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.

Strategic Planning Meeting
June 26, 2020, 2:00 pm
Zoom Meeting ID: 919 8868 9921

I. Welcome & Introductions Loreen Chant
II. Strategic Planning Update Jackye Russell
III. Strategic Planning/Monroe County Sandi Bisceglia
IV. Leading for Equity Pam Hollingsworth
V. Public Comments Loreen Chant
VI. Meeting Adjourn Loreen Chant
Strategic Planning Committee Notes

2020 Meeting
Children First

Parents / Families

Providers

Partners
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.
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
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
  RECOMMENDATION: Assign to Program Committee.
  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.
  RECOMMENDATION: Refine definition and quantify.
  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.
  RECOMMENDATION: Redefine/quantify.
  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 benchmarks of quality (e.g. Child assessments, accreditation, learning environment, etc.)
  Change state policy to allow ELCs to contract only with child care programs that meet state-wide quality benchmarks
  Establish the Performance Funding Program platform as the statewide quality, tiered reimbursement and pay for performance model
Priority Initiatives
Neediest Children

Target Neediest Areas

Recommendations

• Almost $34,000 provided to Miami Children’s Initiative to fund provider outreach and family educational activities to up to 500 children in Liberty City
• $65,000 in funding to Miami-Dade Family Learning Partnership for provider education, parenting classes, individualized parent/child sessions for providers and families in Liberty City and surrounding zip codes.
• Number of slots issued to the new zip codes
  ▪ 33012 (Hialeah) currently has 56 EHS infants and toddlers
• August 1, 2020 the following will slots will be assigned to:
  ▪ 33157 (West Perrine) will have 32 EHS infants and toddlers
  ▪ 33161 (North Miami) will have 26 EHS infants and toddlers
• Request an additional 500 EHS slots when they are made available in order to serve more children ages birth to 3. There have not been any funding opportunities released that will allow the program to apply for additional slots.
• Neediest communities identified in the Community Needs Assessment are:
  ▪ 33030 - Homestead
  ▪ 33034 - Florida City
  ▪ 33054 – Opa Locka
  ▪ 33056 – Opa Locka
  ▪ 33127 – Liberty City
  ▪ 33130 – Little Havana
  ▪ 33135 – Little Havana
  ▪ 33142 – Liberty City
  ▪ 33150 – Liberty City
### Neediest Children

#### EHS Investments

<table>
<thead>
<tr>
<th></th>
<th>33030</th>
<th>33034</th>
<th>33054</th>
<th>33127</th>
<th>33135</th>
<th>33142</th>
<th>33147</th>
<th>33150</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2018-2019</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom Materials</td>
<td>$5,886.74</td>
<td>$3,882.00</td>
<td>$4,575.60</td>
<td>$4,221.60</td>
<td>$782.69</td>
<td>$179.33</td>
<td>$46,057.36</td>
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<tr>
<td>Facility Improvement</td>
<td>$35,020.00</td>
<td>$94,179.03</td>
<td>$53,440.00</td>
<td></td>
<td>$39,824.99</td>
<td>$71,120.00</td>
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<tr>
<td><strong>2019-2020</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility Improvement</td>
<td></td>
<td>$78,448.37</td>
<td>$240,329.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total:</strong></td>
<td>$5,886.74</td>
<td>$117,350.37</td>
<td>$339,084.29</td>
<td>$57,661.60</td>
<td>$782.69</td>
<td>$179.33</td>
<td>$85,882.35</td>
<td>$71,120.00</td>
</tr>
</tbody>
</table>

Total amount for 2018-2019 was $359,169.34. For 2019-2020 it has been $318,778.03. This is a grand total of $677,947.37. Note: the new zip codes have not received any classroom material or facility improvement because our partnership was finalized a few days before COVID-19 stay at home orders occurred.

EHS total expenditure for child services (provider payment)
- **2018-2019 = $6,640,561.24**
- **2019-2020 = $5,591,931.07 as of May 2020**
Neediest Children

Increase the Number of Children

EHS Percentage of Identified Children with Special Needs

<table>
<thead>
<tr>
<th></th>
<th>Apr-20</th>
<th>May-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Goal = 10%
Increase the Number of Children

Recommendations

- The Children’s Trust Scholarship Program supports additional families who don’t qualify for School Readiness
  - Currently enrolled - almost 800 children (as of June 18, 2020)
  - Waitlist – approx. 130 children
- The Quality Improvement System funded by The Children’s Trust targets programs located in low income census tract.
  - Funding spent for 2019-2020 $10,200,000 – estimated children 14,490
- Continue to enroll youngest children from waitlist as funding becomes available
  - The ELC is bringing in all children that apply every other week in Miami-Dade and daily in Monroe County
- Eliminate any terminations of School Readiness child care services from March - June
- Provide flexibility for eligibility for School Readiness child care (i.e., job search) from May – July
- Extended timelines for submission of paperwork by parents for initial eligibility from May - September
- Waive required parent School Readiness copayments from March – June
- First responder/health worker referrals for child care scholarship - March-July (over 2,800 children enrolled as of June 25)
- In partnership with staff and administrators, the Inclusion team has identified specific barriers to inclusive practice and established goals for addressing these barriers.
Youngest Children

Age-based Rates

Recommendations

• State law requires children to remain in care until age 13
  ▪ When funding is available, provider rate increases will be based on age with the highest percentage going to those who serve the youngest children
  ▪ Additional EHS zip codes and additional slots will target children birth to 3. There have not been any funding opportunities released that will allow the program to apply for additional slots.
  ▪ Our local priority for enrolling children will continue to be children from birth to the age of kindergarten entry
  ▪ More than 4500 additional children ages birth to 5 were enrolled last fiscal year

• Provider rate increase approved, $10 million annually with a 10% increase across the board for all eligible providers
Children Paid by Age

- Infants: 770
- Toddlers: 2008
- Age 2: 2808
- Age 3: 3565
- Age 4: 3620
- Age 5: 2153
- School Age: 7751
How much does the ELC spend on slots . . .

