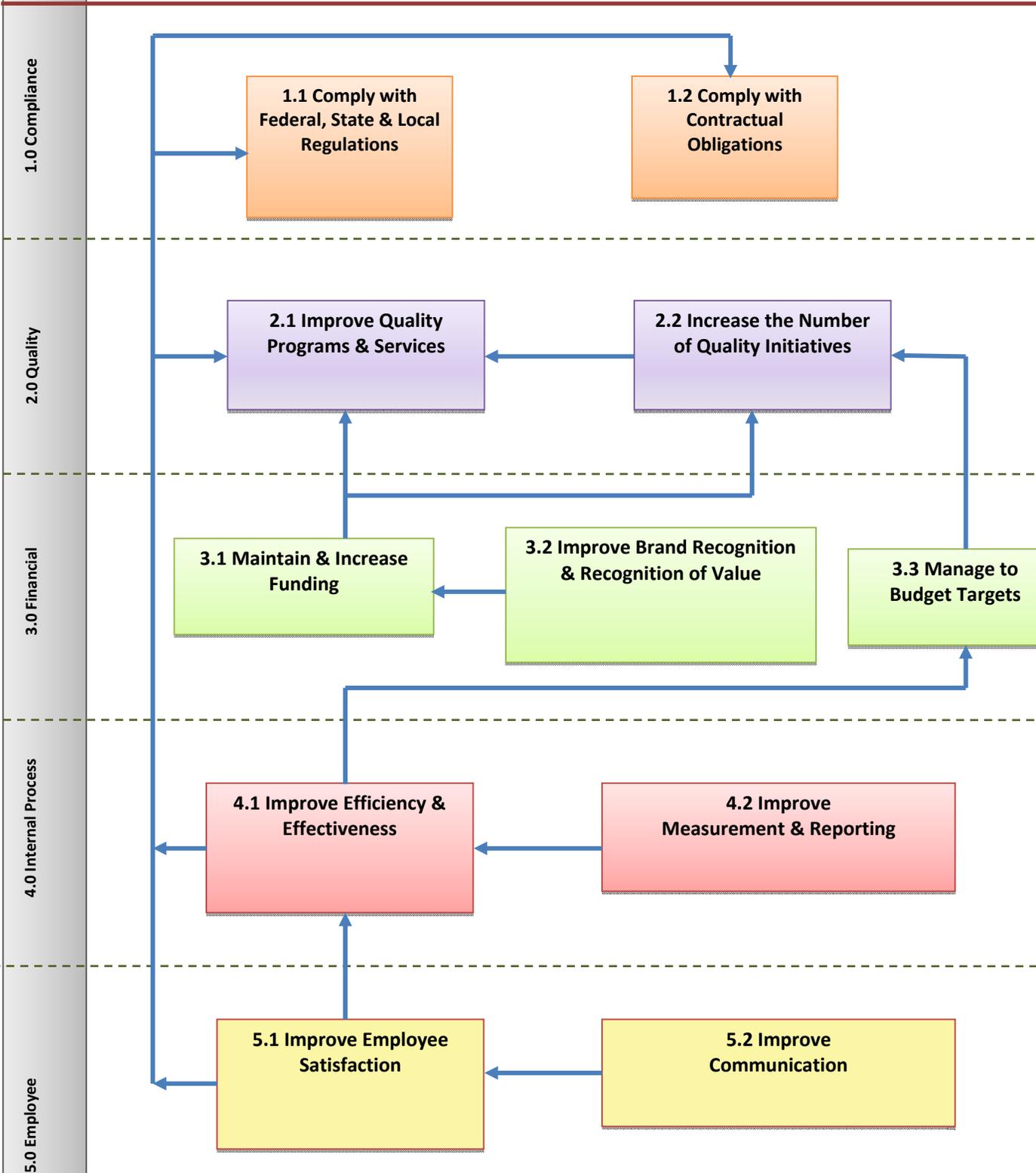
Excellence – When it comes to early learning, quality matters. We are committed to excellence, providing quality programs and services that make a difference in our community. Designed to further the physical, social, emotional and intellectual needs of all children, our programs are innovative and offer each child an equal opportunity for a successful future.

