Raising Quality
Better Child Outcomes for All

Early Learning Coalition of Miami-Dade/Monroe
Strategic Initiatives 2021
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.

Early Education. Lifelong Success.
# PRIORITY INITIATIVES

**NEEDEST 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 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 benchmark measures of success (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

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**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.

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## 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 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** - Equity, inclusion and cultural competence is embodied in our values, practices and programming so that children, parents, families and providers may fully benefit from our priority initiatives, while keeping children first.

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

**Program Based Professional Development Plans:**

- Specialized Professional Development Plans for early education programs located in zip codes and census tracks where residents disproportionately experience poverty are identified
- Faculty member from the Professional Development Institute is assigned to program to create an individualized educational plan for each staff member
- Faculty member works with assigned early education programs for up to two years

**National Credentialing Program:**

- Child Development Associate (CDA®) course work is offered in English and Spanish with priority enrollment provided to eligible early educators employed in zip codes and census tracks serving children who disproportionately experience poverty
- Strategic partners provide verification of student educational documentation and access to scholarships for the CDA® Assessment with The Council for Professional Recognition
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.

Child Scholarships are designed to provide high-quality early learning services to families who apply to receive School Readiness services when they are considered to be above the Federal Poverty Level or State Median Income limits and are ineligible to receive School Readiness services.

Available to children 0-5 who enroll at one of the participating Thrive By 5 (TB5) early learning programs.

TB5 programs offer high-quality early learning services according to The Children’s Trust criteria based on the Classroom Assessment Scoring System (CLASS).

Pays a portion of the monthly child care cost and the initial registration fee.

1469 children have utilized The Children’s Trust Scholarship.

182 programs have participated in The Children’s Trust Scholarship.

Source: Bluejean software (1/1/2019- 9/30/2021)
The Children’s Trust Scholarship Partners by Zip Codes
## Supports for Early Head Start Partners

**Training and Coaching**

Technical Assistance Specialists are assigned to train and coach all teachers.

- Provided business leadership training to 21 of 29 partners.
- Provided 452 hours of Intensive Coaching in Curriculum Fidelity, Child Assessment, and Teacher-Child Interactions (CLASS)
- Provided 6,887 hours of coaching and technical assistance
- Created Professional Development Plans for 290 Teachers.
- Trained 187 teachers on proper administration of the Ages and Stages Questionnaire (ASQ): SE-2 and Ages and ASQ3.
- Purchased online training access for all teachers.
- Provided support for 50 teachers with children who are transitioning or have a suspected delay.
- Trained 80 teachers on Healthy Kids, Healthy Future curriculum which promotes healthy weight for children by implementing wellness practices in the classroom and home.
- Provided 928 mental health consultations to teachers and parents for children experiencing social and emotional concerns.
- Trained 96 teachers on the Pyramid Model to support social emotional development and prevent challenging behaviors.
- Trained 54 teachers on Conscious Discipline.
- Trained 42 teachers on Science, Technology, Engineering, Arts and Math (STEAM)
## Supports for Early Head Start Partners

### Services to Children and Families

A Family Advocate is assigned to each center to support families and encourage parent participation in child’s education.

- Served as liaison with Early Steps to ensure children with delays are evaluated and receive necessary services.
- Provided support to 50 parents of children who are transitioning or have a suspected delay.
- Offered at least 7 nutrition education classes annually to parents.
- Menus for all partners are evaluated by a licensed Nutritionist to ensure it meets ⅔ of the child’s daily nutritional requirements.
- Special menus provided for children with special dietary needs

### Program Structure Support

- Conducted facility repairs and installed new playgrounds for 28 of the 35 centers.
- Purchased laptops for all teachers
- Lowered the adult-child ratio 1:4
- Increased the minimum qualification for all teachers.
- Five (5) centers were provided with school garden materials and technical support by University of Florida/The Expanded Food and Nutrition Education Program (UF/IFAS).
- All centers were provided with technical support to obtain Breastfeeding Friendly Designation. Thirteen (13) partners obtained the Breastfeeding Friendly Designation.
Early Head Start Partners Located in Distressed Zip Codes
Increase the Number of Children
Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities

Identify programs in distressed zip codes and those serving children with, or at risk for developmental delays and provide extra support for them to meet higher standards