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHOOL READINESS MIAMI-DADE/MONROE</td>
<td>$130,914,672</td>
<td>DEPT. OF EDUCATION</td>
</tr>
<tr>
<td>CORONAVIRUS, AID, RELIEF, AND ECONOMIC SECURITY (CARES) ACT</td>
<td>$3,926,063</td>
<td></td>
</tr>
<tr>
<td>VOLUNTARY PREKINDERGARTEN MIAMI-DADE/MONROE</td>
<td>$54,487,176</td>
<td></td>
</tr>
<tr>
<td>VPK OUTREACH</td>
<td>$105,293</td>
<td></td>
</tr>
<tr>
<td>PERSCHOOL DEVELOPMENT GRANT</td>
<td>$584,681</td>
<td></td>
</tr>
<tr>
<td>REFUGEE SERVICES MIAMI-DADE</td>
<td>$920,000</td>
<td>DEPT. OF CHILDREN &amp; FAMILIES</td>
</tr>
<tr>
<td>QUALITY IMPROVEMENT SYSTEM CHILD SCHOLARSHIPS</td>
<td>$8,000,000</td>
<td>THE CHILDREN TRUST</td>
</tr>
<tr>
<td>CHILD CARE EXECUTIVE PARTNERSHIP MIAMI-DADE</td>
<td>$1,230,000</td>
<td></td>
</tr>
<tr>
<td>EARLY HEAD START</td>
<td>$650,000</td>
<td></td>
</tr>
<tr>
<td>TAPP</td>
<td>$45,000</td>
<td>MONROE COUNTY PUBLIC SCHOOLS</td>
</tr>
<tr>
<td>ANNUAL CONFERENCE</td>
<td>$10,000</td>
<td>OCEAN REEF FOUNDATION</td>
</tr>
<tr>
<td>EARLY HEAD START</td>
<td>$10,861,307</td>
<td>US DEPT OF HEALTH AND HUMAN SERVICES</td>
</tr>
</tbody>
</table>

$607,771 DAY

$13,168,370 MONTH

$158,020,442 YEAR

Source: School Readiness, Early Head Start, Voluntary Pre-Kindergarten, Refugee, TCT Scholarships, TCT Tier Reimbursements and TAPP FY 19-20 Slot Payments
New Enrollments FY 19-20

TOTAL APPLICATIONS SENT: 8,544
CHILDREN
Total of 7,086 (83%) Applications returned and processed
• 1,458 (17%) Applications were NOT submitted

7,086 Applications Processed
• 4,422 (62%) Approved
• 2,664 (38%) Denied

Reasons for Denial:
1. Non-compliance with submitting pending documentation within required time even with documented attempts
2. Family is over income
3. Family does not meet purpose for care (work minimum 20 hrs., education/training minimum of 20 hrs., etc.)
4. Children exceed age limit

Source: EFS MOD and Internal Reports/Logs
Providers

Improve Provider Selection & Contracting Process

Recommendations

• HB 1091 requires Program Assessments
  ▪ Providers must achieve a Program Assessment score of 3.50 to receive a 20-21 FY School Readiness Contract.

• Provider Services Committee
  ▪ 25 Providers appeared before the committee during FY 19-20
  ▪ 13 Providers were placed on Corrective Action Plans
  ▪ 8 Providers’ contracts were terminated
  ▪ 2 Providers – No further action
  ▪ 2 deferred back to ELT

• Exploring Barriers to Entry
  ▪ Pre-Screening packet is utilized to screen providers prior to contracting.
Providers
Quality Providers

Recommendations

• During the 2018 legislative session, the Florida Legislature passed a bill (HB 1091) that increases quality and accountability in the School Readiness Program.
• In order to receive a School Readiness contract providers must be assessed and score a minimum contract threshold of 3.50.
• Due to COVID-19 we were unable to assess programs using Classroom Assessment Scoring System.
• Because of the pandemic, OEL has temporarily extended 19-20 contracts for up to 12 months to allow ELCs to conduct assessments.
Providers
Quality Providers

Recommendations

• Drive incentives to higher performing providers
  ▪ The Children’s Trust Scholarships fund providers who have scored a Tier 4 or higher on the Program Assessment
  ▪ Provided materials/Furniture to 850 early learning programs ($2,690,500)
  ▪ Provided Curriculum to 593 early learning programs ($1,700,000)
School Readiness Program Assessment Statewide

<table>
<thead>
<tr>
<th>CLASS® Composite Score</th>
<th>Number of Providers</th>
<th>Percent of Total Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00 – 2.50</td>
<td>9</td>
<td>0.48%</td>
</tr>
<tr>
<td>2.51 – 2.99</td>
<td>31</td>
<td>1.64%</td>
</tr>
<tr>
<td>3.00 – 3.49</td>
<td>118</td>
<td>6.25%</td>
</tr>
<tr>
<td>3.50 – 3.99</td>
<td>301</td>
<td>15.93%</td>
</tr>
<tr>
<td>4.00 - 4.99</td>
<td>1051</td>
<td>55.64%</td>
</tr>
<tr>
<td>5.00 - 5.99</td>
<td>362</td>
<td>19.16%</td>
</tr>
<tr>
<td>6.00 - 7.00</td>
<td>17</td>
<td>0.90%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,889</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

As of 4-9-20. Data represents the number of composites completed since July 1, 2019.
School Readiness Program Assessment
Miami-Dade/Monroe

N=251

- 1.00-2.50: 150 (60%)
- 2.51-3.49: 60 (24%)
- 3.50-3.99: 25 (10%)
- 4.00-4.99: 10 (4%)
- 5.00-5.99: 5 (2%)
- 6.00-7.00: 1 (0.01%)

