



**Strategic Planning Meeting  
September 19, 2018, 3:00 pm  
Via Conference Call/786-389-5135, 801#**

- |      |                                |              |
|------|--------------------------------|--------------|
| I.   | Welcome & Introductions        | Loreen Chant |
| II.  | Approval of 09/12/2018 Minutes | Loreen Chant |
| III. | Surveys                        | Carol Wick   |
| IV.  | Strategic Planning Update      |              |
| 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 Planning Committee Meeting  
September 12, 2018, 1:00 p.m.  
Via conference call

**Board Attendees:** Loreen Chant; Shaleen Fagundo; Gilda Ferradaz; Bob Eadie

**Board Absentees:**

**Staff Attendees:** Evelio Torres (President/CEO); Jackye Russell; Lisa Sanabria; Fiorella Altare; Anabel Espinosa

**General Attendees:** Carol Wick

**I. Welcome and Introductions** **Loreen Chant**

**II. Approval of Minutes** **Loreen Chant**

- Motion to approve minutes by B. Eadie.
- Motion seconded by G. Ferradaz.
- Motion was unanimously passed.

**III. ELAC Strategic Plan** **Carol Wick**

- a. C. Wick discussed the following items from the ELAC Strategic Planning Retreat she facilitated:
- i. Committee decided to start from scratch and create their goals and mission
  - ii. Committee decided to start on orientation process for themselves and new members.
  - iii. One of the committee goals is to ensure all vacancies are met and that the new members fully understand early learning.
  - iv. The committee members discussed moving appointment process from governor and directly to OEL
  - v. The committee members agreed on seeing the annual budget before approval from OEL.

**IV. AELC Strategic Plan** **Carol Wick**

- a. C. Wick discussed the following items from the AELC Strategic Planning Retreat she facilitated:
- i. The committee discussed making the VPK program full time.
  - ii. The committee discussed improvements on quality standards and promoting best practices
  - iii. The committee agreed that they should be seen as one of the experts in quality.
  - iv. The committee discussed establishing more training availability for the providers and improving their relationship with OEL.
  - v. The committee discussed making sure members are fully engaged and participate in fund raising.



**V. Survey Questions**

**Carol Wick**

- a. Provider Survey – suggestions were made to change some of the wording and have a Spanish translation available.
- b. Board Survey – L. Chant suggested removing the questions on the mission and vision since it was reviewed and edited at the last retreat. C. Wick responded that the questions are not referring to editing the vision and mission but are based on the accomplishments made on these goals
- c. Parent Survey – E. Torres suggested a parent survey be created. It was suggested that the survey contain only five questions related to services, customer service, eligibility process (experience, timeliness, attitude/customer service, effectiveness). L. Chant suggested that there should be a brief explanation on realizing the issue providers are having with the new system. J. Russell stated that one of the questions should relate to how parents prefer to receive information from the EL. A. Espinosa suggested that one of the questions should ask how well the ELC is doing in explaining all the different processes.

**VI. Public Comments**

**Loreen Chant**

**VII. Adjourn**

**Loreen Chant**



# Priority Initiatives

**October 2018**



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# **Strategic Plan**



# Mission and Vision

## **Mission**

To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

## **Vision**

### ***Children First***

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



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



## OUR MISSION

To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

## OUR VISION

### CHILDREN FIRST

To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, 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

**RECOMMENDATION:** Assign to Program Committee.

#### 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. **RECOMMENDATION:** Refine definition and quantify.

#### 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. **RECOMMENDATION:** Redefine/quantify.

#### 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 bench marks of quality (e.g. Child assessments, accreditation, learning environment, etc.)

