

# Strategic Planning Retreat CEO Update

December 2, 2013



# ELC Board Core Priorities





# CHILDREN FIRST: The Strategic Plan for the Early Learning coalition of Miami Dade/Monroe 2012-2013

## 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, 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 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.

**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.

OUR MISSION			OUR VISION		
To promote high-quality school readiness, voluntary prekindergarten 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.			CHILDREN FIRST To ensure a comprehensive and integrated system providing for all families and their children, beginning before birth to 5 years, the affordable opportunity to enter school ready to learn and succeed in life.		
NEEDIEST CHILDREN	YOUNGEST CHILDREN	EDUCATE ALL	PROVIDERS	INTERNAL CAPACITY	FUNDING
<i>Improve outcomes for the children most at risk</i>	<i>Offer a continuum of care from before birth to age 8, focusing on the youngest</i>	<i>Educate all families and children about the benefits of early learning</i>	<i>Improve ELC relationship with providers and provider performance</i>	Strengthen Board and Staff capacity to carry out strategic goals	<i>Increase public and private funding and reallocate funds to strategic goals</i>
<b>TARGET NEEDIEST AREAS</b> Identify centers in distressed zip codes & provide extra support for them  <b>REDUCE THE NUMBER OF CHILDREN</b> Receiving subsidies to permit higher quality services to those enrolled	<b>TARGET AGES</b> Set targets for after school care for children over 9 and 6-8 years of age  <b>AGE-BASED RATES</b> Adjust reimbursement rates to offer incentives to serve the youngest children  <b>ENRICHMENT CENTERS</b> Discontinue or cut back on centers that do not offer full educational programs	<b>PARENTAL CHOICE</b> Educate parents to choose child care centers that ensure better outcomes for their children	Establish standards for child care providers and enforce them  <b>PROVIDER REIMBURSEMENT RATES</b> Determine optimum rates & tie to performance standards  <b>TEACHER EDUCATION</b> Increase the number of teachers with child care credentials  <b>ACCREDITATION</b> Encourage or require accreditation for child care centers	<b>ADVOCACY</b> Engage aggressively & systematically in advocacy to drive better outcomes for children  <b>QUALITY COUNTS</b> Enroll more centers in the ELC program	<b>PUBLIC</b> Secure adequate re-sources to ensure high quality delivery to each child we serve  <b>PRIVATE</b> Raise significant private funds to fill gaps
<b>PARENT/FAMILY SELF-SUFFICIENCY</b> Identify methods of encouraging self-sufficiency  <b>LIMITS ON ENROLLMENT BY FAMILY</b> Set limitations on the years any family can receive a subsidy or on number of children  <b>TARGET PROVIDERS BY GEOGRAPHY</b> Focus on distressed areas	<b>PARENT ACCOUNTABILITY</b> Offer incentives for parents to become more accountable	<b>VISIBILITY</b> Achieve visibility throughout both counties	<b>FEWER PROVIDERS</b> Drop low-performing providers  <b>TECHNICAL BUSINESS ASSISTANCE</b> Offer business assistance to providers in distressed areas	<b>TECHNOLOGY</b> Expand systems for assessment, accountability, enrollment verification, and reimbursements  <b>COUNCIL OF PARTNERS</b> Establish regular meetings with partners	<b>MONROE COUNTY</b> Establish a Children's Services Council with dedicated funding

PRIORITY INITIATIVES

SECONDARY INITIATIVES

# Neediest Children/Areas

*Improve outcomes for the children most at risk*

- **Identify centers in distressed zip codes & provide extra support for them:** Quality Counts resources are now focused on high need areas.
- **Reduce the number of children served to increase investments in quality improvement:** Programs streamlined to achieve efficiencies. Dollars added to direct services. Quality dollars have not been increased.
- **Encourage Parent/Family Self-Sufficiency:** Remains a work in progress. Coordination with other organizations including DCF and South Florida Workforce. Parent accountability continues to increase. Parent Leadership Advocacy Training. Advocacy Institute. Radio Program. Reality is that families still face many social and economic challenges.

# Neediest Children/Areas

*Improve outcomes for the children most at risk*

- **Limits on Enrollment by Family:** Prioritization of children 5 and younger has helped to achieve this goal as more children from the waiting list have an opportunity to participate in the program.
- **Target/Prioritize Providers by Geography:** Quality Counts prioritization. Proposed tiered reimbursement model.

# Youngest Children

## *0 – 8, With Youngest as the Priority*

- **Set Targets for After School Care:** Prioritized youngest children. Gradually shifted resources to serve younger children. Current percentage of school age children served is 3,929 (16% down from 27%)
- **Age-Based Rates:** Rates have not been adjusted. Tiered reimbursement model could serve as the tool to meet this goal.
- **Discontinue Funding Child Enrichment Centers:** Goal met. School age license from DCF required to contract with ELC.
- **Offer incentives for parents to become more accountable:** VPK online, eligibility determination process, proposed tiered reimbursement model parent incentive.