Jul. 1, 2019 to Mar. 2020
Assessments Conducted

Jul. 1, 2019 to Mar. 2020

- Infant: 142
- Toddler: 255
- Pre-K: 306
- Total: 703
Providers
Quality Providers

Recommendations

• COVID-19
  ▪ Provided Personal Protective Equipment (masks, gloves and disinfectant) to 866 early learning programs
  ▪ Provided Health/Safety and Infrastructure Mini-grants to 641 early learning programs ($1,176,000)
## PPE Distribution

<table>
<thead>
<tr>
<th>Vendors:</th>
<th>Supplies</th>
<th>Quantities</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research laboratory</td>
<td>Face masks</td>
<td>4,000 boxes</td>
<td>$224,880.00</td>
</tr>
<tr>
<td>Research laboratory</td>
<td>Gloves</td>
<td>6,600 boxes</td>
<td>$66,270.00</td>
</tr>
<tr>
<td>Miami Janitorial</td>
<td>Disinfectant</td>
<td>1,300 Gallons</td>
<td>$6,500.00</td>
</tr>
<tr>
<td>Miami Janitorial</td>
<td>Disinfectant Refillable Spray Bottles</td>
<td>600</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Discount School Supplies</td>
<td>Hand Sanitizer (alcohol based)</td>
<td>2,600 (500ML Pump bottle) on order</td>
<td>$25,974.00</td>
</tr>
<tr>
<td>Kaplan</td>
<td>Touchless Thermometers</td>
<td>1,522 on order</td>
<td>$121,523.90</td>
</tr>
<tr>
<td>Pradere Office Furniture</td>
<td>Face Shield</td>
<td>400</td>
<td>$3,000.00</td>
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<tr>
<td>Pradere Office Furniture</td>
<td>Plexiglass (receptionist area, eligibility workers)</td>
<td>33</td>
<td>$7,218.75</td>
</tr>
</tbody>
</table>

**Total Amount:** $456,866.65
Providers
Teacher Education

The Professional Development Institute (PDI) provides ongoing training in the following areas:

- Ongoing participation in Office of Early Learning Infant/Toddler Initiative
- The Growing Brain (3 certified instructors/2 languages)
  - 59 classes/814
- Shelter from the Storm (4 certified instructors/2 languages)
  - 11/263
- 10 Components of Infant/Toddler Care (6 certified instructors/3 languages) Courses begin 2020/2021 FY
- FCCPC Renewal (Florida Child Care Professional Credential) 30/2 languages
- Infant/Toddler Tracks at all Early Learning Conferences
  - Ongoing participation in Office of Early Learning Sponsored activities
  - Participation in national Zero to Three Conference 2019
  - Board Participation: Healthy Start Coalition/ Young Children with Special Needs and Disabilities Council
Providers

Technical Assistance

PDI and the Business Leadership Institute (BLI)
- The ELCMDM funds the second level of Business Leadership Institute classes which includes:
  - Mentorship from a business leader
  - Attendance at the Florida Chamber of Commerce yearly conference
  - Training in application for micro-loans
  - High quality community based virtual meetings in response to COVID-19
  - Mento’s Guide for BLI graduates

PDI-Professional Development Mini-Grants
- Response to COVID-19
- Funded with CARES Dollars
- Incentives to early learning educators for approved course work
- 663 child care programs and family homes participating
- More then 1,200 early educators will receive $75 for each course completed ($935k estimate)
Providers

Educate Providers

Leading for Equity
• ELCMDM History (more than 10 years in the making)
• NAEYC Cultural Competence/Accreditation (the beginning)
• Kellogg Foundation partnership (rite of passage)
• Re-Envisioning the work (through a racial equity lens)
  ▪ Racial Equity Retreats for ELCMDM staff
  ▪ Poverty Simulations
  ▪ Preschool Expulsion/My Brother’s Keeper
  ▪ Office Of Early Learning Equity Task Force
  ▪ ELAN (Equity Leaders Action Network) Fellowship
  ▪ Children First Conference (equity rubric)
  ▪ ELC Cafés/ELC Talks (community conversations/call to action)
  ▪ Course development for Professional Development Institute (PDI)
  ▪ Work with ELC of Flagler/Volusia
  ▪ Equity Mentorship Program with OEL/PDG begins July 2020
  ▪ COVID-19 Response Work Groups (3)
Providers

Educate Providers

Professional Development Institute (PDI)

• Created diverse partnerships to expand training reach: Save the Children US, Mindful Kids Miami, HistoryMiami, YES Institute, hybrid CPR training, Emergency Preparedness Institute, Zero to Three, Regions Bank, MyCareer Shines, Teachstone and Teaching Strategy

• Partnership with local authors to establish Royal Reading Time

• Partnership with Quorum eLearning to provide 75 unlimited on-line training licenses to all early educators on Monroe County

• MyTeachstone Licenses 757

• Expanded use of Zoom to support virtual conferences, multiple coaching and training sessions into the thousands

• Hosted yearly conferences with high visibility speakers:
  ▪ Monroe: Rachel Gianini (357 attendees across 2 virtual sessions) Dade: M-DCPS Superintendent Alberto Carvalho (1,008 attendees)

• 2020 Miami-Dade virtual conference in partnership with Miami-Dade College.
  ▪ Keynote: Dr. Calvin J. Moore, President of the Council for Professional Recognition
Providers

Educate Providers

• Professional Development Institute (PDI)
  ▪ Achieved IACET Accreditation in 2019 and thus recognition as a ‘professional learning institution’
  ▪ Trained 383 providers in ‘The New Normal’ (2 languages).
  ▪ PDI has 9,103 total users.
  ▪ All PDI instructors hold a Bachelors Degree, most hold a Masters or Doctorate Degree.
  ▪ Added two training modalities to training options: self-paced webinars and on-line instruction
  ▪ Offered 510 courses providing education and training to 6,799 participants.
  ▪ Became 100% on-line on 3/14/2020 and more than tripled course participants.
  ▪ Updated PDI website to improve viewing on mobile devices and more efficient grading of exams and distribution of CEU certificates.
  ▪ Added FCCPC renewal training and CDA training (on-line) to its training roster in 2019. Will add CDA for Family Child Care Homes in 2020.
  ▪ Spearheaded development of content for virtual activities for children and families
Providers