- The Best Practices in Inclusive Early Childhood Education (BPIECE) Support Services Program
  - One-on-One Support
  - Informed by Self-Assessment Tool
  - 12 Weeks of Technical Assistance
  - Four (4) International Association for Continuing Education and Training (IACET) Accredited Professional Development Opportunities
- On-Going Recruitment
  - Miami-Dade year to date: 53 Programs (102 Directors/Teachers)
  - Monroe year to date: 3 Programs (6 Directors/Teachers)
  - Target programs serving children already receiving services
  - Target programs that contact the Warm-Line for support
Increase the Number of Children

Receiving services who have physical, developmental, sensory, and social-emotional delays and disabilities

• Number of screenings administered
  • Increase in the number of screenings administered compared to fiscal year 2019-2020
  • Expansion of formal screening and monitoring of social-emotional development in early childhood

• Number of Children Receiving Follow-Up Supports
  • Increase in the number of children receiving individualized follow-up supports compared to fiscal year 2019-2020
  • Expansion of individualized follow up supports to include children with social-emotional needs/concerns
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

Increased Total School Readiness Maximum Rate by 22% since March 2017

<table>
<thead>
<tr>
<th>Effective Date</th>
<th>3/1/2017</th>
<th>7/1/2019</th>
<th>2/1/2020</th>
<th>1/1/2021</th>
<th>3/1/2021</th>
<th>Total Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full Time</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(INF)</td>
<td>$28.26</td>
<td>$31.09</td>
<td>$31.09</td>
<td>$38.00</td>
<td>$48.00</td>
<td>$19.74 41%</td>
</tr>
<tr>
<td>(TOD)</td>
<td>$24.63</td>
<td>$26.85</td>
<td>$27.09</td>
<td>$29.75</td>
<td>$32.73</td>
<td>$8.10 25%</td>
</tr>
<tr>
<td>(2YR)</td>
<td>$23.91</td>
<td>$25.82</td>
<td>$26.30</td>
<td>$28.90</td>
<td>$31.79</td>
<td>$7.88 25%</td>
</tr>
<tr>
<td>(PR3)</td>
<td>$22.24</td>
<td>$23.80</td>
<td>$24.46</td>
<td>$25.13</td>
<td>$25.13</td>
<td>$2.89 12%</td>
</tr>
<tr>
<td>(PR4)</td>
<td>$22.24</td>
<td>$23.57</td>
<td>$24.46</td>
<td>$24.46</td>
<td>$24.46</td>
<td>$2.22 9%</td>
</tr>
<tr>
<td>(PR5)</td>
<td>$22.24</td>
<td>$23.57</td>
<td>$24.46</td>
<td>$24.46</td>
<td>$24.46</td>
<td>$2.22 9%</td>
</tr>
<tr>
<td>(SCH)</td>
<td>$19.67</td>
<td>$20.65</td>
<td>$21.64</td>
<td>$21.64</td>
<td>$21.64</td>
<td>$1.97 9%</td>
</tr>
<tr>
<td><strong>Part Time</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>(INF)</td>
<td>$18.11</td>
<td>$19.92</td>
<td>$19.92</td>
<td>$30.00</td>
<td>$37.92</td>
<td>$19.81 52%</td>
</tr>
<tr>
<td>(TOD)</td>
<td>$17.39</td>
<td>$18.96</td>
<td>$19.13</td>
<td>$24.65</td>
<td>$25.85</td>
<td>$8.46 33%</td>
</tr>
<tr>
<td>(2YR)</td>
<td>$16.18</td>
<td>$17.47</td>
<td>$17.80</td>
<td>$22.95</td>
<td>$25.11</td>
<td>$8.93 36%</td>
</tr>
<tr>
<td>(PR3)</td>
<td>$15.79</td>
<td>$16.90</td>
<td>$17.37</td>
<td>$19.50</td>
<td>$19.50</td>
<td>$3.71 19%</td>
</tr>
<tr>
<td>(PR4)</td>
<td>$15.31</td>
<td>$16.23</td>
<td>$16.84</td>
<td>$17.81</td>
<td>$17.81</td>
<td>$2.50 14%</td>
</tr>
<tr>
<td>(PR5)</td>
<td>$15.31</td>
<td>$16.23</td>
<td>$16.84</td>
<td>$17.25</td>
<td>$17.25</td>
<td>$1.94 11%</td>
</tr>
<tr>
<td>(SCH)</td>
<td>$14.93</td>
<td>$15.68</td>
<td>$16.42</td>
<td>$16.42</td>
<td>$16.42</td>
<td>$1.49 9%</td>
</tr>
</tbody>
</table>