Strategy Map and Balanced Scorecard

The overarching strategy for ELC is outlined in the following diagram:

VISION

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.



As evidenced by the above Strategy Map, the ELC’s strategy touches not only the most urgent learning needs of children, but also the needs of the other stakeholders, as well as the requirement of a stable organization and a learned staff of professionals to succeed long-term. This “balanced” approach yields objectives across five key perspectives, as follows:

1. **Compliance** with statutes and contracts
2. **Quality** programs and services to children
3. **Financial** health and stability
4. Improved operational efficiency of **internal processes**
5. Improved **Employee** Satisfaction

2009 ELC Balanced Scorecard

Perspectives	Objectives	Measures
1.0 Compliance	1.1 Comply with Federal, State & Local Regulations	% of Federal, State & Local Mandates Met % of Budget spent on slots
	1.2 Comply with Contractual Obligations	% of Contractual Obligations Met
2.0 Quality	2.1 Improve Quality Programs & Services	% of Quality Counts Centers showing improvement % of Centers receiving curricula and training % of Children who receive developmental screenings % of Children who receive health & vision screenings
	2.2 Increase the Number of Quality Action plans	# of Quality Action plans % of Providers participating in Quality Action plans % of Children participating in Quality Action plans

3.0 Financial	3.1 Maintain & Increase Funding	Development \$ # of Grants applied for # of Development Activities
	3.2 Improve Brand Recognition & Recognition of Value	Parent, Provider, Legislator Survey Score
	3.3 Meet to Budget Targets	% Budget Variance
4.0 Internal Process	4.1 Improve Efficiency & Effectiveness	# of Business Processes Improved
	4.2 Improve Measurement & Reporting	% of Milestones on Schedule
5.0 Employee	5.1 Improve Employee Satisfaction	Employee Turnover Rate # of Training Hours Received
	5.2 Improve Communication	Score of Communication Question on an Employee Survey

2009 Key Improvement Action plans

1.0 Compliance

- Improve the monitoring of Childcare Providers
- Integration of new procedures in employment laws

2.1 Quality

- Provide quality measures and improvement for non-QC providers
- Ensure that Centers have minimum requirements – educational curricula in place & understand how to use it and implement it

2.2 Quality

- Help parents understand quality so they insist on it
- Need a Process for:
 - Identifying grants
 - Writing grants
 - Operationalizing activities consistently with grants
- Process needed: To ensure that all quality action plans result in a measurable quality outcome for the children
- Process needed for “how to spend our quality dollars?”

3.1 Financial – maintain & increase funding

- Need new ways to get unrestricted dollars (development person, fundraiser events)
- Develop network of potential donors

3.2 Branding

- Enforce having ELC branding on provider documents
- Provide inexpensive collateral to providers
- Ensure accuracy & high quality of collateral
- Ensure that application and resource & referral packet documents are branded
- Ensure that we get the proper branding to the parents
- Solicit parent input to the next strategic planning process

4.1 Improve Efficiencies & Effectiveness

Improvement needed in the following processes:

- Center Materials
- Procurement Process
- Process for Holding Providers Accountable
- Invoicing
- Payment Processing
- Background Checks
- Training – needs, assessment
- Job Application Process (feedback from applicant, automated system)
- Testing of new IT Products (e.g.: SmartBoard)
- Timeliness of Software Programs or New Products from IT

4.2 Internal Process – Improve Measurement & Reporting Capability

- Obtain a contract tracking system
- Obtain a program tracking system
- Need to develop and execute a plan to integrate the various existing computer systems

5.1/5.2 Improve Employee Satisfaction

- Develop a face-to-face internal communication venues
- Hold organizational staff meetings top to bottom
- Get Input from Front Line
- Internal Customer Survey
 - Must Involve Everyone
- 360 degree reviews