Educate Providers

Recommendations

Implementation Plan : Special Needs Rate (SPNR)
• Support Services: Best Practices in Inclusive Early Childhood Education (BPIECE)
  ▪ Over 1,056 Coaching Hours
  ▪ Total of sixty-six (66) providers enrolled
  ▪ Twenty of sixty-six (20/66) EHS providers are enrolled
  ▪ Twenty-eight of sixty-six (28/66) in zip codes identified by Poverty Census Tract & Community Needs Assessment
  ▪ BPIECE Materials Package x Quality Initiatives: $38,626
• Innovative Professional Development Opportunities around Inclusive Practices x 4
  ▪ Objectives Driven Training (ODT) Certified
  ▪ IACET Approved and Accredited
  ▪ Two Credit Hours= 0.2 CEUs per class
  ▪ 132 Participants
• Budget Development (Funding, Capacity Building)
  ▪ Director of Budget and drafted a budget that supports the Special Needs Rate of Children with Identified Disabilities in BPIECE Centers
  ▪ Draft includes a projection of SPNR
    • 788 Children (max # of children identified 2018, 4.7%)
Providers

Educate Providers

Recommendations

COVID-19 Response
• Developmental Milestones/Mental Health for Infant & Toddlers
  ▪ Collaboration with Early Head Start : Implementation of BPICE
  ▪ Continued Support and Outreach to all families received on Warm Line
  ▪ Continued Support and Outreach to all VPK SIS families and VPK SIS Providers
• Building Capacity to Perform Quality Assessments
  ▪ Literature Review of Best Practice
  ▪ Collaborated with procurement of IT/Technology needed for implementation on virtual service delivery.
• Citrus Work
  ▪ Completed five (5) Live Zooms on Infant, Child and Maternal Mental Health: 283 Participants
  ▪ Submitted three (3) Recorded Sessions to the ELCMDM YouTube Channel : 298 Views
  ▪ New Deliverables for FY 2020-2021 that includes quarterly submission of recorded webinars in two (2) languages for later viewing on ELCMDM YouTube Channel
Educate All
Parental Choice

Recommendations

- Create “Quality Provider” Listings through Child Care Resource & Referral to include
  - Listing of accredited providers (source: OEL EFS Mod CCR&R listing). CCR&R does educate parents on choosing quality providers and provides all families with a Quality Checklist and Family Guide.
  - Listing of VPK providers (source: OEL EFS Mod); a link to readiness rate site is provided by CCR&R but rates not included in EFS Mod listing.
  - Listing of provider program assessment scores (per OEL Family Guide if a parent asks for it, we can provide but currently it’s not published)
  - The ELC website has listing of VPK Providers with Readiness Rates. Site will be enhanced to make it searchable.
  - Explore referral options for higher performing VPK Providers
## Exceptional Customer Service
### Call Center Calls

<table>
<thead>
<tr>
<th>2019-2020 FY</th>
<th>Inbound</th>
<th>Outbound</th>
<th>Abandoned Calls</th>
<th>Average in Queue Time</th>
<th>Service Level English and Spanish %</th>
<th>Service Level Creole %</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2019</td>
<td>11,661</td>
<td>1,712</td>
<td>178</td>
<td>&lt;1:00 minute</td>
<td>91%</td>
<td>45%</td>
</tr>
<tr>
<td>August 2019</td>
<td>12,715</td>
<td>1,705</td>
<td>219</td>
<td>&lt;1:00 minute</td>
<td>87%</td>
<td>38%</td>
</tr>
<tr>
<td>September 2019</td>
<td>10,905</td>
<td>1,762</td>
<td>213</td>
<td>&lt;1:00 minute</td>
<td>88%</td>
<td>58%</td>
</tr>
<tr>
<td>October 2019</td>
<td>9,776</td>
<td>1,471</td>
<td>118</td>
<td>&lt;1:00 minute</td>
<td>96%</td>
<td>70%</td>
</tr>
<tr>
<td>November 2019</td>
<td>8,020</td>
<td>1,347</td>
<td>83</td>
<td>&lt;1:00 minute</td>
<td>97%</td>
<td>72%</td>
</tr>
<tr>
<td>December 2019</td>
<td>7,995</td>
<td>1,088</td>
<td>99</td>
<td>&lt;1:00 minute</td>
<td>96%</td>
<td>79%</td>
</tr>
<tr>
<td>January 2020</td>
<td>12,694</td>
<td>1,487</td>
<td>259</td>
<td>&lt;1:00 minute</td>
<td>87%</td>
<td>71%</td>
</tr>
<tr>
<td>February 2020</td>
<td>12,873</td>
<td>1,644</td>
<td>372</td>
<td>&lt;1:00 minute</td>
<td>80%</td>
<td>60%</td>
</tr>
<tr>
<td>March 2020</td>
<td>10,383</td>
<td>1,634</td>
<td>176</td>
<td>&lt;1:00 minute</td>
<td>88%</td>
<td>79%</td>
</tr>
<tr>
<td>April 2020</td>
<td>5,564</td>
<td>3,084</td>
<td>106</td>
<td>&lt;1:00 minute</td>
<td>95%</td>
<td>79%</td>
</tr>
<tr>
<td>May 2020</td>
<td>8,381</td>
<td>1,443</td>
<td>243</td>
<td>&lt;1:00 minute</td>
<td>87%</td>
<td>68%</td>
</tr>
<tr>
<td>Total</td>
<td>110,967</td>
<td>18,377</td>
<td>2,066</td>
<td>&lt;1:00 minute</td>
<td>90%</td>
<td>65%</td>
</tr>
</tbody>
</table>

**Service Level%**: Measures # of agents available to answer call volume within allotted timeframe. Number of abandoned calls will affect service level.