Max Rate for Licensed or Exempt Centers and Public/Non-Public Schools
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

<table>
<thead>
<tr>
<th></th>
<th>FY19/20</th>
<th>FY20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Miami-Dade</td>
<td>Monroe</td>
</tr>
<tr>
<td>Non-compliance cases</td>
<td>122</td>
<td>71</td>
</tr>
<tr>
<td>Terminations</td>
<td>25</td>
<td>7</td>
</tr>
<tr>
<td>Pre-Screenings approved</td>
<td>117</td>
<td>96</td>
</tr>
<tr>
<td>Pre-Screenings denied</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>
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

Contract Minimum Threshold
• School Readiness partners must achieve a composite score at or above the Contract Minimum Threshold on the assessment to be eligible for a School Readiness contract.

• Quality Improvement Plan
School Readiness partners who achieve the minimum composite score for Quality Improvement, but are still emerging in quality, are placed on a mandatory Quality Improvement Plan. The Early Learning Coalition of Miami-Dade/Monroe identifies performance goals and quality improvement strategies to help partners meet quality scores.

2019-2020 Thresholds
• Contract Minimum Threshold 2.51
• Quality Improvement Plan 2.51-2.99
• Quality Improvement Threshold 3.00

2020-2021 & 2021-2022 Thresholds
• Contract Minimum Threshold 3.50
• Quality Improvement Plan 3.50-3.99
• Quality Improvement Threshold 4.00

2022-2023 Thresholds
• Contract Minimum Threshold 4.00

Source: Rule 6M-4.740 Program Assessment Requirements for the School Readiness Program
Teacher Education
Increase the number of teachers with child care credentials

National Credentialing Program

- 53 students completed their National Child Development Associate (CDA®) course work in FY 2020/2021.
- Of the 53 students, 12 have been awarded their National CDA® from the Council for Professional Recognition

Early Head Start

- Teachers with Florida Child Care Professional Credential (FCCPC) after being hired - 29
- Teachers with CDA® after being hired - 25

For Early Head Start teacher education initiative the number of teachers that were supported in obtaining the credential (Note: for EHS program teachers need to have the credential at the time of hire)
Quality Providers

Drive incentives to higher performing providers

<table>
<thead>
<tr>
<th>Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.00-7.00</td>
<td>10%</td>
</tr>
<tr>
<td>5.00-5.99</td>
<td>7%</td>
</tr>
<tr>
<td>4.00-4.99</td>
<td>4%</td>
</tr>
</tbody>
</table>

Qualifying early care and education partners may receive a payment differential based on their Classroom Assessment Scoring System (CLASS®) scores up to 10% for each care level and unit of care based on their School Readiness reimbursement.

Source: Rule 6M-4.500 Child Attendance and Provider Reimbursements
Technical Business Assistance
Offer business assistance to providers in distressed areas

<table>
<thead>
<tr>
<th>Business Leadership Institute for Early Learning:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2 slots are set aside for Monroe County Early Childhood Administrators each year for attendance in the Business Leadership Institute’s introductory class.</td>
</tr>
<tr>
<td>• Introductory class graduates have access to the ‘Master Class Series’ for continuous learning and refining of high level administrative skills.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Early Educator Internship Program:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Eligible adults 18-24 begin a professional pathway with 14 weeks of paid on the job training at high quality early learning programs.</td>
</tr>
<tr>
<td>• Interns complete online course work with the Florida Department of Children and Families and the Professional Development Institute.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Early Educator Apprenticeship Program:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Eligible adults 18 and over complete 16 months of on the job training and mentoring while completing their National Child Development Associate (CDA®) coursework with Miami Dade College.</td>
</tr>
<tr>
<td>• CareerSource South Florida pays 50% of the Apprentice’s salary.</td>
</tr>
<tr>
<td>• All educational costs are paid by Miami Dade College.</td>
</tr>
</tbody>
</table>
## Technical Business Assistance

