Strategic Plan Updates
Evelio Torres, President and CEO

September 12, 2023
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Strategic Plan
Children First

Parents / Families

Providers

Partners
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.
## 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 of 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**
- An increase in School Readiness 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**
- 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.

## Family Engagement

### Program Committee

**Opportunity**

Promote family engagement as essential for a child’s development because parents serve as a child’s first teacher.

**Outcome Measures**
- An increase in Early Learning Coalition sponsored family engagement activities.
- An increase in Early Education Partner sponsored family engagement activities.

*requires State policy change
Strategic Plan Updates
Pl.2. Increase Enrollment in Early Learning Coalition Programs
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.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard, EFS MOD
VPK Enrollment - Monroe

Voluntary Pre-Kindergarten Enrollments (Monroe)

<table>
<thead>
<tr>
<th>Month</th>
<th>VPK Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug-22</td>
<td>431</td>
</tr>
<tr>
<td>Sep-22 / FY23-Q1</td>
<td>445</td>
</tr>
<tr>
<td>Oct-22</td>
<td>449</td>
</tr>
<tr>
<td>Nov-22</td>
<td>455</td>
</tr>
<tr>
<td>Dec-22 / FY23-Q2</td>
<td>458</td>
</tr>
<tr>
<td>Jan-23</td>
<td>464</td>
</tr>
<tr>
<td>Feb-23</td>
<td>463</td>
</tr>
<tr>
<td>Mar-23 / FY23-Q3</td>
<td>461</td>
</tr>
<tr>
<td>Apr-23</td>
<td>453</td>
</tr>
<tr>
<td>May-23</td>
<td>6</td>
</tr>
<tr>
<td>Jun-23 / FY23-Q4</td>
<td>12</td>
</tr>
<tr>
<td>Jul-23</td>
<td>5</td>
</tr>
<tr>
<td>Aug-23</td>
<td>424</td>
</tr>
</tbody>
</table>

Source: ClearPoint Strategy, Early Learning Coalition Scorecard, EFS MOD
Percent Kindergarten Ready Students Statewide – Fall 2022

Percentage of Students Scoring 690+ on FAST* Star Early Literacy Assessment

- Miami Dade:
  - 49% All Kindergarten Students Statewide
  - 46% Percent of all Kindergarten Students Scoring 690+ on FAST

- Monroe:
  - 62% VPK Completers
  - 52% Percent of VPK Completers Scoring 690+ on FAST

%  10%  20%  30%  40%  50%  60%  70%

Miami Dade/ Monroe

- Monroe: 63%
- Miami Dade: 56%

Florida Assessment of Student Thinking (FAST) Star Early Literacy
School Readiness Enrollment – Miami-Dade

SR Enrollments (Monthly)

School Readiness Enrollments (Miami Dade)

Source: ClearPoint Strategy, Early Learning Coalition Scorecard, EFS MOD
School Readiness Enrollment - Monroe

Source: ClearPoint Strategy, Early Learning Coalition Scorecard, EFS MOD
## Household Survival Budget, Monroe County, 2021

<table>
<thead>
<tr>
<th>Monthly Costs and Credits</th>
<th>2 ADULTS, 1 INFANT, 1 PRESCHOOLER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing – Rent</td>
<td>$1,452</td>
</tr>
<tr>
<td>Housing – Utilities</td>
<td>$292</td>
</tr>
<tr>
<td>Child Care</td>
<td>$1,250</td>
</tr>
<tr>
<td>Food</td>
<td>$1,638</td>
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<tr>
<td>Transportation</td>
<td>$836</td>
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<tr>
<td>Health Care</td>
<td>$854</td>
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<tr>
<td>Technology</td>
<td>$110</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$643</td>
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<tr>
<td>Tax Payments</td>
<td>$1,110</td>
</tr>
<tr>
<td>Tax Credits</td>
<td>-$1,225</td>
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<tr>
<td>Monthly Total</td>
<td>$6,960</td>
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<tr>
<td><strong>ANNUAL TOTAL</strong></td>
<td><strong>$83,520</strong></td>
</tr>
<tr>
<td><strong>Hourly Wage</strong>*</td>
<td><strong>$41.76</strong></td>
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## Qualifying for School Readiness

### 2023 Federal Poverty Guidelines (up to 150% FPL)

<table>
<thead>
<tr>
<th>Household Size</th>
<th>Maximum Annual Gross Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>29,580</td>
</tr>
<tr>
<td>3</td>
<td>37,290</td>
</tr>
<tr>
<td>4</td>
<td>45,000</td>
</tr>
<tr>
<td>5</td>
<td>52,710</td>
</tr>
<tr>
<td>6</td>
<td>60,420</td>
</tr>
</tbody>
</table>

*Wage working full-time required to support this budget

For ALICE Survival Budget sources, visit [AlfedoALICE.org/Methodology](http://AlfedoALICE.org/Methodology)
PI.3. Increase Awareness of Early Learning Coalition Programs
INCREASE AWARENESS OF 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
- Families confirm via survey that outreach efforts led them to apply for services.

