



**Strategic Planning Committee
February 3, 2022; 8:30 am
Meeting ID: 967 9400 5153
Passcode: 665639**

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|------|---|---------------------------|
| I. | Welcome & Introductions | Loreen Chant |
| II. | Approval of October 29, 2021 Minutes | Loreen Chant |
| III. | ELC Strategic Plan | Carol Wick/ Evelio Torres |
| | A. Revised Initiatives | |
| | • Target High Need Areas | |
| | • Increase Enrollment and Awareness of School Readiness and Voluntary Pre-Kindergarten Programs | |
| | • Provide Enhanced Resources to Children with Special Needs | |
| | • Board Engagement | |
| | • Improve Services to Infants and Toddlers | |
| | • Support Early Care and Education Partners | |
| IV. | Public Comments | Loreen Chant |
| V. | 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

October 29, 2021, 9:00 am

Zoom Meeting ID: 965 8022 8289

Passcode: 254622

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

Staff Attendees: Evelio Torres; Angelo Parrino; Mercy Castiglione; Michelle Meilan; Belkis Torres; Pam Hollinsworth; Laurie Dunn; Johnnetta Nuby-Powell; Paloma Lopez-Barcena; Alex Sanchez; Lisney Badillo; Fred Hicks

General Attendees: Carol Wick

I. Welcome & Introductions

Loreen Chant

- L. Chant called the meeting to order and welcomed everyone.
- C. Pollard called roll and quorum was established with five (5) voting members.

II. Approval of October 7, 2021 Minutes

Loreen Chant

- A. Motion to Approve October 7, 2021 minutes made by S. Bisceglia
- B. Seconded by S. Scuderi

III. ELC Strategic Plan

Carol Wick/ Loreen Chant

- C. Wick reviewed The Coalition's 2017-2022 strategic plan and there were continued discussions surrounding the proposed systems improvements; utilizing a team approach, including ensuring all recommendations have clearly defined goals, outcomes aligned with the organization's mission and vision and ways to measure success.
- E. Torres shared the need to define which initiatives are mission critical and non-critical.
- S. Bisceglia stated that it is important to formalize the relationship with the College of the Florida Keys to support early childhood programs and initiatives.
- It was also shared that child care partners input is needed to define goals for professional development and to provide them with resources to help build a resilient infrastructure. E. Torres requested a survey be given at the next Provider Services Committee meeting to garner feedback on what partners need.
- Discussion continued on how to help parents understand the importance of involvement in their children's education and advocacy measures.

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IV. Monroe County Needs Assessment

- The results of the Monroe County Needs Assessment were included in the meeting packet and it was stated that the findings will be shared at the Annual Board Meeting.

V. Public Comments

Loreen Chant

- M. Castiglione shared information about annual program audits. Discussion included making the successful completion of all audits a strategic priority.

VI. Meeting Adjourn

Loreen Chant

DRAFT



Strategic Plan

Early Learning Coalition of Miami-Dade/ Monroe
Strategic Initiatives 2022



Strategic Plan 2022 - 2027



Mission and Vision

Mission

To promote high-quality inclusive school readiness, voluntary pre-kindergarten and after school programs, thus increasing all children's chances of achieving future educational success and becoming productive members of society. The Coalition seeks to further the physical, social, emotional and intellectual development of Miami-Dade and Monroe County children with a priority toward the ages birth through age 5.

Vision

Children First

To ensure a comprehensive and integrated early learning system for all families and their children, birth to 5 years, ensuring high-quality programs throughout Miami-Dade and Monroe Counties, so children enter school ready to learn and succeed in life.

Early Education. Lifelong Success.

CURRENT STRATEGIC PLAN





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

2017-2022

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.

PRIORITY INITIATIVES

NEEDIEST CHILDREN

Improve outcomes for children in our neediest communities, including children with developmental and other delays and disabilities, by improving the quality of early learning programs

Target neediest areas

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

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

Parental Choice

Develop innovative strategies to help parents choose child care programs that ensure better outcomes for their children

Community Outreach

Achieve increased enrollment of the Early Learning Coalition programs and awareness of the importance of early learning throughout both counties.