Offer business assistance to providers in distressed areas

<table>
<thead>
<tr>
<th>Emergency Preparedness Supports:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Annual Coalition Continuity of Operations Plan (COOP) includes coordination with the Department of Children and Families to assess and assist affected providers to re-open safely post disaster</td>
</tr>
<tr>
<td>• Gulf Coast Working Group with Save the Children</td>
</tr>
<tr>
<td>• Access to proprietary disaster response training for adults and children (Journey of Hope)</td>
</tr>
<tr>
<td>• Agreement for disaster response and recovery funding is updated yearly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COVID-19/Pandemic Training and Support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• COVID-19 Summit: Charting the Course for Childcare Providers</td>
</tr>
<tr>
<td>• COVID-19 Education and Response Series with Learning Labs</td>
</tr>
<tr>
<td>• Two Early Learning Conferences offered with social emotional resilience and pandemic response as central themes</td>
</tr>
<tr>
<td>• Citrus Health Network, Inc. webinars for parents: Navigating the Pandemic and Supporting Families</td>
</tr>
<tr>
<td>• Journey of Hope®, created by Save the Children, teaches children social and emotional skill building to overcome traumatic events</td>
</tr>
<tr>
<td>• MyCareerShines provided job search tips for Coalition families during the pandemic</td>
</tr>
</tbody>
</table>
Educate Providers

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

• Training for educators and administrators in FY 2020/2021
  ▪ Training sessions offered: 949 (compared to 571 FY 2019/2020)
  ▪ Miami-Dade Attendees: 16,625
  ▪ Monroe Attendees: 256
  ▪ Total Attendees: 16,881 (compared to 10,309 FY 2019/2020)

• ELC Talks Through An Equity Lens:
  ▪ Re-established in a virtual format responding to the need for community conversations about issues affecting the children and families the Coalition serves. Topics Include: What Can We Do to Ease Racial Tensions?; Conversations with the Asian American, Native Hawaiian and Pacific Islander Community; PRIDE; Body Image and Body Shaming.
Lead With Equity

Equity Team of 13 diverse members assembled with two priorities established:

- Data Collection: Current collection identified: Coalition demographic information, Ages & Stages Questionnaires®; high poverty zip codes and early education programs identified; pending data requests to Division of Early Learning
- Language Equity: CDC Language Guidance adopted; live translation made available for all Coalition Board Meetings, Committee meetings and events on demand

180 Coalition staff (56%) voluntarily participated in Anti-Bias Training sponsored by the YES Institute

The Professional Development Institute provides Equity focused training to fellow Coalitions

ELC Talks: Through an Equity Lens re-established

Equity Team received coaching and mentoring from Division of Early Learning sponsored mentor

The Coalition participated in two rounds of the YWCA South Florida sponsored 21 Day Racial Equity and Social Justice Challenge
Educate Providers
Provide program directors/staff with training and resources to provide high quality care to all children, including children with disabilities

Email messages to Partners (since July 1, 2017)
• Messages sent: 1,345
• Open rate: 31.44%*

Online Early Care and Education Partner meetings
• 32 meetings since August 2020

* Industry average open rate is 22%
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

