



**Strategic Planning Committee**  
**September 6, 2022; 2 P.M.**  
**Meeting ID: 894 8800 0173**  
**Passcode: 843099**

- |      |   |              |
|------|---|--------------|
| I.   | Welcome & Introductions                                     | Loreen Chant |
| II.  | Approval of February 3, 2022 Minutes                        | Loreen Chant |
| III. | ELC Strategic Plan  | Aileen Suazo |
|      | A. Initiatives  |              |
|      | • TARGET HIGH NEED AREAS                                    |              |
|      | • INCREASE ENROLLMENT IN EARLY LEARNING COALITION PROGRAMS  |              |
|      | • PROVIDE ENHANCED RESOURCES TO CHILDREN WITH SPECIAL NEEDS |              |
|      | • ENHANCE SERVICES FOR INFANTS AND TODDLERS                 |              |
|      | • SUPPORT EARLY CARE AND EDUCATION PARTNERS                 |              |
|      | • PARENT ENGAGEMENT   |              |
| IV.  | ELC Strategic Plan Updates                                  | Aileen Suazo |
| V.   | Public Comments   | Loreen Chant |
| VI.  | Meeting Adjourn   | Loreen Chant |

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.





# Minutes

**Strategic Planning Committee**

**February 3, 2022: 8:30am**

**Meeting ID: 967 9400 5153**

**Passcode: 665639**

**Board Attendees:** Loreen Chant; Stephanie Scuderi; Denisse Barrera; Mara Zapata; Sandi Bisceglia

**Staff Attendees:** Evelio Torres; Angelo Parrino; Pam Hollingsworth; Sandra Gonzalez; Mercy Castiglione; Ileana Vallejo; Fiorella Christie; Michelle Meilan; Paloma Lopez-Barcena; Fred Hicks; Lisney Badillo; Matthew Zaldivar; Lissandra Curbelo; Jacqueline Dominguez; Alex Sanchez; Belkis Torres; Anabel Espinosa; Aileen Suazo; Ana Sejeck; Laurie Dunn

**General Attendees:** Carol Wick

**I. Welcome & Introductions**

**Loreen Chant**

S. Scuderi called the meeting to order and welcomed everyone.

K. Gregory called roll and quorum was established with five (5) voting members.

E. Torres acknowledged special guest, Carol Wick, CEO of Sharity Global.

**II. Approval of Minutes**

**Loreen Chant**

A. Motion to approve minutes for October 29, 2021

- Motion to approve by S. Bisceglia.
- Motion seconded by D. Barrera.
- Motion unanimously passed.

**III. ELC Strategic Plan**

**Loreen Chant**

The Committee continued to explore long-range goals to present at the February 7, 2021 Board meeting. C. Wick led the discussion on the five (5) priority areas for systems improvements, utilizing a team approach.

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.



- E. Torres mentioned the mission, vision and values will stay the same. Explained the six 6 priority initiatives over the next five years.

## **1. TARGET HIGH NEED AREAS**

### **Advocacy Committee**

#### **Opportunity\***

Current reimbursement rates are inequitable and negatively impact child care partners in high need areas.

#### **Outcome Measure**

Every provider receives the same rate regardless of their private rate or area they serve.

## **2. INCREASE ENROLLMENT IN EARLY LEARNING COALITION PROGRAMS**

### **Advocacy Committee**

#### **Opportunity\***

Increased wages offered by employers has resulted in a benefits cliff with fewer families qualifying for the School Readiness program, leading to decreased enrollment.

#### **Outcome Measure**

School Readiness enrollment increases by 5% within 12 months of state policy change.

## **INCREASE AWARENESS IN EARLY LEARNING COALITION PROGRAMS**

### **Executive Committee**

#### **Opportunity**

Increase awareness of Early Learning Coalition programs so families who may qualify and do not currently have their children enrolled in the program become aware, apply for the programs, and enroll their children.

#### **Outcome Measures**

Dashboard reflects increased inquiries.

Families confirm via survey that outreach efforts led them to apply for services.

Voluntary Prekindergarten enrollment increases by 5% within 12 months of outreach campaign launch.

Early Head Start enrollment increases to 750 children with a waitlist.