# Educate All

*Educate all families and children about the benefits of early learning*

- **Educate parents to choose child care centers that ensure better outcomes for their children:** Quality Counts star rated centers published. Selecting quality child care guide mailed to parents. ParentLink news letter. Proposed tiered reimbursement model parent incentive. Weekly radio program.
- **Achieve visibility throughout both counties:** Weekly radio program hosted by former Senator Rudy Garcia. Streamlined service delivery model that provides many more touchpoints with customers and community. Limited funding for this area.

# Providers

*Improve ELC relationship with providers and provider performance*

- **Establish standards for child care providers and enforce them:** New legislation enhances accountability, but limits the ability to establish local standards. This includes the board's licensing violations policy that may or may not be part of the final statewide contract. Current interpretation of the statute is that we must contract with every provider.
- **Provider Reimbursement Rates:** Determine optimum rates & tie to performance standards.



# Providers

*Improve ELC relationship with providers and provider performance*

- **Increase the number of teachers with child care credentials:** Miami Dade College has developed several highly specialized training programs including an Infant Toddler Credential and FCCPC taught in both Spanish and Haitian Creole with English language instruction. The ELC has launched a Professional Development Institute to fill current training gaps and will soon administer CEU's. The PDI will be partnering with University of Florida to pilot blended training programs.

# Providers

*Improve ELC relationship with providers and provider performance*

- **Encourage or require accreditation for child care centers:** Contracts with Florida International University and Family Central continue to include first time accreditation assistance. The ELC's family child care home team provides the same assistance. Providers continue to request resources to help them defray the costs of accreditation. Progress on encouraging accreditation, no progress on requiring it.

# Providers

## *Improve ELC relationship with providers and provider performance*

- **Fewer Providers/Drop low-performing providers:**
  - **VPK:** Department of Education has continued to drop low performing providers. New legislation prevents low performing providers from contracting with ELCs for 5 years.
  - **School Readiness:** Limited progress. Partnership with local DCF licensing remains strong. Accountability as the result of DCF's work and local ELC policies. Current interpretation of the statute is that we must contract with every provider.
- **Offer business assistance to providers in distressed areas:** Shared services licenses. Professional development work through the administrators institute at the United Way. Offer to provide on-site expert pro bono assistance in the areas of business planning and finance did not work.

# Internal Capacity

Strengthen Board and Staff capacity to carry out strategic goals

- **Engage aggressively & systematically in advocacy to drive better outcomes for children:**
  - **Local:** Children's Advocacy Institute: A partnership with the United Way and The Children's Trust. Includes a weekly Spanish language radio program with the possibility of expanding it to three languages. Greater Miami Chamber of Commerce. Child care providers.
  - **Tallahassee:** Florida Partnership for Children, The Florida Children's Council, The Children's Movement of Florida, Association of Early Learning Coalitions, Early Learning Advisory Council.

# Internal Capacity

Strengthen Board and Staff capacity to carry out strategic goals

- **Enroll more centers in Quality Counts:** New providers continue to be added to the program. Quality Counts 2.0 rolled out in 2013. Goal is to eliminate waiting list by June 30, 2014.
- **Technology - Expand systems for assessment, accountability, enrollment verification, and reimbursements:** Online systems implemented include developmental screenings (ASQs), attendance, VPK enrollment, direct deposit, provider portal. Parent portal under development.

# Internal Capacity

Strengthen Board and Staff capacity to carry out strategic goals

- **Establish regular meetings with partners:**
  - **Local:** United Way, The Children's Trust, The Children's Movement of Florida, Child Care Providers, DCF, The Children's Forum, Family Central, Florida International University, Devereux Florida, Miami-Dade County Public Schools, Redlands Christian Migrant Association, Head Start.
  - **Tallahassee:** Florida Partnership for Children, The Florida Children's Council, The Children's Movement of Florida, Association of Early Learning Coalitions, Early Learning Advisory Council, Office of Early Learning , DCF.

# Funding

*Increase public and private funding and reallocate funds to strategic goals*

- **Public - Secure adequate re-sources to ensure high quality delivery to each child we serve:** Funding formula funds restored. \$6.3 million added to slot budget. Much work remains to be done.
- **Raise significant private funds to fill gaps:** Foundation established. Need to establish a working board and staffing.
- **Establish a Children's Services Council with dedicated funding in Monroe County:** No progress. No countywide leader identified. Challenges with business community.

# Next Steps

- Board keeps, modifies or establishes new strategic goals.
- Staff implementation:
  - ELC strategic planning leadership team retreat
  - Full day all staff strategic planning retreat
- Department scorecards modified to include goals established by the board.
- Quarterly staff performance reviews.
- Quarterly reports to the board.



**The End**