Social Media Outreach
- Twitter
- Facebook
- Instagram

Physical Outreach
- Bill Boards
- Bus Wrap

Community Partnerships and Events
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Due Date</th>
<th>Status/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami-Dade and Monroe Chamber Meetings</td>
<td>ELT</td>
<td>Ongoing</td>
<td>Mr. Torres and the Executive Leadership Team have participated in various Chamber Meetings to promote the SR and/or VPK programs. The Coalition has also shared links to the website during chamber meetings.</td>
</tr>
<tr>
<td>Evelio Torres and other Executive Leadership members to participate in chamber meetings and promote the SR and VPK programs.</td>
<td></td>
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</tr>
<tr>
<td>Monroe Chamber Meetings</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Supervisor, Laurie Dunn participates in all Chamber Meetings and continuously provides information on ELC Programs.</td>
</tr>
<tr>
<td>Share information on ELC programs in all Chamber meetings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Trainings/Meetings with Referring Agencies</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Emails sent to all referring agencies to offer trainings on the referrals process and benefits of the SR program.</td>
</tr>
<tr>
<td>Offer additional trainings/meetings to all of our referring agencies to educate them on the referral process and the SR program to increase referrals.</td>
<td></td>
<td></td>
<td>Trainsings completed:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Bi-monthly meeting with dependency partners conducted on 10-6-2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Camillus House Verde Gardens Shelter, conducted on 11-3-20</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• In-service training for Le Jardin’s Early Head Start (EHS) Program, conducted on 11-10-20</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• In-service training for Catholic Charities New Life Family Center, shelter, conducted on 11-17-20.</td>
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<tr>
<td></td>
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<td></td>
<td>• By monthly meeting with dependency partners conducted on 12-8-20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Department of Children &amp; Families (DCF) Child Protective Investigation-South, at-risk BG1, conducted on 12-10-20.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Department of Children &amp; Families (DCF) Child Protective Investigation-Weekend, at-risk BG1, conducted on 12-14-20.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• In-service training for Center for Family and Child Enrichment (CFCE) conducted on 12-16-20.</td>
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<td></td>
<td></td>
<td></td>
<td>• In-service training for Lotus House conducted on 1-6-21</td>
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<td></td>
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<td></td>
<td>• In-service training for Miami-Dade – The Neighborhood Partnership for Early Head Start (TNP-EHS) conducted on 1/21/21</td>
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<tr>
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<td></td>
<td></td>
<td>• Bi-monthly meeting with dependency partners conducted on 2-9-201</td>
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<td></td>
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<td></td>
<td>• In-service training for Miami-Dade – Miami-Dade County’s Early Head Start (EHS) Program conducted on 5/19/21</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Miami-Dade – Salvation Army conducted on 6/8/21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service for Monroe County-Department of Children &amp; Families (DCF) conducted on 8/24/21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service for Monroe County-Samuel’s House &amp; Florida Keys Outreach Coalition for the Homeless (FKOC) conducted on 8/26/21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Miami-Dade – Center for Family and Child Enrichment (CFCE) conducted on 8/30/21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• In-service training for Miami-Dade – Children’s Home Society (CHS) conducted on 9/9/21</td>
</tr>
<tr>
<td>Additional Layers for Closures/Terminations</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>All cases that are due to close/terminate are currently being reviewed by a Manager before closing to ensure that everything is being done to assist the family.</td>
</tr>
<tr>
<td>To change Eligibility process by adding additional layers for closing a case.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervisors and Managers to review all cases that are up for case closure/termination.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miami-Dade Marketing Agencies</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Contacted over 50 major agencies where we were able to establish a contact to send an informational email on SR and VPK with flyer. Follow-up with agencies to ask if they had any questions.</td>
</tr>
<tr>
<td>Contact major agencies in Miami-Dade County to send informational email on SR and VPK and attach SR Flyer. Purpose is for agency contact to send our information on programs to their employees.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action Item</td>
<td>Accountability</td>
<td>Due Date</td>
<td>Status/Comments</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Contact with Jackson Health System</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Email sent to Mr. Pinzur and Suzette Fernandez (Director of Benefits and Wellness) with SR flyer. Meeting held on 2/10/21 to further discuss program and benefits to employees. **Also sent SR Open Enrollment flyer (02/09/21) to be distributed to clinics to be placed in waiting rooms.</td>
</tr>
<tr>
<td>Contact with Matthew Pinzur, Vice President and Chief Marketing Officer, to send informational email on SR and VPK and attach SR Flyer. Purpose is for agency contact to send our information on programs to their employees. SR flyers Open Enrollment Flyers in English, Spanish and Creole to send to Mr. Pinzur to distribute to all clinics.</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>**Also sent SR Open Enrollment flyer (02/09/21) to be distributed to clinics to be placed in waiting rooms.</td>
</tr>
<tr>
<td>ELC Weekly Provider Meetings Eligibility team to participate in weekly provider meetings to promote the SR and VPK programs to participating providers.</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Eligibility team has participated in weekly provider meeting to promote SR and VPK Programs to all participating providers. Participating dates: 03/2020 01/20/21 05/2020 01/06/21 07/2020 01/27/21 08/19/20 02/03/21 09/09/20 02/10/21 09/23/20 02/17/21 10/07/20 02/24/21 12/02/20 03/03/21 12/16/20 03/10/21</td>
</tr>
<tr>
<td>Miami-Dade and Monroe Meeting with Marisol Diaz and Marla Russell- School Districts Brainstorm ideas on how the Miami-Dade and Monroe School Districts can help promote the SR and VPK Programs.</td>
<td>Eligibility</td>
<td>Ongoing</td>
<td>Communication with both Marisol Diaz and Marla Russell- discussed promoting the SR and VPK programs.</td>
</tr>
<tr>
<td>Contact with Restaurant and Lodging Associations Provide SR and VPK Flyers to various associations</td>
<td>Eligibility</td>
<td>Jan. 2021</td>
<td>**Email with SR flyer sent to Lynne Hernandez, from Florida Restaurant and Lodging Association. Lynne Hernandez Executive Director, Miami-Dade and Monroe Florida Restaurant &amp; Lodging Association <a href="mailto:Lhernandez@FRLA.org">Lhernandez@FRLA.org</a> Cell: 305-710-3962 <a href="http://www.frla.org">www.frla.org</a> **Lynne Hernandez presented in the ELC October 4, 2021 Board Meeting and Sandra Gonzalez will be presenting at the Florida Restaurant and Lodging Association meeting on October 6 2021 to discuss partnership and promotional opportunities for ELC programs.</td>
</tr>
</tbody>
</table>
### Action Item Summary

