Early Learning Coalition of Miami-Dade/Monroe  
Strategic Planning Subcommittee  
Monday, May 4th 2015  

ELC Board Room

<table>
<thead>
<tr>
<th>Item</th>
<th>Chairperson</th>
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<tbody>
<tr>
<td>Call to Order</td>
<td>Dr. Mara Zapata</td>
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<tr>
<td>Roll Call</td>
<td>Lisa Sanabria</td>
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<tr>
<td>Welcome</td>
<td>Dr. Mara Zapata</td>
</tr>
<tr>
<td>Summary</td>
<td>Evelio Torres</td>
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<tr>
<td>Old Business</td>
<td>Evelio Torres</td>
</tr>
<tr>
<td>New Business</td>
<td>Evelio Torres</td>
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<tr>
<td>Adjourn</td>
<td>Mara Zapata</td>
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Strategic Planning Update
MAY 4, 2015
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Preplanning Meeting</td>
<td>April 14, 2015</td>
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<tr>
<td>First Subcommittee Meeting</td>
<td>April 20, 2015</td>
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<tr>
<td>Second Subcommittee Conference call</td>
<td>April 27, 2015</td>
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<tr>
<td>Full Board Meeting Strategic Planning Subcommittee Update</td>
<td>May 4, 2015</td>
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<tr>
<td>Strategic Planning Focus Groups</td>
<td>May 12-14, 2015</td>
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<tr>
<td>Strategic Planning Subcommittee Conference Call</td>
<td>Week of May 25th</td>
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<tr>
<td>Strategic Planning Retreat</td>
<td>June 1, 2015</td>
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Do we have a date for this?
Michele Watson, 5/1/2015
## Early Learning Coalition of Miami Dade/Monroe

### 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 that 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 at 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 before birth to age 8, focusing on the youngest
- 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

#### EDUCATE ALL

- Educate all families and children about the benefits of early learning
- Parental choice: Educate parents to choose child care centers that ensure better outcomes for their children
- Teacher education: Increase the number of teachers with child care credentials
- Accreditation: Encourage or require accreditation for child care centers

#### PROVIDERS

- Improve ELC relationship with providers and provider performance
- Establish standards for child care providers and enforce them
- Determine optimum rates & tie to performance standards
- Enroll more centers in the ELC program

#### INTERNAL CAPACITY

- Strengthen Board and Staff capacity to carry out strategic goals
- Advocacy: Engage aggressively & systemically in advocacy to drive better outcomes for children
- Quality counts: Establish regular meetings with partners

#### 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

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### Priority 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

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**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
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

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>State of Florida</td>
<td>$166,858,000</td>
</tr>
<tr>
<td>The Children's Trust</td>
<td>$3,641,000</td>
</tr>
<tr>
<td>Other*</td>
<td>$700,000</td>
</tr>
<tr>
<td>Refugee</td>
<td>$2,500,000</td>
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<tr>
<td>MDCPS Teen Parent</td>
<td>$1,175,000</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$174,875,000</strong></td>
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*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

Direct Services 85.89%

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.
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

<table>
<thead>
<tr>
<th>Age</th>
<th>Percentage Less than ELC Rate</th>
<th>Percentage Less than Average Market Rate</th>
<th>Percentage Less than 75th Percentile</th>
<th>Percentage Over 75th Percentile</th>
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</thead>
<tbody>
<tr>
<td>Infant</td>
<td>12.44%</td>
<td>33.63%</td>
<td>29.71%</td>
<td>24.21%</td>
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<tr>
<td>Toddler</td>
<td>13.07%</td>
<td>30.04%</td>
<td>23.48%</td>
<td>30.41%</td>
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<tr>
<td>2 YO</td>
<td>13.01%</td>
<td>39.91%</td>
<td>30.28%</td>
<td>16.81%</td>
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<td>3 YO</td>
<td>11.63%</td>
<td>35.97%</td>
<td>28.35%</td>
<td>24.05%</td>
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<td>4 YO</td>
<td>15.82%</td>
<td>37.15%</td>
<td>21.83%</td>
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<tr>
<td>5 YO</td>
<td>18.41%</td>
<td>36.70%</td>
<td>24.06%</td>
<td>20.83%</td>
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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.
Can we put in Children First Donut? and put pictures in the rest?
Michele Watson, 5/1/2015