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.

<table>
<thead>
<tr>
<th>Section</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Welcome &amp; Introductions</td>
<td>Mara Zapata</td>
</tr>
<tr>
<td>II. Presentation</td>
<td>Abby Thorman</td>
</tr>
<tr>
<td>III. Public Comments</td>
<td>Mara Zapata</td>
</tr>
<tr>
<td>IV. Meeting Adjourn</td>
<td>Mara Zapata</td>
</tr>
</tbody>
</table>
Board Attendees: Mara Zapata (Chair), Gilda Ferradaz, Shaleen Fagundo

Staff Attendees: Evelio Torres, Angelo Parrino, Lisa Sanabria, Jackye Russell, Pamela Hollingsworth, Mercy Castiglione, Milton Silvera

I. Welcome and Introductions
   M. Zapata called the meeting to order and welcomed everyone.

II. Approval of Minutes
   Motion to approve minutes by G. Ferradaz.
   Motion seconded by S. Fagundo.
   Motion was unanimously passed.

III. Breakout groups
   A. Thorman stated that after the focus groups and surveys the following would be the subjects discussed in the breakout group:
      - Neediest Children/Quality
      - Provider Relationships and Compliance
      - Visibility
      - Funding
   - The committee members agreed and brainstormed on specific questions to be addressed.

IV. Public Comments
   Mara Zapata

V. Adjourn
   Mara Zapata
Notes taken by board members during breakout groups

Visibility

- Branding
  - Child development
  - Informing general community on what the ELC does
  - Social Media
- Start earlier (effects of)
  - Drug use
  - Reading
  - Language development
- Tap into other funding sources to meet the needs of families
- Have elected officials on the board
- Send message so the community understands the reality of ignoring early childhood
- Rewards for investing in children/community
- Look at messages of other sources that are focused on early education
- Sign on other community groups to support our message

Neediest Children

- Incentivize parents to select quality programs
  - Link with medical/legal/housing
  - Advocacy i.e. university, military
  - Pre-pay college contributions
  - Change social view (Your family is worth the investment)
  - Pay a percentage of families co-pay
  - Link with other partners i.e. ACCESS, Pediatricians, churches
  - Reduction of contracts with low quality childcare centers
  - Create time limits to meet those standards (2 yrs. And receive reward on target mastered)
  - Identify areas in need of quality providers
  - Define quality, standards effective 2017 for new contracts and 2018 for current providers
  - Outcome
    - Quality-Agree on next level standards
    - Assessment Tool for parents & providers
    - Meet with providers to identify their plan

Provider Relationships

- The provider review committee should continue to treat each termination or corrective action plan on a case by case basis
- Contract should include
  - Certificate of Need
  - Criteria for new applications
○ Criteria for renewal

Funding

- Need full support from the board
- Have 2 ELC board members serving on the Foundations board (volunteers)
- Fundraising-Networking, expand donor list
- Presentation to the BOD so they have the tools to further educate others about the foundation
- Foundation Portal
- Develop a list of foundation support for scholarships
- Is the financial target long term? Must discuss sustainability
CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2015-2016

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 before birth through age 5.

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 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, 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 education throughout Miami-Dade and Monroe counties and are set apart by their 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 SERVICE - 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, and include children with developmental and other delays and disabilities.

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.

INCREASE THE NUMBER OF CHILDREN
Recruiting services who have physical, developmental, sensory, and social-emotional delays and disabilities.

REDUCE THE NUMBER OF CHILDREN
Recruiting subsidies to permit higher quality services to those enrolled.

PARENT/FAMILY SELF-SUFFICIENCY
Identify methods of encouraging self-sufficiency.

YOUNGEST CHILDREN
Offer a continuum of care from before birth to age 3, focusing on the youngest.

TARGET AGES
Rural/Urban
Set targets for after-school care for children over 5 and 6 years of age.

AGE-BASED RATES
Adjust reimbursement rates to offer incentives to serve the youngest children.

PARENT ACCOUNTABILITY
Rural/Urban
Offer incentives for parents to become more accountable.

EDUCATE ALL
Educate all families and children about the benefits of early learning.

PARENTAL CHOICE
Educate parents to choose child care centers that ensure better outcomes for their children.

PROVIDERS
Improve ELC’s relationship with providers and provider performance.

CHILD CARE PROGRAM STANDARDS
Establish standards for child care providers and enforce them.

PROVIDER REIMBURSEMENT RATES
Determine optimum rates to attract higher quality providers.

TEACHER EDUCATION
Increase the number of teachers with child care credentials.

FINANCIAL PROVIDERS
Drop low-performing providers.

TECHNICAL BUSINESS ASSISTANCE
Offer business assistance to providers in distressed areas.

EDUCATE PROVIDERS
About responsibilities to include children with disabilities, and provide them with the training and resources to do so.

QUALITY COUNTS
Enroll all centers wanting to participate in the ELC program.

CAPACITY BUILDING - RECOMMENDATION
Strengthen board and staff capacity to carry out strategic goals.

ADVOCACY
Engage aggressively & systematically in advocacy to drive better outcomes for children and promote community awareness of the ELC.

EARLY CHILD CARE EDUCATION SYSTEMS BUILDING - RECOMMENDATION
Establish regular meetings with partners.

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 Children’s Services Council with dedicated funding.

Good Progress
Some Progress
No Progress
Requires Policy Change

9
9
1
1
CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe
2015-20168

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 and as a priority toward the ages before birth through age 5.

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, and the communities 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 their 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

NEEDED 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 provided.

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

INCREASE THE NUMBER OF CHILDREN
Reaching services to families with physical, developmental, sensory, or social-emotional delays and disabilities.

REDUCE THE NUMBER OF CHILDREN
Offering services to those enrolled.

PARENT/FAMILY SELF-SUFFICIENCY
Identifying methods of encouraging self-sufficiency.

YOUNGEST CHILDREN
Offer a continuum of care from before birth to age 5, focusing on the youngest with a particular focus on infants and toddlers.

TARGET AREAS:
- Maternal and Child Health
- Maternal and Child Health
- Maternal and Child Health
- Maternal and Child Health
- Maternal and Child Health

AGE-RELATED RATES
Adjust reimbursement rates to offer incentives to serve the youngest children.

PARENT ACCOUNTABILITY
Offer incentives and support to parents to become more accountable.

EDUCATE ALL
Educate all families and the community at large about the benefits of quality early learning.

PARENTAL CHOICE
Educate and develop innovative strategies to help parents choose child care centers that ensure better outcomes for their children.

VISIBILITY
Achieve increased visibility of the importance of early learning throughout the community by creating child care resources and providing information.

PROVIDERS
Improve ELC relationship with providers and support providers meeting high-quality performance requirements.

CHILD CARE PROGRAM STANDARDS
Establish standards for child care providers and ensure they consistently provide children with quality early learning experiences.

PROVIDER REIMBURSEMENT RATES
Determine optimum rates to attract higher-quality providers.

TEACHER EDUCATION
Increase the number of teachers with child care endorsements.

FEWER PROVIDERS
Drop low-performing providers.

TECHNICAL BUSINESS ASSISTANCE
Offer business assistance to providers in dislocated areas.

EDUCATE PROVIDERS
Provide program directors/teachers with training and resources to provide high-quality care.

MONROE COUNTY
Establish a Children’s Services Council with dedicated funding.

Good Progress
Some Progress
No Progress
Requires Policy Change