### **3. PROVIDE ENHANCED RESOURCES TO CHILDREN WITH SPECIAL NEEDS**

#### **Program Committee**

#### **Opportunity**

Historically, a low percentage of families with children identified as having concerns accept additional services and connect to the first level of intervention.

#### **Outcome Measures**

At least 50% of families with children identified as having concerns respond to communication attempts.

After baseline is established, pre and post questionnaires reflect increased insight by parents of developmental milestones, screening process and available services.

A 5% increase in the number of families that accept additional services.

#### **Opportunity**

There are children with special needs who are not receiving the services they need.

#### **Outcome Measures**

More than 10% of partners participate in and complete the BPIECE program.

More than 10% of partners are accessing the special needs rate.

A % of partners that receive the rate are implementing enhanced services.

### **4. ENHANCE SERVICES FOR INFANTS AND TODDLERS**

#### **Program Committee**

#### **Opportunity**

Enhance services for infant and toddlers.

#### **Outcome Measures**

To be determined after needs assessment is conducted and action plan is formulated and approved by Program Committee.

## **5. SUPPORT EARLY CARE AND EDUCATION PARTNERS**

### **Provider Services Committee**

#### **Opportunity**

Early learning programs have historically faced workforce challenges. To deliver high-quality early education services, programs must be able to recruit and retain highly qualified and committed staff and provide ongoing professional development.

#### **Outcome Measures**

Increased % of participants registering for training courses.

Increased % of participants completing training courses.

85% participant satisfaction with courses (IACET Standard).

Board approved reimbursement rate remains above state average.

## **6. PARENT ENGAGEMENT**

### **Program Committee**

#### **Opportunity**

Promote parent engagement as essential for a child's development because parents serve as a child's first teacher.

#### **Outcome Measures**

85% participant satisfaction with parent engagement activities.

85% participants gain knowledge/insight.

- E. Torres explained that Early Head Start, VPK and School Readiness enrollment is down
- Discussions continued on establishing what the potential outcomes and measures for each initiative would be. The strategic planning process is ongoing.

**IV. Public Comments**

**Loreen Chant**

**V. Meeting Adjourn**

**Loreen Chant**

# **Strategic Plan**





# Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2022-2027

## Early Education. Lifelong Success.

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





# Children First: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2022-2027

## PRIORITY INITIATIVES

### TARGET HIGH NEED AREAS

#### Advocacy Committee

##### Opportunity\*

Current reimbursement rates are inequitable and negatively impact child care partners in high need areas.

##### Outcome Measure

- Every provider receives the same rate regardless of their private rate or area they serve.

### INCREASE ENROLLMENT IN EARLY LEARNING COALITION PROGRAMS

#### Advocacy Committee

##### Opportunity\*

Increased wages offered by employers has resulted in a benefits cliff with fewer families qualifying for the School Readiness program, leading to decreased enrollment.

##### Outcome Measure

- School Readiness enrollment increases by 5% within 12 months of state policy change.

### INCREASE AWARENESS IN EARLY LEARNING COALITION PROGRAMS

#### Executive Committee

##### Opportunity

Increase awareness of Early Learning Coalition programs so families who may qualify and do not currently have their children enrolled in the program become aware, apply for the programs, and enroll their children.

##### Outcome Measures

- Dashboard reflects increased inquiries.
- Families confirm via survey that outreach efforts led them to apply for services.
- Voluntary Prekindergarten enrollment increases by 5% within 12 months of outreach campaign launch.
- Early Head Start enrollment increases to 750 children with a waitlist.

### PROVIDE ENHANCED RESOURCES TO CHILDREN WITH SPECIAL NEEDS

#### Program Committee

##### Opportunity

Historically, a low percentage of families with children identified as having concerns accept additional services and connect to the first level of intervention.

##### Outcome Measures

- At least 90% of families with children identified as having concerns respond to communication attempts.
- After baseline is established, pre and post questionnaires reflect increased insight by parents of developmental milestones, screening process and available services.
- A 5% increase in the number of families that accept additional services.

##### Opportunity

There are children with special needs who are not receiving the services they need.

##### Outcome Measures

- More than 10% of partners participate in and complete the BPIECE program.
- More than 10% of partners who have completed the BPIECE are accessing the Special Needs Rate.
- A % of partners that receive the rate are implementing enhanced services.

