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
July 23, 2020, 3:30 pm
Zoom Meeting ID: 952 2633 5658

I. Welcome & Introductions Loreen Chant

II. Approval of Minutes Loreen Chant

III. Annual Meeting Format Loreen Chant
   A. Proposed Facilitator – Erin Smeltzer

IV. Break-out Groups Loreen Chant
   A. Monroe County Initiatives – Sandi Bisceglia
   B. Leading for Equity – Pam Hollingsworth
   C. Provider Sustainability – Evelio Torres
   D. Capacity Building – Pam Hollingsworth

V. Public Comments Loreen Chant

VI. Meeting Adjourn Loreen Chant
Erin Smeltzer is the Executive Director of the Association of Early Learning Coalitions. For over fifteen years, she has tirelessly advocated for advancements in quality early childhood education and experiences. Through her experience as an early childhood educator and child care center director she learned the ability of children to rise above any expectation, if given the opportunity. She endeavored to share this truth by serving as an undergraduate practicum supervisor with Florida State University. Every intern who entered her school was immersed in the idea that early childhood must become a priority in our society. Erin used her positions as President of the local NAEYC affiliate and Florida AEYC Public Policy representative to continue advocating for this cause on a national level. Eager for a more influential platform, Erin joined the Florida Department of Education, where she managed all of the statewide quality initiatives funded by the Child Care Development Fund. She was directly responsible for managing numerous multimillion-dollar projects aimed at promoting an integrated early childhood system that prioritized Florida’s youngest children. Her priorities included initiatives in professional development, infant/toddler quality, preschool quality, inclusion, and continuous quality improvement. In her current role, she facilitates streamlining best practices across the state and building partnerships that can help give all children an equitable early learning experience. Erin received her Bachelor’s degree in Child and Family Development from the University of Georgia and Master’s degree in Education from Nova Southeastern University.
Strategic Planning Committee Notes
2020 Meeting
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Plan</td>
<td>3</td>
</tr>
<tr>
<td>Priority Initiatives</td>
<td>6</td>
</tr>
<tr>
<td>Neediest Children (Updated and New Slides)</td>
<td>7</td>
</tr>
<tr>
<td>Youngest Children (Updated and New Slides)</td>
<td>12</td>
</tr>
<tr>
<td>Providers (Updated and New Slides)</td>
<td>17</td>
</tr>
<tr>
<td>Educate All (Updated Slide)</td>
<td>35</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>42</td>
</tr>
<tr>
<td>Funding (Updated Slide)</td>
<td>47</td>
</tr>
<tr>
<td>Provider Sustainability (New Slide)</td>
<td>48</td>
</tr>
</tbody>
</table>
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.
Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe

2017-2022

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 bench marks

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

Target Neediest Areas

Recommendations

• Neediest Communities Monroe County
  - 33040
  - 33050
  - 33037

• Identify community needs and funding opportunities for investing in these three zip codes.
Monroe Providers Paid May 2020

- ✔ School Readiness and VPK Providers
- ○ VPK Providers

Source: Tableau 5045 Ad Hoc Report from EFS Modernization
In 2019 the Early Learning Coalition in Monroe started the VPK Initiative in an effort to have all eligible 4-year-old children in the Keys enrolled in a VPK program along with the support of John Padget and County Mayor Heather Carruthers. A media campaign was launched to include radio spots, newspaper ads, a message on a scrolling marquee and flyers distributed at various locations throughout the County.

- **Goals:**
  - Increase percentage of Monroe County’s 4 year olds enrolled in the VPK program
  - Every VPK program in Monroe County receives a passing grade on the Kindergarten Readiness Rates

- **Curriculum** is one of the components of this initiative with the majority of providers using Creative Curriculum. Mr. Padget offered Waterford Early Learning to school district staff as well as Directors of all VPK programs in Monroe.
  - This is not a curriculum on the OEL approved list of curricula but it is more of a supplemental curriculum.
  - A comprehensive, technology-based early reading, math and science program with integrated assessments and teacher tools for Pre K- 2nd grade.
  - One of the benefits of the program is the home learning component.
  - Performance can be easily tracked and reports generated for teachers and parents.
  - Classroom requirements are about 15 minutes of instructional time per student.
  - No proven results to show children using this do better on the school readiness screener. No testing done this Fall so we will have to wait another year for results.
Monroe VPK Initiative

• No private child care centers in Monroe opted to participate because:
  - They did not have the money to purchase the equipment up front (even with the opportunity to be reimbursed)
  - Several did not have the internet capabilities in the classroom.
  - Teachers wanted to use the 3 hours of VPK classroom time to do face to face curriculum and lesson planning rather than use technology.