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Accountability</th>
<th>Due Date</th>
<th>Status/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SR Billboard</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Turnpike at US1 (Florida City) 12/16/20-3/9/21</td>
</tr>
<tr>
<td>Keys Weekly</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Upper/Middle/Lower Keys 1/7/201</td>
</tr>
<tr>
<td>US1 Radio</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Key West to Islamorada Pending approval</td>
</tr>
<tr>
<td>Country Thunder Radio</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Marathon to South Miami Pending approval</td>
</tr>
<tr>
<td>Time Out Magazine</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Key West Pending</td>
</tr>
<tr>
<td>Facebook</td>
<td>Communications</td>
<td>Ongoing</td>
<td>30 Day Social Media Ad 1/26/21-2/26/21</td>
</tr>
<tr>
<td>Instagram</td>
<td>Communications</td>
<td>Ongoing</td>
<td>31 Day Social Media Ad 1/26/21-2/26/21</td>
</tr>
<tr>
<td>Twitter</td>
<td>Communications</td>
<td>Ongoing</td>
<td>32 Day Social Media Ad 1/26/21-2/26/21</td>
</tr>
<tr>
<td>SR Open Enrollment Flyer</td>
<td>Communications</td>
<td>Ongoing</td>
<td>For distribution Pending Translation to Spanish and Creole completed 2/6/21</td>
</tr>
<tr>
<td>Add Signature Line on all ELC Staff Email</td>
<td>Communications</td>
<td>Ongoing</td>
<td>Communications will send out an ELC portal link signature line for all ELC employees to add to their emails. This will allow direct access to our ELC Portal when families receive emails.</td>
</tr>
<tr>
<td>Add SR to ELC Newsletter</td>
<td>Communications</td>
<td>Ongoing</td>
<td>SR program summary in ELS Newsletter on 2/2/21</td>
</tr>
</tbody>
</table>

Dear Parents, Guardians, and Community Partners:

The Early Learning Coalition of Miami-Dade/Monroe is providing financial assistance for child care through our School Readiness Program. If you or someone you know needs help to pay child care costs, please submit an application at [http://bit.ly/ELCFreeChildCare](http://bit.ly/ELCFreeChildCare)

Currently, there are waivers in place that relax the requirements for applying for services. The waivers allow:

- Individuals who are unemployed and seeking work to submit an application
- Individuals who have seen a decrease in the number of hours they work each week can submit an application

Some parents may not be aware of these waivers and think that they do not qualify to apply for assistance. It is important to submit an application and our family support services team will make the determination of eligibility upon review of all required documentation.
Capacity Building

Strengthen Board and Staff capacity to carry out strategic goals
Advocacy

Engage aggressively & systematically in advocacy to drive better outcomes for children

Chief Executive Officer (CEO) and board members meetings with Beacon Council

CEO and board member met with Monroe County Chambers of Commerce

CEO attended Florida Chamber Foundation 2020 Future of Florida Forum

Individual meetings with CEOs of Florida Chamber, Greater Miami Chamber, Miami-Dade Chamber

Outreach made to the Florida Council of 100

Hosted Miami-Dade and Monroe County Business Community meetings regarding Early Learning Impact

Created business focused “fact sheet” to share Coalition information with most served industries
Advocacy
Engage aggressively & systematically in advocacy to drive better outcomes for children