“Other” may include: Google search, internet search or returning parent

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
Getting the Attention Media (Monroe)

Content uploaded on the Early Learning Coalition Instagram and YouTube Channel on a weekly basis

Documenting the Monroe Conference on Saturday, September 24th via photos and videos

Working with Early Head Start to schedule informational videos at 28 sites throughout Miami-Dade County. They will be uploaded to ELC social media platforms.

Continuation of videos at child care sites in Monroe County. Interviews with Directors and coverage of what each site has to offer families.

Creation of a video entitled “A Day in the Life of a Child Care Teacher”
Monroe Community Outreach Events

Events
- September 9, 2023 - Parent Education Network (Special Education in the Keys conference at the Pier House in Key West
- September 12, 2023 - Florida Keys Nonprofit Day at Marathon Community Theater
- September 14, 2023 - Key West City Commission Meeting
- September 19, 2023 - Marathon Chamber luncheon
- September 20, 2023 - Twelve at Twelve Key West Chamber Meeting
- September 28, 2023 - Key West Businesses Trade Show at the Casa Marina
- October 21, 2023 Trunk and Treat at Founder’s Park in Islamorada
- October 28, 2023 ---Marathon’s Fall Harvest
- October 29, 2023---Children’s Day in Bayview Park
- Nov 4, 2023---Joy on the Rock at Marathon Community Park
- November 18, 2023 - Light Up Key Largo
- December 1, 2023 - Holiday Village at Coffee Butler Amphitheater
- December 2023 - Flight to the North Pole at Key West airport
- Feb 24-25, 2024 - Nautical Festival Founders Park in Islamorada

Monthly Meetings
- Key West Chamber of Commerce
- Marathon Chamber of Commerce
- Islamorada Chamber of Commerce
- Key Largo Chamber of Commerce
- Upper Keys Resource Council
- Children’s Work Group
- Monroe Interagency Meeting
- Head Start Policy Council
- Healthy Start Board Meeting

Miscellaneous Events
- Sunrise and Sunset Rotary meetings as needed or requested
- City Commission meetings as needed or requested
- Parent nights at individual schools
Monroe Social Media

YouTube and Instagram
Outreach Efforts

Bus Shelters (Monroe County)
1 in Key Largo
1 in Hawks Cay
1 in Marathon
1 in Big Pine
2 in Key West
WE HELP YOU PAY FOR CHILD CARE.
SCHOOL READINESS • VPK • EARLY HEAD START
Apply at elcmdm.org
Sponsored by the Early Learning Coalition of Miami-Dade/Monroe and the State of Florida.
INCREASE AWARENESS OF 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
• Early Head Start enrollment increases to 750 children with a waitlist.

Early Head Start attained enrollment of 750 on December 15, 2022. The program ended the 2022-2023 school year fully enrolled and with 436 eligible children on the waitlist.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard and Child Plus
**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.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
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.

* January 2023 registration includes the Super CLASS® Saturday Training Event.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
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 completing training courses.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
Pl.6. Support Early Care and Education Partners
## Investments to Support Early Care and Education Partners

<table>
<thead>
<tr>
<th>Description</th>
<th>Miami-Dade</th>
<th>Monroe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Early Care and Education Partners Contracted with the Coalition</td>
<td>1,276</td>
<td>37</td>
</tr>
<tr>
<td>ARPA-Round 1</td>
<td>$69,795,560</td>
<td>$1,367,153</td>
</tr>
<tr>
<td>ARPA-Round 2</td>
<td>$131,912,388</td>
<td>$2,864,595</td>
</tr>
<tr>
<td>ARPA-Workforce</td>
<td>$9,220,420</td>
<td>$109,780</td>
</tr>
<tr>
<td>A$CEND Incentive</td>
<td>$4,482,486</td>
<td>$499,998</td>
</tr>
<tr>
<td>Teacher Retention Incentive</td>
<td>$4,005,928</td>
<td>$465,703</td>
</tr>
<tr>
<td><strong>Total Support:</strong></td>
<td><strong>$219,416,782</strong></td>
<td><strong>$5,307,229</strong></td>
</tr>
</tbody>
</table>
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 completing training courses.

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
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

• 85% participant satisfaction with courses (IACET Standard).

Source: ClearPoint Strategy, Early Learning Coalition Scorecard
Efforts to Increase Enrollment:

Engaging Legislators:
- The Coalition continues to meet with key legislators at the local level (city/county commissioners) and the state level (Representatives and Senators).
- The Coalition periodically invites legislators to visit early learning programs to hear from their constituents about the challenges they face due to inconsistent enrollment as a result of the low eligibility threshold.