• The program is being used by the school district pre-k programs.
  - The classrooms already had the technology available to them and it appears to thrive best in school-based programs.
  - School district determined they will continue with it in the Fall. The home learning component was very beneficial during the quarantine.
  - Their philosophy is about hands on learning with authentic products and Waterford is just one of those pieces of the puzzle.
### Neediest Children EHS Investments

<table>
<thead>
<tr>
<th></th>
<th>33030</th>
<th>33034</th>
<th>33054</th>
<th>33127</th>
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<th>33142</th>
<th>33147</th>
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<tbody>
<tr>
<td><strong>2018-2019</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<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>
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<td>$46,057.36</td>
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<td>Facility Improvement</td>
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<td>$35,020.00</td>
<td>$94,179.03</td>
<td>$53,440.00</td>
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<td></td>
<td></td>
<td>$39,824.99</td>
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<tr>
<td><strong>2019-2020</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility Improvement</td>
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<td>$78,448.37</td>
<td>$240,329.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$71,120.00</td>
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<td></td>
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<td></td>
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<tr>
<td>Classroom Materials</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>
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<td>Facility Improvement</td>
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<td></td>
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<td>$71,120.00</td>
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</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

Apr-20: 10.8%
May-20: 10.9%
Goal = 10%
Neediest Children
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 813 children (as of June 30, 2020)
  ▪ Waitlist – approx. 130 children
• The Quality Improvement System funded by The Children’s Trust targets programs located in low income census tract.
  ▪ Investments 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 (2,405 children enrolled as of July 7, 2020)
• 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
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>
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<tr>
<td>VOLUNTARY PREKINDERGARTEN MIAMI-DADE/MONROE</td>
<td>$54,487,176</td>
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<tr>
<td>VPK OUTREACH</td>
<td>$105,293</td>
<td></td>
</tr>
<tr>
<td>PERSCHOOL DEVELOPMENT GRANT</td>
<td>$584,681</td>
<td></td>
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<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>
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<tr>
<td>EARLY HEAD START</td>
<td>$650,000</td>
<td></td>
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<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>

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

Total Applications Sent: 191
- Total of 174 (91%) Applications Returned and Processed
- 17 (9%) Applications were NOT Submitted

174 Applications Processed
- (161) 93% Approved
- (13) 7% 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.)

Source: EFS MOD and Internal Reports/Logs
Miami-Dade School Readiness, VPK, & Early Head Start
Paid by Age Group
Monroe Paid by Age for School Readiness and VPK

- Infants: 35
- Toddlers: 79
- 2 years: 116
- 3 years: 111
- 4 years: 112
- 5 years: 297
- School Age: 167
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.

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

Improve Provider Selection & Contracting Process

Provider Services Committee
• There was a total of 25 providers that appeared before the committee.
• 1 Monroe*, 24 Miami Dade.

*Monroe provider CAP violation and CAP was reviewed and continued.

Updated
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>.90%</td>
</tr>
<tr>
<td>Total</td>
<td>1,889</td>
<td>100%</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

N=247

- 1.00-2.50: 149 (60%)
- 2.51-3.49: 57 (23%)
- 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 in Miami-Dade

<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Infant</td>
<td>139</td>
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<tr>
<td>Toddler</td>
<td>251</td>
</tr>
<tr>
<td>Pre-K</td>
<td>302</td>
</tr>
<tr>
<td>Total</td>
<td>692</td>
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</tbody>
</table>
School Readiness Program Assessment
Monroe