**Abandoned Calls**: Caller hangs up prior to agent answering call queue. Call center follows-up with callers from Abandon Call report.

*Source: InContact Dashboard*
Educate All
Visibility

Recommendations

• Social media outreach to parents to inform of open enrollment
  ▪ Facebook
  ▪ Twitter
    • March 23 – April 10: 145,625 impressions
    • Feb 26 – March 12: 83,005 impressions
  ▪ Instagram
    • April 15 – May 15: 42,208 individuals reached
  ▪ YouTube
• Social media, radio, newspaper ads to inform parents of First Responder & Healthcare Worker funding
  ▪ Key West Citizen
  ▪ Keys Free Press
• Two billboards and a bus wrap promoting School Readiness and VPK services
• Staff interviews on radio, television and social media live platforms
  ▪ Facebook Live
  ▪ 99 JAMZ
  ▪ WMBM
  ▪ Miami Herald
  ▪ Al Jazeera
• Approximately 320 email messages sent in FY 2019-2020
• VPK Rally Monroe – Second Year
FREE CHILD CARE!
FOR FIRST RESPONDERS & HEALTHCARE WORKERS
ELCMRM.ORG

Early Learning Coalition of Miami-Dade/Monroe
305-646-7220
NEED HELP PAYING FOR CHILD CARE?

ASSISTANCE AVAILABLE NOW
Call 305-646-7220
ELCMDM.ORG

Early Learning Coalition
of Miami-Dade/Monroe

OFFICE OF
Early Learning
LEARN EARLY. LEARN FOR LIFE.
Capacity Building

Recommendations

**Advocacy**
- Engage aggressively & systematically in advocacy to drive better outcomes for children.
  - Keep Advocacy as a priority initiative and ensure that it is also woven throughout all of the other initiatives
- Expand VPK program hours – Issue addressed with OEL, requires legislative change
- Representative Grall’s Bill, HB 1013, failed to pass
- CEO served on the Miami-Dade County Task Force on reopening w/a focus on early learning programs
Capacity Building

Recommendations

• Issues prioritized by the Association of Early Learning Coalitions (AELC)
• Create a streamlined system of quality across all programs receiving public funding (i.e. program assessment for VPK)
• Revise the accountability system within VPK to:
  ▪ Create equitable measures of accountability for providers that adjusts for the unique populations served by providers
  ▪ Create expedited accountability that can be used to determine the quality of providers so ELCs can properly support providers and inform parental choice
  ▪ Create alignment with the progress monitoring of K-12 to develop a longitudinal data system
  ▪ Create a tiered differential system to increase funding to higher quality providers.
Q1 Overall, how satisfied or dissatisfied are you with the customer service received from the coalition?

Answered: 83  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>55.42%</td>
</tr>
<tr>
<td>Satisfied</td>
<td>31.33%</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>10.84%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>2.41%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>83</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>COMMENTS (OPTIONAL)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Early coalition changes personnel from different departments often. For example, my payment</td>
<td>5/2/2018 11:31 AM</td>
</tr>
<tr>
<td></td>
<td>specialist was Rebecca Lopez when I called last week is Ms. Ferkerson, which was very</td>
<td></td>
</tr>
<tr>
<td></td>
<td>competitive and professional,</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>When I need information on something that I don't understand someone will help me or send to the</td>
<td>4/28/2018 11:01 AM</td>
</tr>
<tr>
<td></td>
<td>person that need to talk to.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Difficulty reaching them</td>
<td>4/26/2018 7:05 PM</td>
</tr>
<tr>
<td>4</td>
<td>Yadira was very helpful and knowledgeable. I want to thank her for all her help.</td>
<td>4/20/2018 5:50 PM</td>
</tr>
<tr>
<td>5</td>
<td>No one would return our calls. Only one who helped us was Amanda Gil.</td>
<td>4/20/2018 12:03 PM</td>
</tr>
<tr>
<td>6</td>
<td>Sometimes it is hard to get calls/voicemails answered or returned.</td>
<td>4/19/2018 4:42 PM</td>
</tr>
<tr>
<td>7</td>
<td>Everyone has been great EXCEPT our payment specialist Ana Delgado. She is extremely difficult to</td>
<td>4/19/2018 1:42 PM</td>
</tr>
<tr>
<td></td>
<td>work with and has made errors on numerous occasions</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Our Provider Specialist Jennelle James has provided us with an excellent service.</td>
<td>4/19/2018 12:54 PM</td>
</tr>
<tr>
<td>9</td>
<td>Extraordinary Staff</td>
<td>4/19/2018 10:52 AM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>10</td>
<td>its extremely hard for someone to return calls</td>
<td>4/19/2018 10:38 AM</td>
</tr>
<tr>
<td>11</td>
<td>Work on communication with providers</td>
<td>4/19/2018 10:05 AM</td>
</tr>
</tbody>
</table>
Q2 Based on the responses below, how would you describe the monitoring the coalition conducted? Select all that apply.