### ENHANCE SERVICES FOR INFANTS AND TODDLERS

#### Program Committee

##### Opportunity

Enhance services for infant and toddlers.

##### Outcome Measures

- To be determined after needs assessment is conducted and action plan is formulated and approved by Program Committee.

### SUPPORT EARLY CARE AND EDUCATION PARTNERS

#### Provider Services Committee

##### Opportunity

Early learning programs have historically faced workforce challenges. To deliver high-quality early education services, programs must be able to recruit and retain highly qualified and committed staff and provide ongoing professional development.

##### Outcome Measures

- Increase # of participants registering for training courses.
- Increased % of participants completing training courses.
- 85% participant satisfaction with courses (IACET Standard).
- Board approved reimbursement rate remains above state average.

### PARENT ENGAGEMENT

#### Program Committee

##### Opportunity

Promote parent engagement as essential for a child's development because parents serve as a child's first teacher.

##### Outcome Measures

- 85% participant satisfaction with parent engagement activities.
- 85% participants gain knowledge/insight.

\*requires State policy change

## Strategic Plan Updates









A review of all outcome measures continues to take place. Meetings with respective departments have been held to create measures along with action plans.


All available updates are reflected on ClearPoint Strategy's organizational Scorecard.

At this time 14 of 15 measures have been created.

# Strategic Plan on ClearPoint Strategy

## Our Strategic Plan

Priority Initiatives	Opportunity	Outcome Measures	Linked Measures
<ul style="list-style-type: none"> <li>P.I.1. Target High Need Areas</li> </ul>	<ul style="list-style-type: none"> <li>Current reimbursement rates are inequitable and negatively impact child care partners in high need areas.</li> </ul>	<ul style="list-style-type: none"> <li>P.I.1. Every provider receives the same rate regardless of their private rate or area they serve. Resolved</li> </ul>	
<ul style="list-style-type: none"> <li>P.I.2. Increase Enrollment in Early Learning Coalition Programs</li> </ul>	<ul style="list-style-type: none"> <li>Increased wages offered by employers has resulted in a benefits cliff with fewer families qualifying for the School Readiness program, leading to decreased enrollment.</li> </ul>	<ul style="list-style-type: none"> <li>P.I.2. School Readiness enrollment increases by 5% within 12 months of state policy change.</li> </ul>	<ul style="list-style-type: none"> <li> P.I.2.1. SR Enrollments (Monthly) Eligibility (Miami-Dade)</li> <li> P.I.2.2. SR Enrollments (Monthly) Eligibility (Monroe)</li> </ul>
<ul style="list-style-type: none"> <li>P.I.3. Increase Awareness in Early Learning Coalition Programs</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness of Early Learning Coalition programs so families who may qualify and do not currently have their children enrolled in the program become aware, apply for the programs, and enroll their children.</li> </ul>	<ul style="list-style-type: none"> <li>P.I.3.A. Dashboard reflects increased inquiries.</li> <li>P.I.3.B. Families confirm via survey that outreach efforts led them to apply for services.</li> <li>P.I.3.C. Voluntary Prekindergarten enrollment increases by 5% within 12 months of outreach campaign launch.</li> <li>P.I.3.D. Early Head Start enrollment increases to 750 children with a waitlist.</li> </ul>	<ul style="list-style-type: none"> <li> P.I.3.D. Enrollment and Attendance (Monthly Enrollment): Percent of Monthly Enrollment (Upward Trend is Good) Early Head Start</li> <li> P.I.3.C.1. VPK Enrollments (Monthly) Eligibility (Miami-Dade)</li> <li> P.I.3.C.2. VPK Enrollments (Monthly) Eligibility (Monroe)</li> <li> P.I.3.A. Number of SR Inquiries Received Child Care Resource &amp; Referral (CCR&amp;R)</li> <li> P.I.3.B.2. Outreach Efforts Family Survey Results Eligibility (Monroe)</li> <li> P.I.3.B.1. Outreach Efforts Family Survey Results Eligibility (Miami-Dade)</li> </ul>