N=4

1.00-2.50
2.51-3.49
3.50-3.99
4.00-4.99
5.00-5.99
6.00-7.00

Jul. 1, 2019 to Mar. 2020
Assessments Conducted in Monroe

<table>
<thead>
<tr>
<th>Category</th>
<th>Jul. 1, 2019 to Mar. 2020</th>
</tr>
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<tbody>
<tr>
<td>Infant</td>
<td>3</td>
</tr>
<tr>
<td>Toddler</td>
<td>4</td>
</tr>
<tr>
<td>Pre-K</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
</tr>
</tbody>
</table>
Providers

Quality Providers

• COVID-19
  ▪ Provided Personal Protective Equipment (masks, gloves and disinfectant) to Early Learning programs
    • 827 in Miami-Dade
    • 39 in Monroe
  ▪ Provided Health/Safety and Infrastructure Mini-grants to 662 early learning programs
    • 644 in Miami-Dade totaling $1,278,000
    • 18 in Monroe totaling $36,000
# PPE Distribution

<table>
<thead>
<tr>
<th>Vendors:</th>
<th>Supplies</th>
<th>Quantities</th>
<th>Total Cost</th>
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</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>
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<tr>
<td>Kaplan</td>
<td>Touchless Thermometers</td>
<td>1,522 on order</td>
<td>$121,523.90</td>
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<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>
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<td>$7,218.75</td>
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<td><strong>Total Amount:</strong></td>
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<td></td>
<td><strong>$456,866.65</strong></td>
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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 (Monroe class yielded no participants)
- Shelter from the Storm (4 certified instructors/2 languages)
  - 11/263 (39 on Monroe)
- 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 (none Monroe)
- 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
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
  • Mentor’s Guide for BLI graduates

PDI-Professional Development COVID-19 Mini-Grants
• $1,395,000 in incentives to early learning educators for approved course work ($38,000 on Monroe)
• 440 child care programs and family homes participated (13 on Monroe)
• 2983 early educators awarded (60 on Monroe)
Providers

Educate Providers

• Professional Development Institute (PDI)
  - Achieved IACET Accreditation in 2019 and thus recognition as a ‘professional learning institution’
  - PDI has 9,103 total users. (no breakout for Monroe)
  - 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 (193 for Monroe)
  - 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.
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%)
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**

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  - 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 ELCMMD 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 ELCMMD YouTube Channel
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>
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<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>
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<tr>
<td>September 2019</td>
<td>10,905</td>
<td>1,762</td>
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<td>58%</td>
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<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>
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<td>71%</td>
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<tr>
<td>February 2020</td>
<td>12,873</td>
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<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
  ▪ You Tube
• Social media, radio, newspaper ads to inform parents of First Responder & Healthcare Worker funding
  ▪ Key West Citizen
  ▪ Keys Free Press
  ▪ Keys West Weekly
  ▪ KONK Radio
  ▪ Keynoter
  ▪ el Nuevo Herald
  ▪ Miami Herald
Educate All
Visibility

**Recommendations**

- Press Releases
- 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
- 2019-20 VPK Parent Activity Calendars
- World’s Greatest Baby Show Radio Show

- Approximately 320 email messages sent in FY 2019-2020 to parents and providers

- VPK Rally Monroe – Second Year
FREE Child Care!
For First Responders & Healthcare Workers
ELCMDM.ORG

Early Learning Coalition
of Miami-Dade/Monroe
305-646-7220

DRAFT
NEED HELP PAYING FOR CHILD CARE?

ASSISTANCE AVAILABLE NOW

Call 305-646-7220

ELCMDM.ORG
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.
**Recommendation** – Strategically increase funding to meet identified needs of providers and families.

- Requested a 15% provider rate increase for Fiscal year 19-20 OEL approved 10%
- Requested a provider rate increase as of July 2019 OEL denied and approved as of February 2020 estimated difference $5 million.
- Received notice of additional Funding for Mini-grants of $3.3 million and essential workers $3.9 million on June 6/12/2020. Early Learning Coalition Fiscal year ended 6/30/2020.
- Health and Safety grants awarded to 619 providers
- Infrastructure grants awarded to 695 providers
- Total individual grant awards 1,314 Providers @ $1,000 per grant for a total of $1.3M
- Additional Allocation of $10.2M received 6/28/2020
OEL has released new OCA codes to allow for proper identification of CARES Act expenses.