CAPACITY BUILDING

Strengthen Board and Staff capacity to carry out strategic goals

Advocacy

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

Early Child Care Education Systems Building

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

FUNDING

Increase public and private funding and reallocate funds to strategic goals

Public

Secure adequate resources to ensure high quality delivery to each child we serve

Monroe County

Establish a Permanent Funding Model for Social Services

FIVE YEAR STRATEGIC GOALS

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

Change state policy to allow ELCs to contract only with childcare programs that meet state-wide quality bench marks

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

PROPOSED STRATEGIC PLAN 2022 - 2027

- **Target High Need Areas**
- **Increase Awareness and Enrollment In ELC Programs**
- **Provide Enhanced Resources to Children With Special Needs**
- **Enhance Services for Youngest Children, Infants and Toddlers**
- **Support Early Care and Education Partners**
- **Parent Engagement**

Target High Need Areas

Assignment: Legislative Committee

Opportunity

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

Action Item

- Engage members of the legislature and other partners to advocate for a change in state policy.

Outcomes

- State policy is changed to address inequity in reimbursement rates.

Outcome Measure

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

Increase Awareness and Enrollment in Early Learning Coalition Programs

Assignment: Legislative 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.

Action Item

- Partner with legislators and stakeholders to advocate for increased income thresholds.

Outcomes

- State policy is changed to increase income thresholds.
- More families qualify for the School Readiness program.
- Enrollment increases.

Outcome Measure

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

Increase Awareness and Enrollment in Early Learning Coalition Programs

Assignment: 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.

Action Item

- Increase awareness by collaborating with community organizations, local businesses, chambers of commerce, professional associations, workforce development organizations and other stakeholders to share program information.
- Develop outreach campaign to reach families online.

Outcomes

- Increased rate of inquiry.
- Increased rate of applications.

Outcome Measure

- 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.
- Increased level of services for children with special needs.

Provide Enhanced Resources to Children with Special Needs

Assignment: 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.

Action Item

- Engage parents through seminars and trainings to help them better understand developmental milestones, the screening process and available services.

Outcomes

- 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.
- Families accept additional services.

Outcome Measure

- Communication attempts.
- Pre and post questionnaire results.
- Families enrolled in services.

Provide Enhanced Resources to Children with Special Needs

Assignment: Program Committee

Opportunity

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

Action Item

- Encourage all providers serving children with special needs to apply for the BPIECE program.
- Provide partners with technical assistance in the submission and completion of the special needs rate application.

Outcomes

- More than 10% of partners participate in and complete the BPIECE program.
- More than 10% of partners are accessing the special needs rate.
- Monitoring and survey reports reflect the enhanced services that resulted from the special needs rate.

Outcome Measure

- # of providers who complete the BPIECE program.
- # of providers who receive the special needs rate.
- # of enhanced services that resulted from special needs rate.

Youngest Children

Assignment: Program Committee

Opportunity

- Enhance services for infants and toddlers.

Action Item

- Conduct an organizational self-assessment to identify agency wide supports in each of the six (6) service areas established by Early Head Start.
- Conduct an internal review of program specific data, training opportunities and credentials

Outcomes

- Organizational strengths and needs are clearly identified
- Specific goals to support infant/toddler support services will be established for providers and ELC team members
- A plan update that includes progress on goals will be shared bi-annually.

Outcome Measures

- Board approves organizational needs assessment, resulting action plan, and bi-annual reports.

Support Early Care and Education Partners

Assignment: Provider Services Committee

Opportunity

- Early learning programs face workforce challenges due to the global pandemic. 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.

Action Item

- Survey providers to determine their greatest professional development needs.
- Provide a wide array of required and optional professional development opportunities and supports.
- Maintain School Readiness Reimbursement Rates at or above state average for all care levels.
- Measure level of satisfaction with courses.

Outcomes

- The number of participants completing training courses through the ELC's Professional Development Institute increases.
- Reimbursement rates are at or above state average.
- There will be a high level of satisfaction with training courses.

Outcome Measures

- Number of participants registering for training courses.
- Number of participants completing training courses.
- Degree of satisfaction with courses.
- Reimbursement remain above state average.

Parent Engagement

Committee Assignment: Program Committee

Opportunity

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

Action Item

- Engage parents through community outreach, ELC service center activities and social media.
- Provide parents with practical tools they can use daily focused on early literacy, developmental milestones, developmental screening tools, and social emotional development.

Outcomes

- Number of parent engagement activities.
- ,After baseline is established, Pre and post questionnaires reflect increased insight by parents.
- Survey results reflect high level of customer satisfaction.

Outcome Measures

- # of parent engagement activities
- High level of customer satisfaction
- Participants gain knowledge/insight.