Change state policy to allow ELCs to contract only with childcare programs that meet state-wide quality bench marks

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

# Priority Initiatives

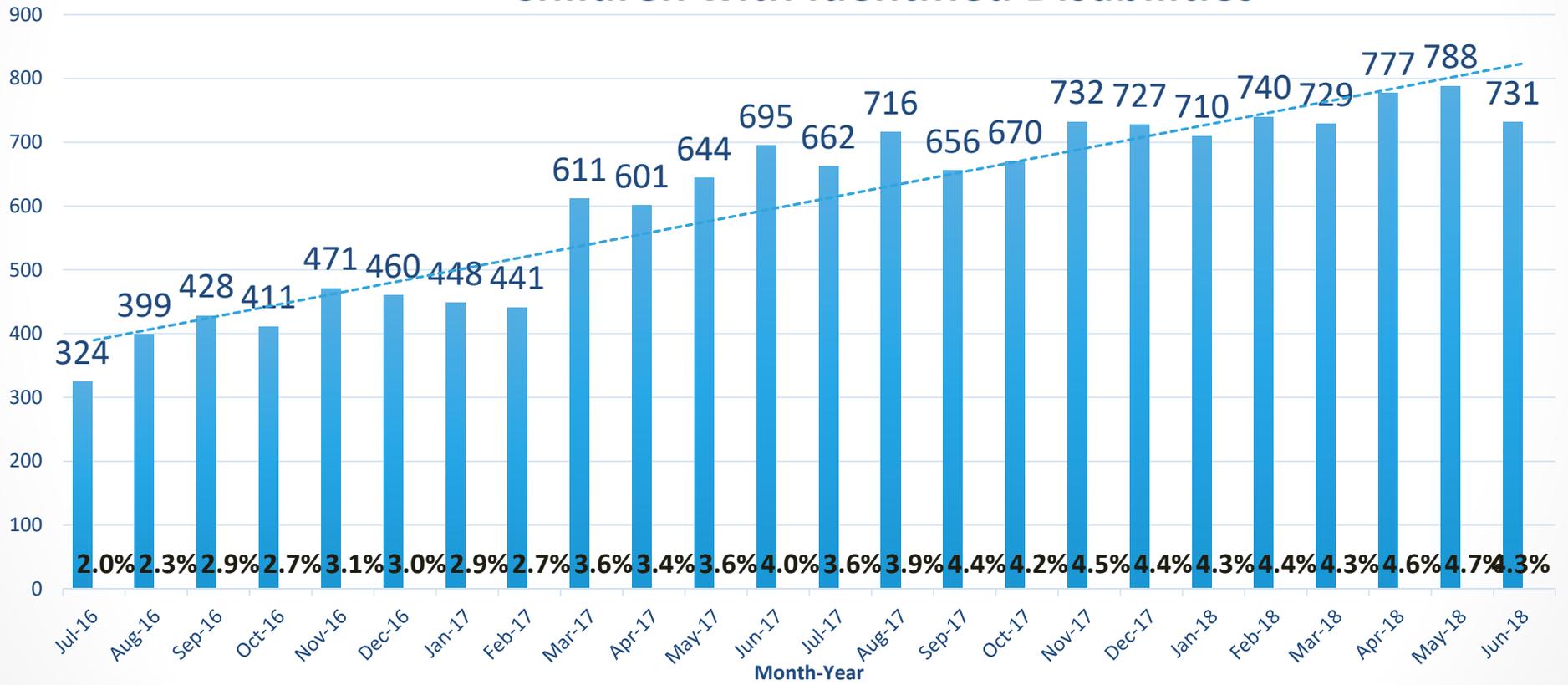
# Neediest Children

- **Recommendation** – Assign to Program Committee to determine future actions to achieve this priority
  - **Target Neediest Areas**
    - EHS efforts to improve provider's facilities & playgrounds
    - Work with Miami Children's Initiative
    - Performance Funding Program