Answered: 83   Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provided on-site technical assistance</td>
<td>63.86%</td>
</tr>
<tr>
<td>Did not provide technical assistance</td>
<td>3.61%</td>
</tr>
<tr>
<td>Conducted the monitoring in a professional manner</td>
<td>53.01%</td>
</tr>
<tr>
<td>Unprofessional</td>
<td>3.61%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>2.41%</td>
</tr>
</tbody>
</table>

Total Respondents: 83

<table>
<thead>
<tr>
<th>#</th>
<th>COMMENTS (OPTIONAL)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The monitor was very professional and she explain all the steps</td>
<td>4/23/2018 4:27 PM</td>
</tr>
<tr>
<td>2</td>
<td>By Amanda Gil</td>
<td>4/20/2018 12:03 PM</td>
</tr>
<tr>
<td>3</td>
<td>We have had Deveroux monitoring but nothing directly from ELC this FY</td>
<td>4/20/2018 8:50 AM</td>
</tr>
<tr>
<td>4</td>
<td>If you are talking about the help I received at the site in Coral Gables, I loved it the young ladies was so professional I did not have to do anything but give information, I'm talking about help with my contract. I was very pleased.</td>
<td>4/20/2018 12:00 AM</td>
</tr>
<tr>
<td>5</td>
<td>Very professional and helpful.</td>
<td>4/19/2018 4:42 PM</td>
</tr>
<tr>
<td>6</td>
<td>For the last few years they always come during Christmas the only time of the year I take vacations and Technical assistance if you call the VPK long form have to be with the teacher,</td>
<td>4/19/2018 11:28 AM</td>
</tr>
<tr>
<td>7</td>
<td>Little to no assistance when called since my specialists did never answered the phone or called back</td>
<td>4/19/2018 11:21 AM</td>
</tr>
<tr>
<td>8</td>
<td>The Early Learning Coalition gets an A+</td>
<td>4/19/2018 10:52 AM</td>
</tr>
</tbody>
</table>
Q3 Does the coalition have an effective process for informing providers and parents in a timely manner of eligibility terminations that occur before the redetermination date?

Answered: 83  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>75.90%</td>
</tr>
<tr>
<td>No</td>
<td>14.46%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>4.82%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>4.82%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>OTHER (PLEASE SPECIFY)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sometimes, there are times when a child is terminated prior to the date in the system and we are not notified with sufficient time</td>
<td>4/26/2018 7:05 PM</td>
</tr>
<tr>
<td>2</td>
<td>Not timely, sometimes a day before</td>
<td>4/20/2018 9:33 AM</td>
</tr>
<tr>
<td>3</td>
<td>It use to be a loss for providers must of the time, but that has improved</td>
<td>4/19/2018 11:28 AM</td>
</tr>
<tr>
<td>4</td>
<td>A phone call to notify would help out a lot</td>
<td>4/19/2018 10:27 AM</td>
</tr>
</tbody>
</table>
Q4 Are you aware that there are provider representatives on the board and that board meetings are public and that providers may attend?

Answered: 82  Skipped: 1

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>78.05%</td>
</tr>
<tr>
<td>No</td>
<td>21.95%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>82</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>COMMENTS (OPTIONAL)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PLEASE ADVISE WHEN THE MEETING ARE HELD AND WHERE.</td>
<td>4/24/2018 5:01 PM</td>
</tr>
<tr>
<td>2</td>
<td>I have attended some ELC board meeting</td>
<td>4/23/2018 3:59 PM</td>
</tr>
<tr>
<td>3</td>
<td>how does one apply to become a board member?</td>
<td>4/19/2018 11:54 AM</td>
</tr>
<tr>
<td>4</td>
<td>No time for that when you are running a business</td>
<td>4/19/2018 11:28 AM</td>
</tr>
</tbody>
</table>

5 / 13
Q5 Does the coalition have regular scheduled meetings for providers to update you on the coalition’s policies and procedures?

Answered: 83  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>87.95%</td>
</tr>
<tr>
<td>No</td>
<td>7.23%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>4.82%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Q6 Do you receive written notice from the coalition a minimum of 30 calendar days prior to the date by which you must complete the child's initial developmental screening?

Answered: 82  Skipped: 1

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>84.15%</td>
</tr>
<tr>
<td>No</td>
<td>14.63%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>1.22%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>COMMENTS (OPTIONAL)</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Email</td>
<td>4/28/2018 11:01 AM</td>
</tr>
<tr>
<td>2</td>
<td>Sometimes the child shows up in red, and it has just started, or the child is</td>
<td>4/19/2018 11:28 AM</td>
</tr>
<tr>
<td></td>
<td>already in school and comes to the center on no school days</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>By email</td>
<td>4/19/2018 10:39 AM</td>
</tr>
</tbody>
</table>
Q7 Overall, how satisfied or dissatisfied are you with the coalition's provider contracting process?

Answered: 83  Skipped: 0

**Answer Choices**

<table>
<thead>
<tr>
<th>Satisfaction Level</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied</td>
<td>57.83%</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>30.12%</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>8.43%</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>3.61%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Total**: 83

**Comments (Optional)**

1. The problem is not the process. There is great turnover and the staff does not appear to receive sufficient training to assist us. I receive a different answer to the same question from different people

2. THIS YEAR IT WAS VERY CONFUSING.

3. We received contract support how the contact was very long and tedious

4. Thank God for Yadira the process was able to happen. It was very frustrating being told we had a deadline yet we were not able to access or do the process.

5. We did not receive training prior to the switch. Our portal was locked.

6. Not happy with having to submit the same paperwork each renewal period even if document hasn’t expired

**Dates**

- 1: 4/26/2018 7:05 PM
- 2: 4/24/2018 5:01 PM
- 3: 4/23/2018 3:59 PM
- 4: 4/20/2018 5:50 PM
- 5: 4/20/2018 12:03 PM
- 6: 4/20/2018 9:33 AM
<table>
<thead>
<tr>
<th>No.</th>
<th>Comment</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>They are trying to &quot;streamline&quot; the process, however, it would be appreciated if they could put together a memo of all required attachments so that when the process is being completed we can make sure all attachments are included. We submit and then receive an email for something is missing, send that document then receive another email that something is missing, etc. It creates for frustration and confusion. Not every Director is sitting in an office all day; we are working in classrooms, cooking, making ratio and we think we’re done and find out that we’re not. Becomes extremely frustrated.</td>
<td>4/20/2018 8:50 AM</td>
</tr>
<tr>
<td>8</td>
<td>It was extremely difficult working with the new portal/. information was erased and it was difficult to get the contract done because of this</td>
<td>4/19/2018 1:42 PM</td>
</tr>
<tr>
<td>9</td>
<td>Sometimes conflicting information is shared or need renewal midyear without notice</td>
<td>4/19/2018 11:54 AM</td>
</tr>
<tr>
<td>10</td>
<td>The Early Learning Coalition is fantastic!</td>
<td>4/19/2018 10:52 AM</td>
</tr>
</tbody>
</table>
### Q8 Do you have any other comments, questions, or concerns?

