



**Strategic Planning Meeting
October 1, 2019, 11:00 am
Via Conference Call/786-389-5135, 801#**

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| I. | Welcome & Introductions | Loreen Chant |
| II. | Approval of 10/01/2018 Minutes | Loreen Chant |
| III. | Strategic Planning Update | |
| IV. | Annual Meeting Agenda | |
| 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.



Minutes

Strategic Planning Retreat
October 1, 2018; 11:00 a.m.
Florida Keys Mosquito Control
503 107th Street Gulf, Marathon, FL 33050

Board Attendees: Adrian Alfonso; Theresa Axford; Rick Beasley; Maurice Kemp; Matthew Bruno; Heather Carruthers; Loreen Chant; Bob Eadie; Alan Eckstein; Jenni Roig; Gilda Ferradaz; Philip Gassman; Gladys Montes; Abilio Rodriguez; Aaron Slavens; Marisol Diaz

Board Absentees: James Haj; Gerald Schwartz; Alex Soto (excused); Iris Strachan; David Lawrence Judy Schaechter

Staff Attendees: Evelio Torres; Angelo Parrino; Milton Silvera; Pamela Hollingsworth; Fiorella Altare; Michelle Meilan; Mercy Castiglione; Jackye Russell; Ana Sejeck; Laurie Dunn; Jose Hernandez; Anabel Espinosa; Sandra Gonzalez; Ileana Vallejo; Fred Hicks; Lidia Clarke; Vanessa Aguilera; Lisney Badillo; Tammy Garcia; Alex Sanchez; Juan Castillo

General Attendees: Bob de la Fuente (Board Counsel); Carol Wick

I. Welcome and Introductions **Loreen Chant**

II. Surveys **Carol Wick**

- C. Wick reported that over 4,000 parents, 356 providers and 16 board members completed the survey.
- C. Wick stated that almost all of the comments were complimentary to the ELC.

III. Breakout Groups **Carol Wick**

- C. Wick separated the board members and staff in to three breakout out groups:
 - Neediest Children/Youngest Children
 - Provider/Educate All
 - Capacity Building/Funding
- The Guiding questions were:
 1. Why are we working to accomplish this goal?
 2. What does success look like?
 3. What are 2-4 measurable outcomes that we will see if we are successful?
 4. What will we need to put in place that is not in place right now to make that happen?
 5. Will we need more staff? If so, how many and what will we need to pay them?
 6. How will adding the new staff, processes, supplies, etc. effect overall capacity of the agency?
 7. What additional infrastructure might we need to achieve the goals outlined?



8. How much will that new infrastructure cost?
9. The plan should be three years to accomplish. If the goals will take longer than 3 years, please ensure the three-year mark is clearly outlined with additional strategies documented but not part of the three-year plan.
10. Who else should we engage to serve on this committee outside the Board and Staff?

IV. Breakout Groups Reports

- **Neediest Children/Target Neediest Areas**
 - EHS efforts to improve providers' facilities & playgrounds
 - Work with Miami Children's Initiative
 - Performance Funding Program
 - Recommendation - Assign to Program Committee to determine future actions to achieve this priority
- **Youngest Children/Age Based Rates**
 - State law requires children to remain in care until age 13
 - Reword initiative to take this into consideration
 - Provider rate increases have been based on age with the highest percentage going to those who serve the youngest children
- **Providers**
 - Improve provider selection and contracting process
 - Teacher education - 60 courses were offered to providers to gain knowledge/mastery of the Florida Core Competencies and Basic Computer tools so they can implement them in their classrooms and everyday life.
 - Quality Providers - Drive incentives to higher performing providers
 - Technical Business Assistance - Opportunities for providers to apply for micro business loans
- **Educate All/Parent Choice**
 - 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
 - Recommendation - Initiative needs to be better defined/quantified
- **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
 - Metro Train Wrap
 - US 1 Banners
 - VPK Rally Monroe County - Newspaper Ads, Radio Ads, Flyers & VPK cards
- **Capacity Building/Advocacy**
 - Engage aggressively & systematically in advocacy to drive better outcomes for children



- House Bill 1091 passage, Performance Funding Project, Additional federal funding for Miami-Dade/Monroe, Early Learning Advisory Council (Adrian Alfonso is the Chair), Association of Early Learning Coalitions, Florida Chamber of Commerce/Florida Chamber Foundation, Greater Miami Chamber of Commerce, Early Learning Consortium, United Way of Miami, United Way of Florida, The Children’s Trust, Florida Children's Council, The Florida Association for Child Care Management, Florida Association of the Education of Young Children, The Florida Children’s Movement
 - Exploring the establishment of political action committee
 - Recommendation - Redefine initiative and make measurable
- 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.

V. Public Comments

Adrian Alfonso

VI. Adjourn

Adrian Alfonso



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

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 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