# Neediest Children

Increase the Number of Children

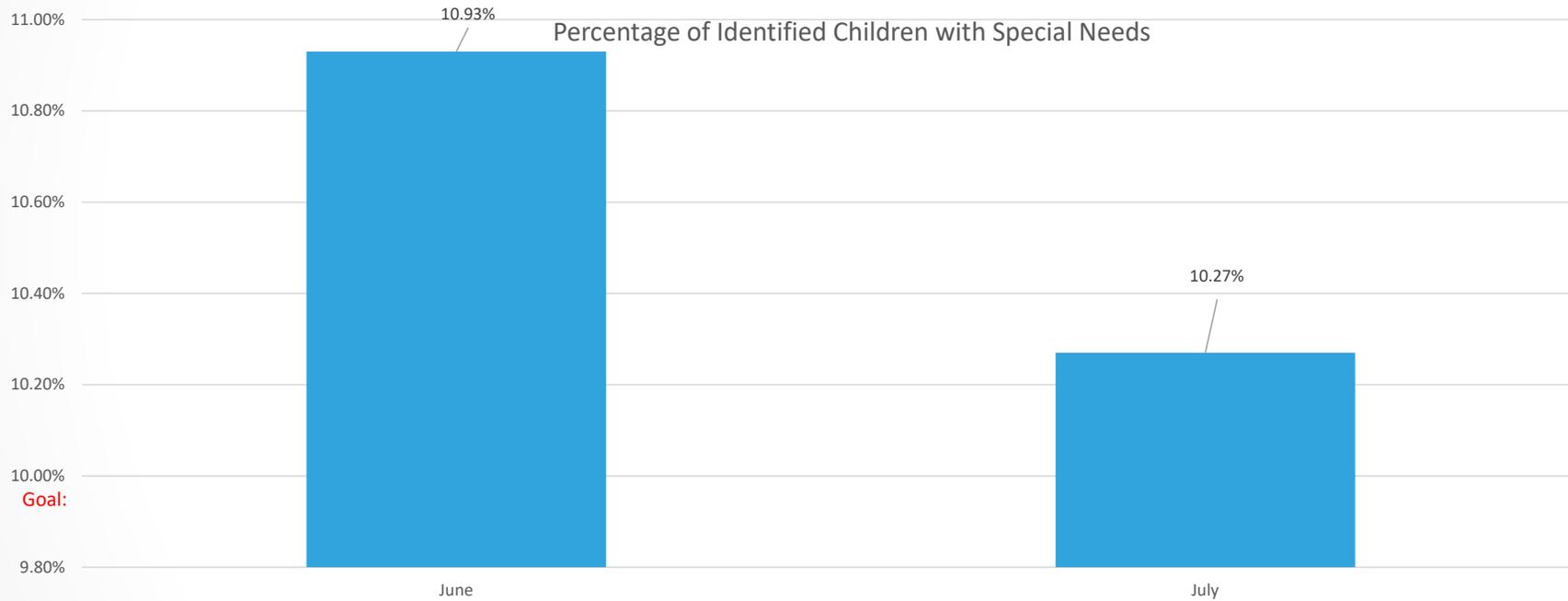
## Children with Identified Disabilities



# Neediest Children

## Increase the Number of Children

EHS Percentage of Identified Children with Special Needs



# Neediest Children

- Increase the Number of Children

## State and Local Identification

School Readiness Enrollment	Special Needs Enrolled	Total Enrolled (0-5)	Percent
State	<b>504</b>	<b>201,474</b>	<b>.25%</b>
ELC Miami-Dade/Monroe Inclusion Support Services	<b>731</b>	<b>16,814</b>	<b>4.3%</b>

\*As of June 30, 2018

[www.floridaearlylearning.com/oel\\_resources/fact\\_book.aspx](http://www.floridaearlylearning.com/oel_resources/fact_book.aspx)

# Youngest Children

## Age-based Rates

- State law requires children to remain in care until age 13
  - **Reword initiative to take this into consideration**

# Providers

## ■ Improve Provider Selection & Contracting Process

- Provider Services Committee
  - 13 Providers appeared before the committee during 2017/18 Fiscal year
  - 4 Providers were placed on Corrective Action Plans
  - 5 Providers' contracts were terminated
  - 4 Providers received Notice of Dismissal letters

## ■ Teacher Education

- Increase the # of teachers with childcare credentials

## ■ Quality Providers

- Drive incentives to higher performing providers
- PFP \$ 12 mil

## ■ Technical Business Assistance

- Offer business assistance to providers in distressed areas. The Business and Leadership Institute for Early Learning
- Regions Bank
- Provide info on the outcomes of Business Leadership Institute for Early Learning