Priority Initiatives	Opportunity	Outcome Measures	Linked Measures
<ul style="list-style-type: none"> <li>P.I.4. Provide Enhanced Resources to Children with Special Needs</li> </ul>	<ul style="list-style-type: none"> <li>Historically, a low percentage of families with children identified as having concerns accept additional services and connect to the first level of intervention.</li> <li>There are children with special needs who are not receiving the services they need.</li> </ul>	<ul style="list-style-type: none"> <li>P.I.4.A. At least 90% of families with children identified as having concerns respond to communication attempts.</li> <li>P.I.4.B. After baseline is established, pre and post questionnaires reflect increased insight by parents of developmental milestones, screening process and available services.</li> <li>P.I.4.C. A 5% increase in the number of families that accept additional services.</li> <li>P.I.4.D. More than 10% of partners participate in and complete the BPIECE program.</li> <li>P.I.4.E. More than 10% of partners that complete the BPIECE program are accessing the special needs rate.</li> <li>P.I.4.F. A % of partners that receive the rate are implementing enhanced services.</li> </ul>	<ul style="list-style-type: none"> <li> P.I.4.D.1. % of SR partners certified with the BPIECE program (MD) Inclusion</li> <li> P.I.4.E.1. % of BPIECE certified partners accessing the special needs rate (MD) Inclusion</li> <li> P.I.4.F.1. % of partners receiving the SNR who are implementing enhanced services (MD) Inclusion</li> <li> P.I.4.A.1. % of children whose families respond to initial communication attempts (Miami-Dade) Developmental Screening Compliance</li> <li> P.I.4.A.2. % of children whose families respond to initial communication attempts (Monroe) Developmental Screening Compliance</li> <li> P.I.4.C.1. % of children whose families accept additional services (analysis of concern) (Miami-Dade) Developmental Screening Compliance</li> <li> P.I.4.C.2. % of children whose families accept additional services (analysis of concern) (Monroe) Developmental Screening Compliance</li> <li> P.I.4.B.1. % of Parental Insight of Developmental Milestones, Screening Process and Available Services on Survey (Miami Dade) Developmental Screening Compliance</li> <li> P.I.4.E.2. % of BPIECE certified partners accessing the special needs rate (Monroe) Inclusion</li> <li> P.I.4.D.2. % of SR partners certified with the BPIECE program (Monroe) Inclusion</li> <li> P.I.4.B.2. % of Parental Insight of Developmental Milestones, Screening Process and Available Services on Survey (Monroe) Developmental Screening Compliance</li> </ul>

