<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preplanning Meeting</td>
<td>April 14, 2015</td>
</tr>
<tr>
<td>First Subcommittee Meeting</td>
<td>April 20, 2015</td>
</tr>
<tr>
<td>Second Subcommittee Conference call</td>
<td>April 27, 2015</td>
</tr>
<tr>
<td>Full Board Meeting Strategic Planning</td>
<td>May 4, 2015</td>
</tr>
<tr>
<td>Subcommittee Update</td>
<td></td>
</tr>
<tr>
<td>Strategic Planning Focus Groups</td>
<td>May 12-16, 2015</td>
</tr>
<tr>
<td>Strategic Planning Subcommittee Conference Call</td>
<td>May 28th</td>
</tr>
<tr>
<td>Strategic Planning Retreat</td>
<td>June 1, 2015</td>
</tr>
</tbody>
</table>
The Early Learning Coalition conducted 4 focus groups:

They consisted of 3 Provider focus groups and 1 parent focus group. The focus groups were conducted in Homestead, at the Coalition, in Arcola Lakes, and in Key Largo.

Board Members were 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.
Throughout interactions with Board Members, Providers and Parents it was clear that all groups prioritized Outreach and Awareness as an area of concentration.

<table>
<thead>
<tr>
<th>Parents:</th>
<th>Focus on School Readiness requirements and information on selecting quality child care settings.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providers:</td>
<td>Provide targeted strategic communication through different mediums. Utilize some of the requirements in the Head Start Grant to provide information to all providers.</td>
</tr>
<tr>
<td>Community:</td>
<td>Develop materials for the community to help understand the importance of early learning and the Coalitions role in the community.</td>
</tr>
</tbody>
</table>
Revisit Current Strategic Plan and Reprioritize

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.

**NEEDIEST CHILDREN**
- Improve outcomes for the children most distressed communities and at greatest risk for developmental delays
- 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
- Reduce the Number of Children: receiving subsidies to permit higher quality services to those enrolled

**YOUNGEST CHILDREN**
- Offer a continuum of care from birth to age 8, focusing on the youngest
- Target Ages: set targets for after school care for children over 4 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

**EDUCATE ALL**
- Educate parents to choose child care centers that ensure better outcomes for their children
- Parental Choice: Offer incentives for parents to become more accountable
- Visibility: Achieve visibility throughout both counties
- Fewer Providers: Drop low-performing providers

**PROVIDERS**
- Improve ELC relationship with providers and provider performance
- 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

**INTERNAL CAPACITY**
- Strengthen Board and Staff capacity to carry out strategic goals
- Advocacy: Engage aggressively & systematically in advocacy to drive better outcomes for children
- Quality Counts: Enroll more centers in the ELC program
- Accreditation: Encourage or require accreditation for child care centers

**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
- Private: Raise significant private funds to fill gaps

**SECONDARY INITIATIVES**
- Parent/Family Self-sufficiency: Identify methods of encouraging self-sufficiency
- Parent Accountability: Offer incentives for parents to become more accountable
- Visibility: Achieve visibility throughout both counties
- Fewer Providers: Drop low-performing providers

**PRIORITY INITIATIVES**
- 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
In keeping with the current strategic plan, reduce the percentage of money allocated to direct services to free up dollars to focus on quality, provider payments, and parent education and engagement.

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

Determine Guiding Principles:

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.