

A young child with curly hair, wearing a light blue t-shirt, is smiling broadly while holding a colorful toy. The child is sitting at a wooden table in a classroom, surrounded by other children and colorful toys. The background is slightly blurred, showing other children and classroom shelves.

Strategic Planning Update

MAY 4, 2015

Strategic Planning Committee Meeting Timeline

Preplanning Meeting	April 14, 2015
First Subcommittee Meeting	April 20, 2015
Second Subcommittee Conference call	April 27, 2015
Full Board Meeting Strategic Planning Subcommittee Update	May 4, 2015
Strategic Planning Focus Groups	May 12-14, 2015
Strategic Planning Subcommittee Conference Call	Week of May 25th
Strategic Planning Retreat	June 1, 2015



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>

Early Learning Coalition of Miami-Dade/ Monroe Achievements

- Realized cost-savings from bringing services in house
- Eliminated the waiting list for the School Readiness Program
- Was able to propose a Provider Payment Rate Increase for the first time since 2009
- Secured the largest Early Head Start Grant in the state.

Public

Source	Amount
State of Florida	\$166,858,000
The Children's Trust	\$3,641,000
Other*	\$700,000
Refugee	\$2,500,000
MDCPS Teen Parent	\$1,175,000
Total Revenue	\$174,875,000

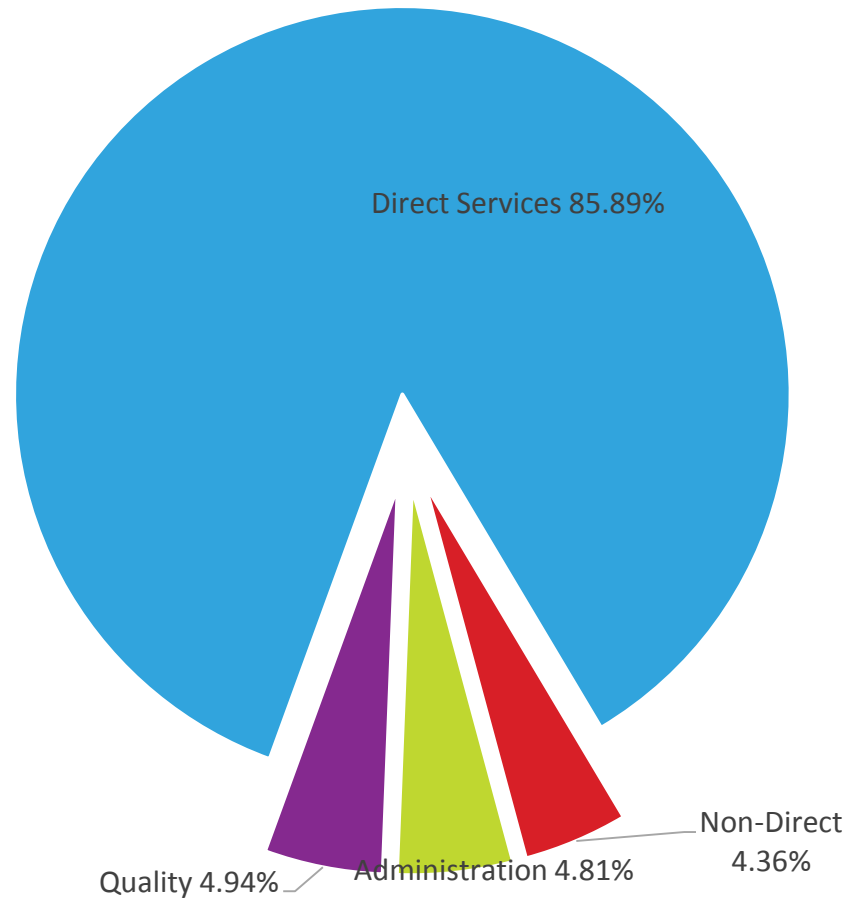
*Other

- Nemours \$361,000
- Monroe Teen Parent \$55,000
- VPK Monitoring \$ 149,000
- Other \$43,000
- Klaus Murphy \$15,000
- Commonweal Foundation \$58,000
- University of Miami \$19,000