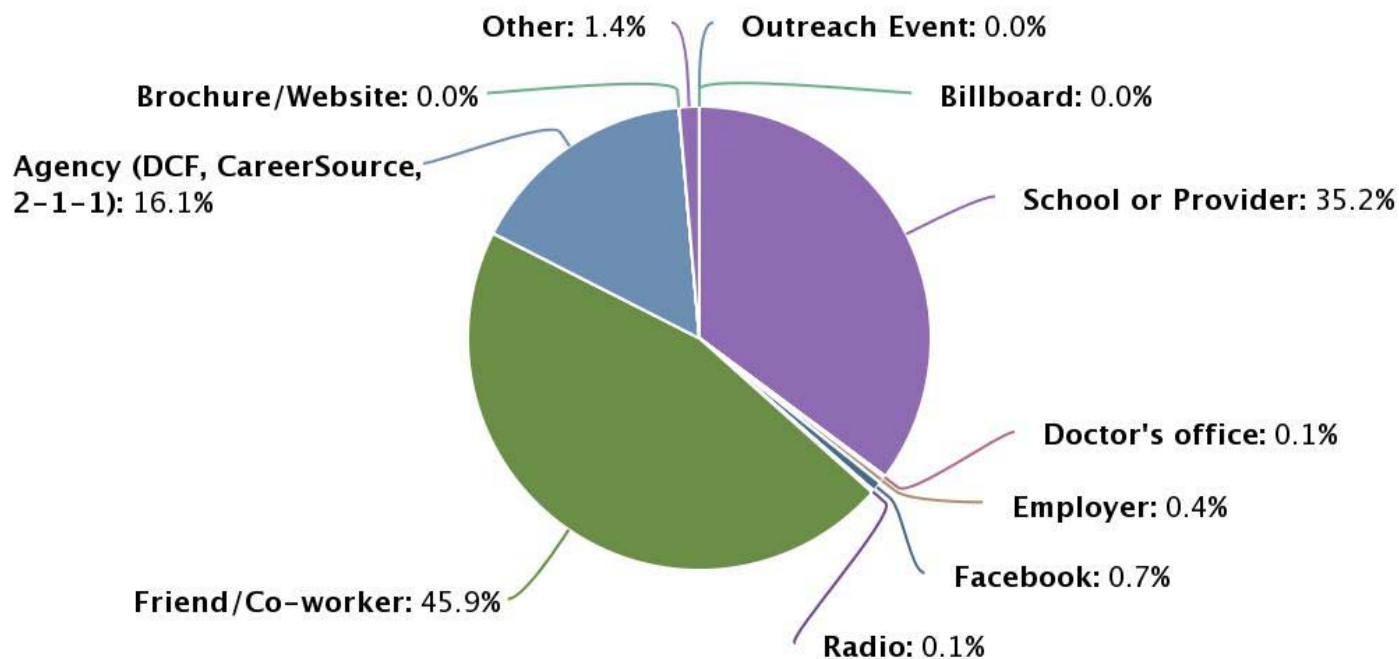
Priority Initiatives	Opportunity	Outcome Measures	Linked Measures
			<ul style="list-style-type: none"> <li>● P.I.4.F.2. % of partners receiving the SNR who are implementing enhanced services (Monroe) Inclusion</li> </ul>
<ul style="list-style-type: none"> <li>■ P.I.5. Enhance Services for Infants and Toddlers</li> </ul>	<ul style="list-style-type: none"> <li>● Enhance services for infants and toddlers.</li> </ul>	<ul style="list-style-type: none"> <li>● P.I.5. To be determined after needs assessment is conducted and action plan is formulated and approved by Program Committee. Internal: completed; Community: in progress</li> </ul>	
<ul style="list-style-type: none"> <li>■ P.I.6. Support Early Care and Education Partners</li> </ul>	<ul style="list-style-type: none"> <li>● Early learning programs have historically faced workforce challenges. To deliver high-quality early education services, programs must be able to recruit and retain highly qualified and committed staff and provide ongoing professional development.</li> </ul>	<ul style="list-style-type: none"> <li>● P.I.6.A. Increased # of participants registering for training courses.</li> <li>● P.I.6.B. Increased % of participants completing training courses.</li> <li>● P.I.6.C. 85% participant satisfaction with courses (IACET Standard).</li> <li>● P.I.6.D. Board approved reimbursement rate remains above state average. Resolved</li> </ul>	<ul style="list-style-type: none"> <li>↓ P.I.6.A.&amp;B.1. % of Participants Registering and Completing Training Courses in Miami-Dade Professional Development Institute</li> <li>● P.I.6.C. Participants Satisfaction Rate Professional Development Institute</li> <li>↑ P.I.6.A.&amp;B.2. % of Participants Registering and Completing Training Courses in Monroe Professional Development Institute</li> </ul>
<ul style="list-style-type: none"> <li>■ P.I.7. Parent Engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Promote parent engagement as essential for a child's development because parents serve as a child's first teacher.</li> </ul>	<ul style="list-style-type: none"> <li>● P.I.7.A. 85% participant satisfaction with parent engagement activities.</li> <li>● P.I.7.B. 85% participants gain knowledge/insight.</li> </ul>	<ul style="list-style-type: none"> <li>↑ P.I.7.A. % of Participant Satisfaction with Parent Engagement Activities</li> <li>↑ P.I.7.B. % of Participants Gaining Knowledge/Insight in Parent Engagement Activities</li> </ul>

# Example #1

- Priority Initiative #3: Increase Awareness in Early Learning Coalition Programs
  - Outcome Measure:
    - Families confirm via survey which outreach effort led them to apply for services.
  - Linked Measures:
    - P.I.3.B.1. Outreach Efforts Family Survey Results (Miami Dade)
    - P.I.3.B.2. Outreach Efforts Family Survey Results (Monroe)
- Survey results are obtained from all new families receiving School Readiness funding. Responses will be used to assess ongoing and future outreach efforts.