- Extensive involvement in creation of House Bill 419
- Work with the Association of Early Learning Coalitions to effect policy change
- Participation on the Greater Miami Chamber Governmental Affairs, Education, and other committees
- Participated in Miami-Dade County Mayor’s workgroup to have child care programs included in the county’s forgivable loan program
- Miami-Dade County Mayor Daniella Levine Cava attended weekly provider meeting as a County Commissioner
- Miami-Dade County Commissioner Bovo attended weekly provider meeting
- Representative Vance Aloupis presented at monthly board meeting
- Mayor Levine-Cave convened the Coalition’s Children First Conference
Early Child Care Education Systems Building

Establish regular meetings with partners to strengthen cross-sector investments and policies for children birth through age five

Continuation of regular meetings with community partners, including, The Children's Trust and United Way

Coalition team members regularly participate in Greater Miami Chamber subcommittees:
• Education, Healthcare, Human Resources, Workforce Housing, Nonprofit Business

Coalition team members participate in local community partner meetings:
• Department of Children and Families, Citrus Family Care Network, Northeast Corridor, Together for Children, Miami-Dade Integrating Data for Effectiveness Across Systems (IDEAS) Consortium for Children
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

- Increased total School Readiness Max Rate by 22% since March 2017
- Provided a Quality Incentive bonus June 2021 of over $10.8M to 896 Child Care Partners
- Rising K Grant $2.7M June 2020 to Miami-Dade and Monroe Public Schools
- Teacher Stipends of $1.4M paid to over 450 teachers in Summer 2020
- Coronavirus Aid, Relief, and Economic Security Act (CARES) and Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act payments of over $26.6M to Contracted and Non-Contracted Providers

20-21 Coronavirus Aid, Relief, and Economic Security Act (CARES) Payments

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Phase IV</th>
<th>Phase V</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providers Paid</td>
<td>Total Paid</td>
<td>Providers Paid</td>
<td>Total Paid</td>
<td>Providers Paid</td>
</tr>
<tr>
<td>Contracted Provider</td>
<td>325</td>
<td>$2,816,900.00</td>
<td>596</td>
<td>$4,650,350.00</td>
</tr>
<tr>
<td>Non-Contracted Provider</td>
<td>33</td>
<td>$115,575.00</td>
<td>36</td>
<td>$91,895.00</td>
</tr>
<tr>
<td>Total</td>
<td>358</td>
<td>$2,932,475.00</td>
<td>632</td>
<td>$4,742,245.00</td>
</tr>
</tbody>
</table>
Monroe County

Establish a Permanent Funding Model for Social Services
• Requires Voter Referendum and Monroe County leadership
Five Year Strategic Goals
### Five Year Strategic Goals

Develop widely accepted state-wide benchmarks of quality (e.g. Child assessments, accreditation, learning environment, etc.)

#### Program Assessment Thresholds Requirements for the School Readiness Program

- **Contract Minimum Threshold**
  - School Readiness partners must achieve a composite score at or above the Contract Minimum Threshold on the assessment to be eligible for a School Readiness contract.

- **Quality Improvement Plan**
  - School Readiness partners who achieve the minimum composite score for Quality Improvement, but are still emerging in quality, are placed on a mandatory Quality Improvement Plan. The Early Learning Coalition of Miami-Dade/Monroe identifies performance goals and quality improvement strategies to help partners meet quality scores.

<table>
<thead>
<tr>
<th>Year</th>
<th>Contract Minimum Threshold</th>
<th>Quality Improvement Plan</th>
<th>Quality Improvement Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-2020</td>
<td>2.51</td>
<td>2.51-2.99</td>
<td>3.00</td>
</tr>
<tr>
<td>2020-2021 &amp; 2021-2022</td>
<td>3.50</td>
<td>3.50-3.99</td>
<td>4.00</td>
</tr>
<tr>
<td>2022-2023</td>
<td>4.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Rule 6M-4.740 Program Assessment Requirements for the School Readiness Program
Five Year Strategic Goals

Change state policy to allow ELC’s to contract only with childcare programs that meet state-wide quality benchmarks.

Beginning with the 2019-20 School Readiness contract year and subsequent years, all School Readiness providers serving children from birth to kindergarten entry must have a program assessment conducted and meet the Contract Minimum Threshold to be eligible to participate in the School Readiness Program.

**Contract Minimum Threshold**

- School Readiness partners must achieve a composite score at or above the Contract Minimum Threshold on the assessment to be eligible for a School Readiness contract.