<table>
<thead>
<tr>
<th>OCA</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAADV</td>
<td>CARES Advance</td>
</tr>
<tr>
<td>CADMN</td>
<td>CARES Administrative Costs (limited to 5% of total CARES expenditures)</td>
</tr>
<tr>
<td>CESSB</td>
<td>CARES Essential Employee Bonuses</td>
</tr>
<tr>
<td>CESSD</td>
<td>CARES Essential Employee Direct Services</td>
</tr>
<tr>
<td>CERGC</td>
<td>CARES Emergency Relief Act – Contracted (SR/VPK) Providers</td>
</tr>
<tr>
<td>CERGN</td>
<td>CARES Emergency Relief Act – Non-contracted</td>
</tr>
<tr>
<td>CHQGC</td>
<td>CARES High Quality Reopening Support Grants Contracted (SR/VPK) Providers</td>
</tr>
<tr>
<td>CHQGN</td>
<td>CARES High Quality Reopening Support Grants Non-Contracted Providers</td>
</tr>
</tbody>
</table>
Provider Sustainability

Recommendation – Add as new priority initiative

• Early Learning Coalition's Role
  ▪ Advocate/Educate on local and state level
    • Inform how child care impacts overall economy
  ▪ Expedite the delivery of allocated funding to providers
  ▪ ELC operates under program rules and regulations of DOE/OEL
    • Funding is highly restrictive and must be tied to Other Cost Accumulators (OCAs)
    • Funds can only be expended on items that tie back to an OCA
    • Majority of funding is required to be spent on direct services to children (school readiness)
    • Some funding for providers within very narrowly defined guidelines of quality
    • Technology or pandemic/disaster related purchases reduce the amount available for other quality initiatives
    • Providers have traditionally expressed a desire for more children to be enrolled or higher provider reimbursement rates vs equipment or materials
  ▪ Unknowns
    • Duration of pandemic
    • If additional CARES funding will be allocated
    • If OEL will request additional program waivers in the future
    • Federal allocations to the states
Support during COVID-19 Pandemic
— Remote Efforts

Services conducted virtually
• Eligibility Services
  ▪ Family eligibility appointments
  ▪ Initial & redetermination certifications
  ▪ Transfers of children
  ▪ VPK Certifications
• Minimum staff maintained at service centers for client support
  ▪ Client document drop-off
  ▪ Provided in-person client information & support
• Contracts Department
  ▪ Provider Profile submission
  ▪ Provider Contract submission
  ▪ Provider Contract certification
  ▪ Provider support for contract concerns via phone/email
  ▪ Provider Services Committee meetings moved to virtual platform
Support during COVID-19 Pandemic — Remote Efforts

• Professional Development Institute
  ▪ 100% of Provider trainings as of March 2020
  ▪ Updated PDI website to improve viewing on mobile devices
  ▪ Partnered with Citrus Health to provide live, virtual platforms on Infant, Child and Maternal Mental Health
  ▪ Recorded webinars on ELC YouTube Channel for remote viewing
  ▪ Live and recorded Story Time sessions for children and families
  ▪ Provided resume building and job seeking webinars for families

• Communications
  ▪ Quarterly Provider Meetings held virtually
  ▪ Provider webinars to relay information & updates
  ▪ Utilized social media platforms to inform providers/families regarding COVID-19 resources
  ▪ Increased number and frequency of news alerts
  ▪ Created COVID-19 section of website to provide updates

• Payment Services
  ▪ Provider attendance submission
  ▪ Provider reimbursement
  ▪ Provider support for payment concerns via phone/email

• Information Technology
  ▪ Remote helpdesk technical assistance
  ▪ Created processes in provider portal that allowed for on-line grant application process
Equity #Leading for Equity

Recommendation – Change Values Statement

• Equity, diversity and inclusion 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.
• Over the 2020-2021 FY, each priority initiative will be analyzed through an equity lens
• Organizing Approach:
  ▪ Organizational and Board Commitment
  ▪ Staff and Provider Support
  ▪ Research, Scholarship and Data
  ▪ Community Outreach