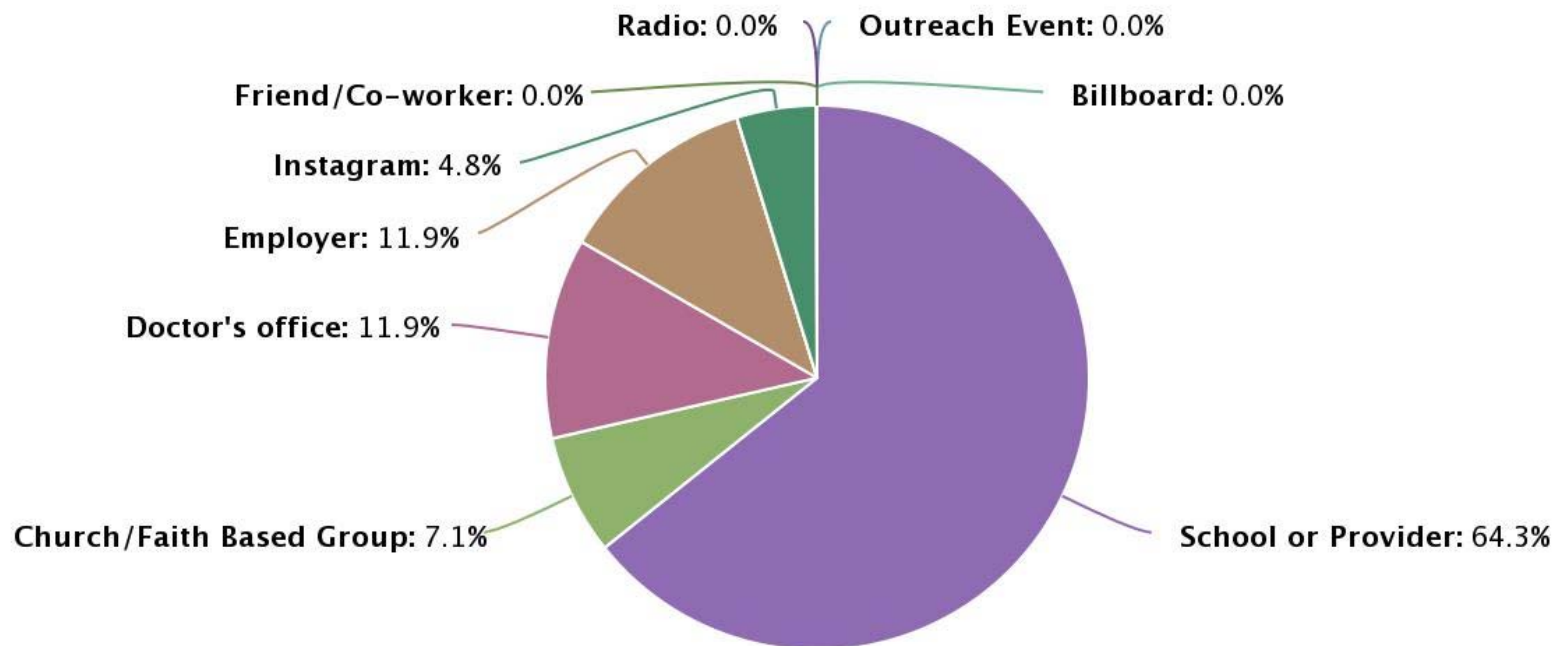
# P.I.3.B.1. Outreach Efforts Family Survey Results (Miami Dade)

Outreach Efforts Family Survey Results (Miami Dade)



# P.I.3.B.2. Outreach Efforts Family Survey Results (Monroe)

Outreach Efforts Family Survey Results (Monroe)

