



Strategic Planning Retreat

NOVEMBER 7, 2016

Process



- Surveys
 - Providers:
 - Parents:
 - Board Members:
- Focus Groups
 - Providers:
 - Parents:

Feedback From Planning Process

Extremely positive feedback from parents and providers

- Very positive experiences with customer service
- Very positive feedback on initiatives, supports

Small tweaks suggested related to communication, particularly around redetermination



Take Aways

Pat yourselves on the back: you have done a tremendous job strengthening operations to meet the needs of parents, providers

The pesky issues that often frustrate customers and can compromise reputation have been a real focus and are no longer an issue

You have the foundation now to really focus on the center of your circle



Opportunity for Your Next Strategic Plan

Focus on the center of the circle:

How can the coalition ensure children who receive school readiness funds are in higher quality programs?

- Restricting access on contracts?
- Requiring higher standards for contracted programs?
- Strengthening enforcement of contracts?
- Investing in improving quality of programs?

Process

Four work groups

- Neediest Children/Quality
- Provider Relationships and Compliance
- Visibility
- Funding

Spend 45 minutes answering questions in small groups

Report out to full group



Guiding Questions

NEEDIEST CHILDREN/QUALITY

BACKGROUND

The research is clear that quality early learning programs can transform the outcomes of high need children. Yet most programs, particularly those serving low income children, are not of the quality required have this impact. From successful work in other states and communities both SUPPLY and DEMAND side solutions. Strategies to improve the SUPPLY of early childhood programs include: coaching, grants for materials, scholarships for teachers to earn credentials, degrees or targeted professional development) and/or contracting only with programs that meet standards above licensing. DEMAND side solutions provide families with incrementally increasing financial incentives (higher payment rates, tax incentives) to help cover the cost of higher quality programs, which also provides higher quality early learning programs with sufficient revenue to sustain high quality services.

NEEDIEST CHILDREN/QUALITY

Goal: Ensure the neediest children are in high quality programs.

QUESTIONS FOR THE GROUP

- How do we incentivize parents to select higher quality programs for their children?
- How can the coalition reduce the number of contracts with lower quality programs?
- Are there other organizations or partners who can help educate parents about quality programs? What partnerships might be fruitful?
- If the coalition increases standards to ensure the children served are in higher quality programs, there may be some providers that go out of business. Is this a path the board is willing to pursue?
- What more can be done to influence public policy?
- What outcomes would help the coalition ensure it is moving toward the goal?

PROVIDER RELATIONSHIPS AND COMPLIANCE

BACKGROUND

Providers are a central customer of the coalition and it is critical to the success of the coalition that provider relationships are positive. While most early learning businesses are committed to quality there are some that have violations or other challenges. The enforcement of contract requirements has been inconsistent and providers often receive different consequences for the same infraction.

PROVIDER RELATIONSHIPS AND COMPLIANCE

Goal: Nurture positive relationships with providers and consistently enforce contract requirements so providers implement quality programs.

QUESTIONS FOR THE GROUP

- How can the coalition set consistent policies so providers are clear about expectations?
- How can the coalition consistently, fairly and equitably implement policies and accountability across all providers?
- How can the coalition be more selective about which providers receive contracts?
- What standards should the coalition require for providers to receive contracts? What timeline/supports would enable providers to meet these standards?
- How can consistency in the provider review committee process and decisions be ensured?
- What outcomes would help the coalition ensure it is moving toward the goal?

VISIBILITY

BACKGROUND

The Early Learning Coalition does far-reaching and powerful work on behalf of young children in Miami-Dade and Monroe counties, yet it is not well known and other organizations are more widely viewed as the experts in early learning in the community. A public relations firm has been hired to elevate the messaging around the work of the coalition.

VISIBILITY

Goal: In three years the Early Learning Coalition strengthens its visibility as an early learning leader in Miami-Dade and Monroe counties.

QUESTIONS FOR THE GROUP

- How can the work of the coalition be elevated and amplified so it is better known among key stakeholders?
- How does the coalition get credit for the work it does with families and early learning providers?
- What can the coalition learn from organizations that have done a more successful job increasing their brand awareness?
- What outcomes would help the coalition ensure it is moving toward the goal?

FUNDING

BACKGROUND

The Early Learning Coalition has significantly increased funding through government grants in the last few years. A foundation is in place now to generate private funding. While this holds great promise there are real restrictions on how much time leadership can devote to raising private funding.

FUNDING

Goal: Increase private funds dedicated to Early Learning Coalition.

QUESTIONS FOR THE GROUP

- What do you see as your role in the development of the foundation?
- What do you see as your role in fundraising?
- What is your perception/viewpoint on the philanthropic landscape in Miami?
- How can the coalition's capacity be strengthened to do fundraising given restrictions on how staff spend time?
- What businesses or foundations might be interested in funding the work of the Early Learning Coalition?
- What annual fundraising target do you want to set for the next?