Successful Execution of the Strategic Plan

- In implementing the Strategic Plan, the Coalition and its internal departments will use a tool called the Balanced Scorecard. The Balanced Scorecard provides a high-level annual tactical view of the overall strategy so that, at a glance, progress toward tangible results or targets can be easily discerned. The top-level scorecard includes the perspectives and objectives shown on pages 7 - 9 in the Strategy Map and the Scorecard, along with the measures, targets, and actual monthly performance data.
- The top-level scorecard will be deployed down to lower level scorecards in the various Program, Administrative and Communication departments.
- In addition to the various scorecards are the specific improvement action plans to achieve the improvement targets for the measures, and the owners accountable for delivering the results.
- The scorecards and improvement action plans are captured and updated in the ActiveStrategy software. The measures are color coded in green (meeting target), yellow (slightly missing target) and red (missing target, in need of an explanation and an improvement action). The improvement action plans are also tracked for timely progress using the same color coding.
- All organizational areas having scorecards will meet to conduct a monthly review to assess progress on meeting measure targets and progressing improvement action plans and to capture any remedial action items to be completed prior to the next review.

APPENDIX

In late 2008, the Board met to provide input to the Senior Management of ELC MDM in 3 areas, shown below. This input became part of the SWOT analysis exercise during the Strategic Planning session and was utilized to choose the 2009 organizational priorities and key improvement initiatives.

1. Budget Reductions and Goal Setting:

What are the key priorities?

How do we keep the “movement” going and fund key priorities over the next 3-5 years?

Key Priorities:

- Facing 1.1 million reduction
- Do we cut across the board or cut slots?
- Admin costs are low, 51 positions funded by ST
- Contracted providers are asked to cut 10%
- 70% must go to slots
- Quality \$ from Children’s Trust but may be scaled back
- Try and trim Quality contracts
 - Have a lower goal of accredited centers
 - Quality initiatives
 - Scholarship
- 900 SR Providers, 400 involved in Quality
- Rate increase
- Find balance between quality & monetary incentives (ex. Rate increase)
- If ELC does not provide quality will someone else pick it up?
- 4% of budget must be spent on quality; we are spending more than that.
- Readjust quality goals.
- See which quality programs are helping the children the most. Outcome data.
- Scale Quality expenditures down, cut 1% quality=_ slots
- Programs with parent training

Conclusions:

- Find other organizations that could provide quality- try not to reduce slots.
- Try to reduce quality spending by a bit so slots are not affected as much.
- Need to be looking 2 years down the road.

2. Development & Fundraising

The Progress: What we've accomplished

The Challenges:

- \$-Get
- People-Get (Local Partnerships)
- Goals for Unrestricted \$
- Goals/Outcomes- "The Case" Board buy in

The Opportunities:

- Created Capacity (Building)
- Shopping list for "unrestricted vs. restricted"
- Identify "champions" in & out of ELC

Why \$? What are you going to do with it?

- Articulate Purpose \$ Amount
 1. Advertising
 2. Quality
 3. Training
- Clarify mission/strategy/non comp partners
- Corp \$- not weak
- Events- Moms, Dads, Aunts, Engage Kids
- Foundation w/room for unrestricted, but no one will contribute?
- Public Education
- Raise \$ for capacity build-Staff person @ ELC (Grant Writer)
- Grant \$ capacity on behalf on children
- Vending machine profits
- Sustainability

3. Legislative Policy

Advocacy:

- What are our priorities?
- What are we going to do with them?
- What can we do as a BOD?

- Challenge last year:
 - Funding
 - Preserving existing funding

- Concern on Transportation
- Still no data base
 - Teacher credential
 - Mother's education
 - Child primary language
(State needs to move on this)
- Child entering school should be assessed, to know what level the child is at
- New Revenue Priorities
- Available data on every child
- By the provider, this data would be collected
- Support efforts to adequately assess the kindergarten readiness by conducting both pre and post assessment tests
- Seek demographic data on the children enrolled (e.g. economic status, race and/or national origin) and their educational settings (e.g. teacher credentials, form of accreditation) so that good policy can be made to ensure that the program meets the constitutional mandate of "high quality"
- Pursue efforts to ensure a dedicated funding source for out of school programs
- Keep QRIS local (Quality Counts)
- Quality:
 - Gold Seal
 - Pre & Post
 - Quality Counts program
- Funding to prepare centers for accreditation
- Funding formula
 - Ensure that the state revisits the formula
- Look at different categories when comparing pre & post
 - 1500 Providers
 - How many kids in center
 - Location