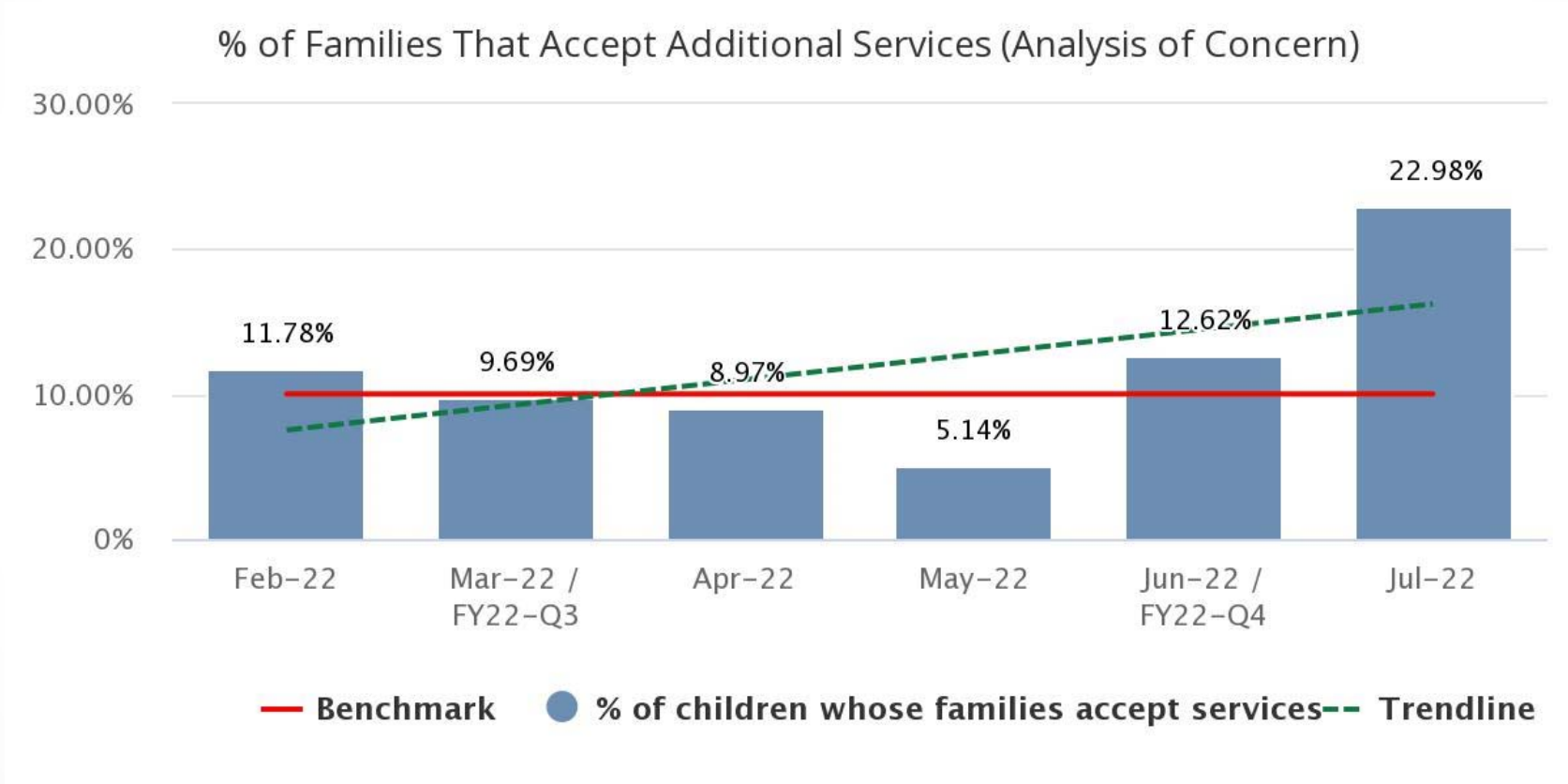




## Example #2

- Priority Initiative #4: Provide Enhanced Resources to Children with Special Needs
  - Outcome Measure:
    - A 5% increase in the number of families that accept additional services.
  - Linked Measures:
    - P.I.4.C.1. % of Children whose families accept additional services (analysis of concern)(Miami Dade)
    - P.I.4.C.2. % of Children whose families accept additional services (analysis of concern)((Monroe)
- Efforts are ongoing with contractor, Citrus Health Network.