** Early Head Start awarded 2/2015 10,382,000

School Readiness

**Projected
6/30/2015**



Non Direct, Administrative, Quality: MAX 22%

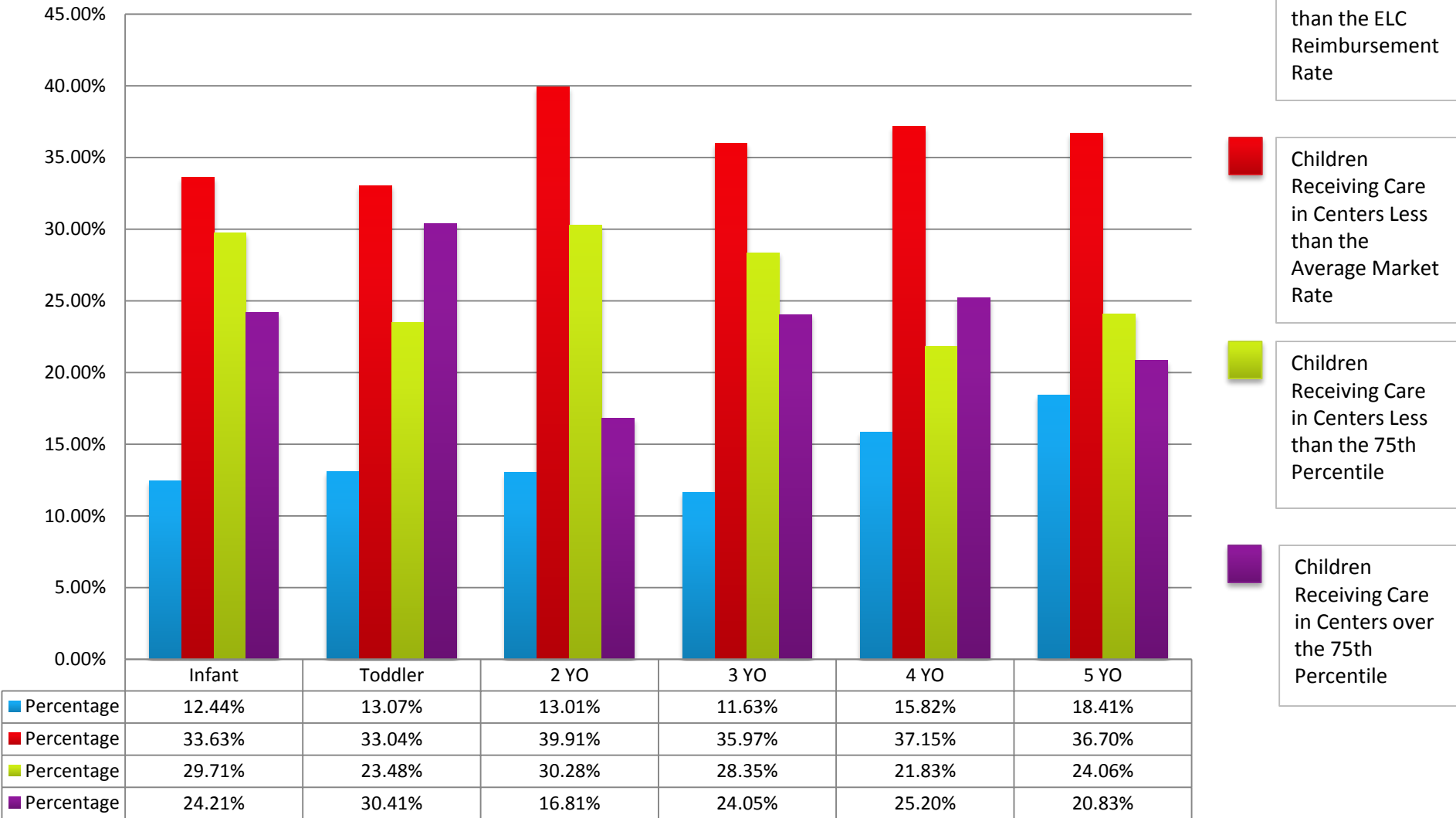
Non Direct, Administrative, Quality: 14.11%

Early Learning Coalition of Miami-Dade/ Monroe Options

- Look at reducing the percentage of money allocated to Direct Services to free up dollars to focus on things such as Quality, Provider Payments, and Outreach and Awareness.
- Every 1% reduction results in \$1,060,650 that can be used for other initiatives. The estimated children that can be served per percentage point is 279*.

* Children would not be disenrolled from services but rather money would be freed up through managed enrollment.

Private Pay Reimbursement Analysis



■ Children Receiving Care in Centers Less than the ELC Reimbursement Rate

■ Children Receiving Care in Centers Less than the Average Market Rate

■ Children Receiving Care in Centers Less than the 75th Percentile

■ Children Receiving Care in Centers over the 75th Percentile

Focus Groups and Board Member Surveys

- The Early Learning Coalition will conduct 3 focus groups:

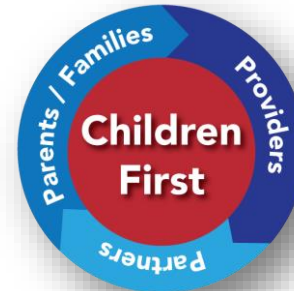
They will consist of 2 Provider focus groups and 1 parent focus groups. The Early Learning Coalition will also provide a summary of results based on targeted questions for discussion at the board retreat. This exercise is important to gain client feedback in helping the board determine strategic priorities

- Board Members will also be contacted to determine their thoughts, on coalition leadership and operations, their top 3 priorities that they would like to see the ELC accomplish, and their thoughts on the ELC's presence in the community.

Strategic Planning Retreat

Determine Guiding Principals:

Decision making should be based on the organizations agreed upon , mission, vision, and values.



Focus on what we can Accomplish:

In order to ensure a productive day we want to focus on initiatives that we locally can accomplish within the next year and identify items that may need legislative authority as areas for continuing discussion.



Walk Away with Clear Priorities:

While we may not be able to complete a list of activities and outcomes for all priorities we want to make sure that we leave strategic planning with clear priorities that the board may continue to focus on for the upcoming year.