Answered: 38   Skipped: 45

<table>
<thead>
<tr>
<th>#</th>
<th>RESPONSES</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Just to keep the employment personnel longer on their job assignment and for them to answer the phone on a timely manner.</td>
<td>5/2/2018 11:31 AM</td>
</tr>
<tr>
<td>2</td>
<td>I would like to know do you all pay for weekend care, because I have parents that work on the weekends.</td>
<td>4/28/2018 11:01 AM</td>
</tr>
<tr>
<td>3</td>
<td>This coalition has taken on too many projects. I understand that they want to increase their budget but the quality of service suffers as a result. From where we stand, it appears that either the administration is clueless as to how the programs are running, or the help to the clients is not a priority. Maybe they could work toward perfecting the projects they have instead of taking on more. The early head start grant has taken an already flawed agency and created a whole set of new challenges and the only ones not benefiting are the children.</td>
<td>4/26/2018 7:05 PM</td>
</tr>
<tr>
<td>4</td>
<td>The provider specialist do not return calls or reply to emails and it’s very frustrating</td>
<td>4/25/2018 5:36 PM</td>
</tr>
<tr>
<td>5</td>
<td>No</td>
<td>4/25/2018 12:53 PM</td>
</tr>
<tr>
<td>6</td>
<td>Excelent Services and Professional.</td>
<td>4/25/2018 9:54 AM</td>
</tr>
<tr>
<td>7</td>
<td>NO</td>
<td>4/24/2018 5:01 PM</td>
</tr>
<tr>
<td>8</td>
<td>No</td>
<td>4/24/2018 10:46 AM</td>
</tr>
<tr>
<td>9</td>
<td>no thanks</td>
<td>4/24/2018 9:50 AM</td>
</tr>
<tr>
<td>10</td>
<td>NO</td>
<td>4/23/2018 3:59 PM</td>
</tr>
<tr>
<td>11</td>
<td>Parents should be made aware in instances where the coalition has run out of funds for a particular period so that they understand what their waiting list status truly means.</td>
<td>4/23/2018 11:34 AM</td>
</tr>
<tr>
<td>12</td>
<td>No</td>
<td>4/23/2018 11:21 AM</td>
</tr>
<tr>
<td>13</td>
<td>No</td>
<td>4/23/2018 6:46 AM</td>
</tr>
<tr>
<td>14</td>
<td>Whenever new changes are happening the process needs to be more prepared or ready to make the changes without so many glitches.</td>
<td>4/20/2018 5:50 PM</td>
</tr>
<tr>
<td>15</td>
<td>no</td>
<td>4/20/2018 1:06 PM</td>
</tr>
<tr>
<td>16</td>
<td>N/A</td>
<td>4/20/2018 12:03 PM</td>
</tr>
<tr>
<td>17</td>
<td>Everything washed good for me. Thank</td>
<td>4/20/2018 8:48 AM</td>
</tr>
<tr>
<td>18</td>
<td>No, when it's something that I don't understand, I can always call or email for help, and the people are always willing to help. I don't know about any other person, but I always get a caring person that is willing to explain things to me and help.</td>
<td>4/20/2018 12:00 AM</td>
</tr>
<tr>
<td>19</td>
<td>NONE</td>
<td>4/19/2018 8:36 PM</td>
</tr>
<tr>
<td>20</td>
<td>I am very satisfied</td>
<td>4/19/2018 8:00 PM</td>
</tr>
<tr>
<td>21</td>
<td>No</td>
<td>4/19/2018 4:42 PM</td>
</tr>
<tr>
<td>22</td>
<td>none</td>
<td>4/19/2018 4:21 PM</td>
</tr>
<tr>
<td>23</td>
<td>Yes we need get payment increase for the services we provide,</td>
<td>4/19/2018 3:10 PM</td>
</tr>
<tr>
<td>24</td>
<td>no</td>
<td>4/19/2018 2:21 PM</td>
</tr>
<tr>
<td>25</td>
<td>need a different payment specialist</td>
<td>4/19/2018 1:42 PM</td>
</tr>
<tr>
<td>26</td>
<td>The new portal is difficult to use.</td>
<td>4/19/2018 12:54 PM</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Schedule trainings especially with DCF should be conducted in a manner which is feasible for both Providers and ELC. Trainings scheduled at 9AM to 1 PM can be an interruption at the center when the Director or Assistant Director is at the training. Maybe future trainings can be conducted on Saturday.</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>It is very hard to communicate and to much changes and turn over. The people are very polite and helpful.</td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Parents need to be informed of there termination more appropriately.</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Both of my specialists did not help me and never responded the phone or called back at times of emergencies</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Sometime it can be very complex and difficult to process the contract.</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Keep up the great work!!</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Nope</td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Every body are professional and nice with customer</td>
<td></td>
</tr>
</tbody>
</table>
Q9 Indicate your provider type below -

Answered: 83  Skipped: 0

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Center</td>
<td>81.93%</td>
</tr>
<tr>
<td>Licensed Home</td>
<td>18.07%</td>
</tr>
<tr>
<td>Public School</td>
<td>0.00%</td>
</tr>
<tr>
<td>Registered Home</td>
<td>0.00%</td>
</tr>
<tr>
<td>Nonpublic School</td>
<td>0.00%</td>
</tr>
<tr>
<td>Religious Exempt</td>
<td>0.00%</td>
</tr>
<tr>
<td>Before or Afterschool</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

# COMMENTS (OPTIONAL)
There are no responses.
Q10 Which of the following do you provide -

Answered: 83     Skipped: 0

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Readiness Services Only</td>
<td>25.30%</td>
</tr>
<tr>
<td>VPK Services Only</td>
<td>0.00%</td>
</tr>
<tr>
<td>Both VPK and SR services</td>
<td>74.70%</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Good evening,

On behalf of our staff and our family I would to take a moment to thank all you at the ELC. Covid-19 created some overwhelming challenges but the ELC has been an amazing partner and resource to help us rebuild and return to some sense of normalcy during these times.