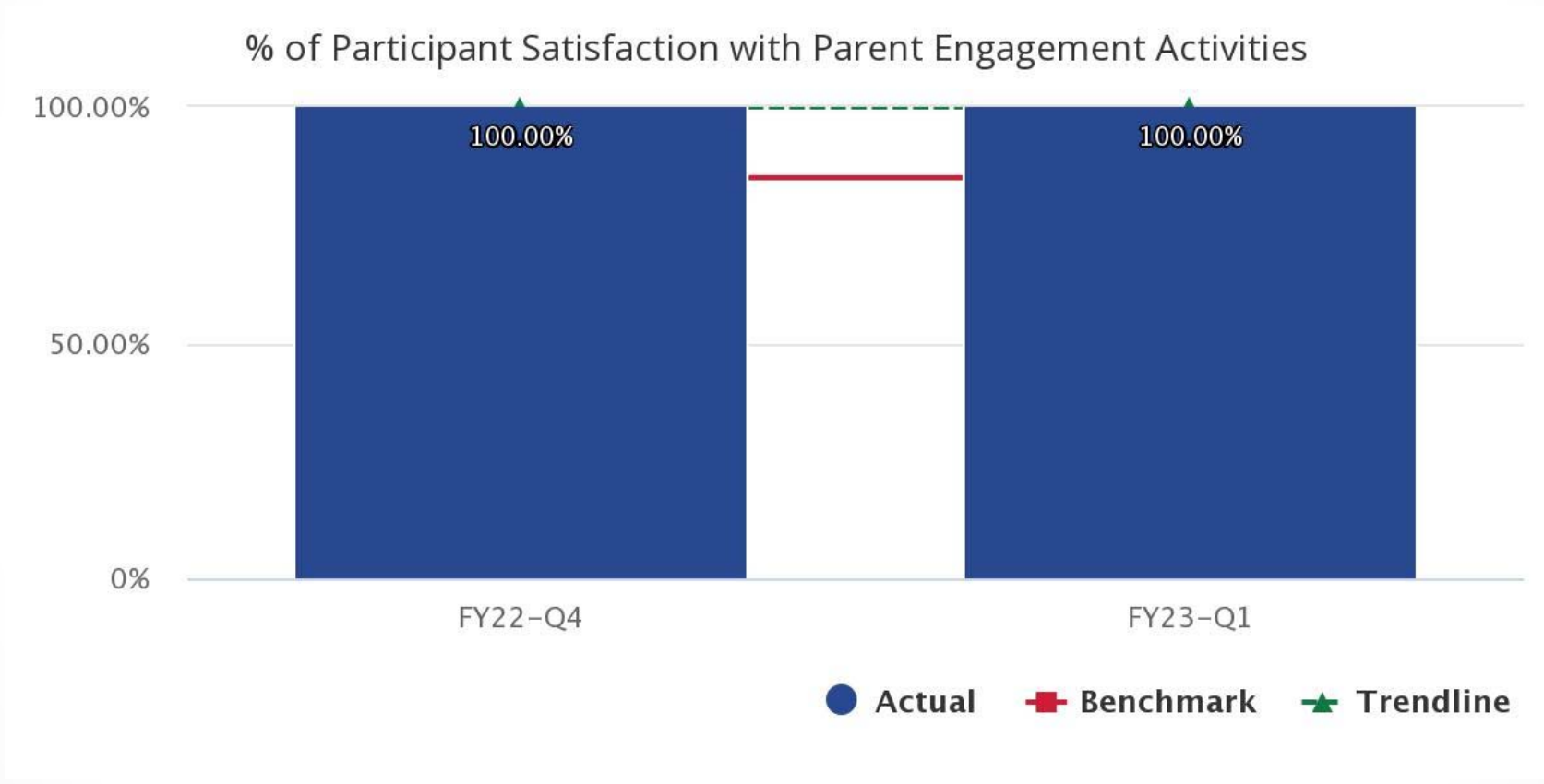
# P.I.4.C.1. % of Children Whose Families Accept Additional Services



# Example #3

- Priority Initiative #7: Parent Engagement
  - Outcome Measures:
    - 85% participant satisfaction with parent engagement activities.
    - 85% participants gain knowledge/insight.
  - Linked Measures:
    - P.I.7.A. % of Participant Satisfaction with Parent Engagement Activities
    - P.I.7.B. % of Participant Satisfaction Gaining Knowledge/Insight in Parent Engagement Activities
- Multiple departments created a parent engagement survey to be used after all ELCMDM parent engagement activities. Survey results assess whether the parent was satisfied with the activity and whether they gained any knowledge or insight.

# P.I.7.A. % of Participant Satisfaction with Parent Engagement Activities



# P.I.7.B. % of Participants Gaining Knowledge/Insight in Parent Engagement Activities