## ■ Educate Providers

- Provide program directors/staff with training and resources to provide high quality care to all children, including children with disabilities

# Educate All

## Parental Choice

- **(Recommendation: Initiative needs to be better defined/quantified)**
- Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children.
  - Monthly Parent Newsletters
  - Community Outreach
  - Child Care Resource & Referral
  - Eligibility provides information to parents on quality programs

## Visibility

- Achieve increased visibility of the importance of early learning throughout both counties by creating child care resources and providing information
  - Community Events with community partners
    - Children's Trust Family Expo
    - Univision Health Fair
    - Miami Book Fair
    - Children's Week (Miami Children's Museum)
  - Social Media Outreach
  - Unplug & Connect Campaign

# Capacity Building

## Advocacy

- Engage aggressively & systematically in advocacy to drive better outcomes for children  
**(Recommendation: Redefine initiative and make measurable)**
  - House Bill 1091 passage
  - Additional federal funding for Miami-Dade/Monroe
  - Early Learning Advisory Council
  - Association of early Learning Coalitions
  - Florida Chamber of Commerce
  - Greater Miami Chamber of Commerce
  - The Consortium
  - United Way
  - The Children's Trust

# Capacity Building

## Early Child Care Education Systems Building

- Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five.
  - Monthly Partner's meetings
    - EHS
    - DCF
    - The Department of Agriculture Child Food Program
    - Early Learning Advisory Council
    - Association of Early Learning Coalitions
    - Florida Chamber of Commerce
    - Greater Miami Chamber of Commerce
    - Early Child Care Education Systems Building

# Funding

## Public

- Secure adequate resources to ensure high quality delivery to each child we serve
  - Local funding – The Children’s Trust \$12 mil.
  - Save the Children Grant \$1.4 mil.
  - OEL \$7.3 mil new dollars
  - OEL \$2.4 mil additional dollars
  - ELCMDM well over a \$200 mil budget

# Funding

## Monroe County

- Establish a Permanent Funding Model for Social Services
  - **Update from Commissioner Carruthers:** I wish I had something positive to report. As you may recall, the idea was to tax alcoholic beverages and tobacco products and use the funds to establish a Human Services Trust Fund to assist with so many local non-profits, and to provide improved coordination and sharing of resources among them. Hurricane Irma took the wind out of our sails on this idea. We need to rebuild about 4,100 homes in the Keys and are working to attract and retain our workforce. The County and the School Board have both had to increase millage rates this year, so any talk of new taxes while people are still hurting is not productive. The effort is stalled for the time being, but I hope to revive it once we see more progress on our recovery.

# FIVE YEAR STRATEGIC GOALS

- **Develop widely accepted state-wide bench marks of quality (e.g. Child assessments, accreditation, learning environment, etc.)**
  - HB 1091 requirement for annual provider assessment using the CLASS
  - Minimum assessment level for participation in SR Program
  - Assessment level tied to contract eligibility for SR
  - Assessment level tied to bonus funding
- **Change state policy to allow ELCs to contract only with childcare programs that meet state-wide quality bench marks**
  - State-wide baselines based on assessments
  - Annual Assessment level to continue participation in SR program

# FIVE YEAR STRATEGIC GOALS

- **Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model**
  - PFP established in HB 1091
  - The Children's Trust is providing funding to Miami-Dade providers
  - OEL is providing funding to Monroe providers
  - Reimbursement is tiered to provider's assessed level
  - 199 Providers are participating
  - Miami-Dade
    - Tier 1 = 2 Providers
    - Tier 2 = 27 Providers (3%)
    - Tier 3 = 107 Providers (10%)
    - Tier 4 = 50 Providers (12%)
    - Tier 5 = 3 Provider (15%)
  - Monroe
    - Tier 1 = 0 Providers
    - Tier 2 = 2 Providers (3%)
    - Tier 3 = 5 Providers (4%)
    - Tier 4 = 2 Providers (7%)
    - Tier 5 = 0 Providers