I cannot thank you enough for everything you have done from the drive through PPE supplies you provided to these mini-grants.

Thank you again for everything.

Respectfully yours,

Professor Livan Concepcion
Steveacademy@aol.com

Re: Mini-Grants - Health & Safety and Infrastructure

To Quality Initiatives

You replied to this message on 6/10/2020 4:42 PM.

Thank you very much, truly truly truly appreciate it!

Steve Steiger
Director
Steve's Academy

Wings Learning Center <wingslearningc@gmail.com>

Re: Mini-Grants - Health & Safety and Infrastructure

To Quality Initiatives

You replied to this message on 6/10/2020 4:30 PM.

Thank you so very very much!!!!!!!!!!!
Halleluiah! Thank you so much and more blessings to all of you who worked so hard to get this funding. Many children and families as well as our staff will greatly benefit this funds.

God bless you and more grace from above. Again, thank you!

Ms. Nilda C. Bernaldez, MM.ED
Director - BMCDC
Tel. 305-852-0250
Fax 305-852-4917
FB page: Burton Memorial Child Development Center
www.burtonmemorialcdc.net
Gracias a todas las personas envueltas en esta gran actividad, por su apoyo siempre. Dios los bendiga y cuidense estén seguros.

Thank you!!! 😊

Sent from my iPhone
Good Day,

We are overjoyed to receive this as we were just looking at the exhorbitent cost of the supplies and wondering how we would manage ... This will go a long way to assist with obtaining the supplies we need..

Thanks to you

Al Archibald
Grace United Learning Center
Thank you, Fio!

This is greatly appreciated to help us during this time!

Nicole M. Vasconcellos
From: sandibisceglia@aol.com,  
To: SandiBisceglia@aol.com,  
Subject: Fwd: ELC Strategic Plan Mtg 26 June 2020  
Date: Fri, Jun 26, 2020 11:07 am  
Attachments: image001.gif (663)  

Intro: by Sandi Bisceglia, new Board Member for Monroe to the ELC  
We thank the ELC for allowing us the opportunity to serve on the Strategic Planning Committee. I know the challenges right now are vast, but I also have seen ELC exhibit courage, confidence, and competence in "moving right along" with the challenges at hand. The accomplishments of ELC are also impressive. We are glad we are connected to the Dade/Monroe network to have the support and access to the dedicated employees of ELC who continue to expect high expectations of all.  
Being new to the Board, I am not sure where exactly, the Monroe considerations "fit in" yet to the to-be-revised Strategic Plan, so for the first of our three meetings, here is some preliminary information I have collected by conducting interviews with some key early childhood leadership/personnel. See their submissions below.  

Also please be aware, that I have kept Theresa Axford, outgoing Board Member of the ELC and our newly incoming Superintendent of Schools here in Monroe "in the loop" on all our submissions. She is with us in spirit.  
Respectfully,  
Sandi Bisceglia  

Intro: by Laurie Dunn, ELC Director, Florida Keys/Monroe County  

ELC Monroe Strengths:  
- Community outreach via involvement in local events and communication in media outlets  
- Collaboration with community partners  
- Support to families via School Readiness and Voluntary Pre-Kindergarten programs, First Responder programs etc  
- Support to teachers and directors through mini grants, professional development opportunities, quality materials and technical assistance  

Challenges:  
- Childcare teacher pool is small and teachers are underpaid  
- Minimal availability of part time, weekend and evening care  
- Minimal programs available to support the needs of special needs preschool and school age children (especially after school care)  

Future Plan:  
- Develop a childcare teacher substitute pool  
- Develop a plan to reach more families (especially in micro communities) with information on available services  
- Advocate for families to come in at a higher percentage of the FPL or look into viability of a "carve out" for Monroe due to the higher cost of living compared to other counties in Florida.  
- Advocate for higher wages for pre-k teachers.  
- Research grants and/or funding opportunities for teachers in Monroe  

Intro: by Aleida Jacobo, CEO, Wesley House  
Wesley House is appreciative of all the assistance ELC has provided. Their generous support has allowed us to remain open during the pandemic. Thank you for ELC for reaching out and affording us the opportunity to give our input into the strategic plan.  
- more ELC visibility in the community and in local community events  
- shrinking pool of early childhood teachers - how to recruit  
- only on line certifications process available for local teachers at this time  
- creation of afterschool/school closure programs at the schools for 3-4 year olds who are enrolled in Head State/ESE programs throughout Monroe County  
- encourage families of 3-4 year old's to participate in Voluntary Pre-K programs through blasts on media, work with child care providers, etc.
Leading for Equity
Pamela Hollingsworth M.Ed.
Leading for Equity

- **ELCMDM History (more than 10 years in the making)**
  - NAEYC Cultural Competence/Accreditation (the beginning)
  - Kellogg Foundation partnership (rite of passage)
- **Re-Envisioning the work (through a racial equity lens)**
  - Racial Equity Retreats for ELCMDM staff
  - Poverty Simulations
  - Preschool Expulsion/My Brother’s Keeper
  - Office Of Early Learning Equity Task Force
  - ELAN (Equity Leaders Action Network) Fellowship
  - Children First Conference (equity rubric)
  - ELC Cafés/ELC Talks (community conversations/call to action)
  - Course development for Professional Development Institute (PDI)
  - Work with ELC of Flagler/Volusia
  - Mentorship Program with OEL begins July 2020