**Composite Score**

- Program assessment composite score is calculated by assessing 50% of the classrooms in every care level (ages infant-PreK) served by the provider.

Source: Rule 6M-4.740 Program Assessment Requirements for the School Readiness Program
Five Year Strategic Goals

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

Eligible child care partners that receive a program assessment composite score above the Quality Improvement Threshold score, shall receive a tiered Quality Performance Incentive differential rate above the Coalition’s approved base reimbursement rate for each care level and unit of care.

Source: Rule 6M-4.500 Child Attendance and Provider Reimbursements
What does success look like for the Coalition and the families we serve?

How can your leadership help us get there?
Systems Improvement: A Team Approach

Why?
What?
How?

Desired Outcomes
Developing Measures
Board Lead
Staff Lead
Systems Improvement: A Team Approach

- Expanding Services in Monroe County
- Board Member Engagement
- Advocacy & Public Policy
- Building Resilient Infrastructure
- Parent Engagement
### Why?
- Unaffordable quality education due to income guidelines
- Low readiness rates and reading levels among children*
- Low capacity for infants and toddlers in the County
- Challenges with teacher retention

*Kindergarten Readiness:
Florida: 57%; Miami-Dade: 71%; Monroe: 58%  
3rd Grade Reading Scores:
Florida: 53%; Miami-Dade: 56%; Monroe: 58%

### What?
- Complete community needs assessment
- Increase the number of children and families eligible for School Readiness (SR)
- Increase early literacy services as a means of improving the number of children in Monroe County who achieve kindergarten readiness
- Increase early learning partners capacity to serve infants and toddlers
- Create programs that focus on retaining qualified teachers

### How?
- Utilize community needs assessment to identify service gaps and create a plan
- Advocate for scholarships for Cliff Families
- Connect with business groups in Monroe County to help with literacy efforts (Bosses for Babies through Children's Movement of Florida)
- Book Club
- Infant and Toddler special rate
- Internship and Apprenticeship like program

### Outcomes
- Fill service gaps
- Increased enrollment in SR and VPK
- Higher literacy rates
- Earlier intervention
- Ability to serve more children
Systems Improvement: A Team Approach

Board Engagement

**Why?**
- Successful organizations have highly engaged and visible boards

**What?**
- Model what board engagement should look like
- The board will be actively involved in high need areas
- The board will work to bring resources when gaps are identified
- The board will actively promote the ELC and its mission to businesses

**How?**
- Identify Engagement Metrics to track
- Identify high needs zip codes where board member engagement and visibility is needed
- Become “Zip Code Champions”
- Board member participation in local chambers and community events

**Outcome**
- More community awareness activities
- Other community leaders encouraged to prioritize early learning initiatives
- The needs of high risk zip codes are being met by partners
Why?
- Historically low access to quality services for families
- Lack of application functionality through mobile devices
- Early education partners unable to provide quality services in high needs areas due to low reimbursement rates

What?
- Contracted slots for infants and toddlers that include special rate
- Increase number of families able to attend high quality programs
- Expand the income guidelines
- Advocate for a state-wide mobile app for application process
- Advocate for better reimbursement rates

How?
- Expanded scholarship program through the Children’s Trust
- Mobile App Development
- Push legislation for equity in rates and the state developing the mobile app

Outcome
- More high quality programs
- Greater access to affordable, high quality early education
- Easy application process
- More equitable reimbursement rates
Why?
Providers face challenges with:
• Finding resources during difficult times
• Keeping and retaining high quality staff
• Lack of understanding the Coalition contract

What?
• Share relevant resources
• Provide tips on how to retain staff
• Ensure partners have a proper understanding of their contract

How?
• Board member driven seminars
• One-on-one coaching
• SCORE type mentorship
• Provider Focus Groups

Outcome
• More knowledgeable partners and resilient businesses
• Less teacher turnover and greater stability for children served
• Greater contract compliance
Why?
- Historically low parental engagement
- Research shows that parental involvement is one of the most important measures of a child’s academic success.

What?
- Help parents identify and select high quality programs.
- Provide opportunities for parents to read to their children
- Ensure families have an at-home library
- Providers will be more successful in engaging parents to participate at centers

How?
- “Reach out and Read”
- Share parent guides given by Division of Early Learning (DEL)

Outcomes
- More involved and engaged parents
- Parents understand how to select a high-quality program for their children
- More academically successful children