Partnerships with local chambers of commerce:
- In an effort to encourage local chambers to adopt and support the Coalition’s priorities, the Coalition participates in Government Affairs Committee meetings for several chambers, such as the Greater Miami Chamber, Coral Gables Chamber, Greater Key West Chamber, South Florida Hispanic Chamber, among others.
- Fly-ins with local chambers provide an opportunity to meet with key legislators at the state/federal levels with a strong backing from the business community.

Collaborating with Community Partners:
- The Coalition’s advocacy efforts include partnering with:
  - The Children’s Trust
  - The Association of Early Learning Coalitions
  - The Children’s Movement of Florida
  - CareerSource South Florida
  - United Way Miami
  - The Children’s Forum
- The Coalition is also a member of several advocacy initiatives, including:
  - Miami-Dade Fiscal Cliff Collaborative (led by The Children’s Trust)
  - Mayor Daniella Levine Cava’s Blue Ribbon Children’s Commission
  - Early Childhood Policy WORKS Advocacy Fellowship
Early Learning Coalition of Miami-Dade/Monroe
2024 Advocacy Priorities

High-quality early care and education that focuses on children's social, emotional, cognitive, and physical development provides the foundation that children need to enter school ready to learn. The School Readiness program provides a stability to help low-income working families pay for the expenses of childcare. Florida would be well-served by providing access to affordable childcare and aftercare for school-aged children so low-income working families can continue to enter and remain in the workforce. A solid investment in Florida's families and children while they learn.

Childcare access and affordability is the #1 barrier for parents returning to the workforce.

Priorities

1. Amend the School Readiness program eligibility criteria for low-income working families to align with Florida's growing economy by adopting an eligibility threshold based on 300% of the Federal Poverty Level (FPL) to align with Florida's 2024-25 budget.

Consider this:

With the current threshold (150% FPL), a family of four would lose the School Readiness program if their income rose over $50,000.

If Florida were to adopt the 300% FPL threshold (also align with Florida's 2024-25 budget), a family of four would be able to earn up to $75,000 and remain in the School Readiness Program.

How Does Florida Compare?

- 10 states have aligned their eligibility threshold with the State Median Income (SMI).
- 21 states and Washington D.C. currently have an eligibility threshold that is higher than 150% of the Federal Poverty Level.
- Florida is currently one of ten states with the lowest initial income eligibility threshold (150% FPL).

- Maintain existing funding for the School Readiness program and ensure that the funding methodology considers community needs. Inconsistent funding creates budgeting challenges for the early learning coalition and its early learning partners as they plan for future growth and investments in quality, as well as the fluctuation of the number of children enrolled. If existing funding is not sustained, it will result in the disenrollment of children of low-income working families.

It is imperative that the School Readiness funding methodology considers:

- Current enrollment, which ensures that children in the program receive high-quality service;
- School-age children (our current methodology only tracks children ages 4-5) into Head Start, school-age children make up a large portion of the children we serve;
- The unique needs of early learning programs in Miami-Dade and Monroe counties, such as high operational costs and dynamic population shifts.

Questions regarding these advocacy priorities should be directed to:
Fredro East, President and CEO, Early Learning Coalition of Miami-Dade/Monroe
feast@ylmcmd.org

Supporting Today’s Workforce

The early learning and school age care industry is essential to Florida’s growing economy. The School Readiness program provides partial scholarships to working families in need of child care for young children, ages birth to 12 years old. Access to high-quality, affordable care and education helps to build a vibrant workforce for today and prepare the next generation of leaders. The academic success of Florida’s students depends on a strong foundation in the early years.

43,557
Children Served
School Readiness, Voluntary Prekindergarten and Early Head Start

5,672
Parents in the Workforce

1,363
Early Care and Education Small Businesses Supported

A Benefit to Employers and Employees

SCHOOL READINESS PROGRAM
Provides financial assistance to low-income working families. Families remain self-sufficient while their children learn and become successful in school and in life.

Voluntary Prekindergarten (VPK)
Florida was one of the first states in the country to offer free preschool for all 4-year-olds regardless of family income. VPK prepares early learners for success in kindergarten and beyond.

Affordable high-quality early education is essential for Florida’s growing economy and workforce.
Employee Benefits

- Children Learn and Are Better Prepared to Succeed
- Employees – Lower Absenteeism / Less Turnover
- School Districts – K Ready/Improved Reading Scores
- Florida – Better Prepared Talent Supply
- Parents Work
- Economy – Economy Fuel
- Tax Payers – Return on Investment
Opportunities to Collaborate

- Sharing information with employees about the availability of the programs.
- Supporting good public policies for our state’s youngest learners on legislative priorities.
- Partner to encourage early learning programs to join a chamber.
- Private sector board member recruitment.