



Early Learning Coalition of Miami-Dade/Monroe

# Strategic Planning Pre-Session

in preparation for the Feb. 26 Board Retreat

February 7, 2011

# Objectives for the Session

- To prepare for the Board Strategic Planning Retreat scheduled for Saturday, February 26
- To review the strategic issues identified from the Listening Sessions and Board interviews
- To review the Federal and State legislation
- To discuss the importance of equity
- To focus on “Children First”
- To discuss desirable outcomes for different groups
- To preview the Feb. 26 Strategic Planning Retreat

# Context 1: 2009-10 Strategic Plan

- Following Sept 2009 Board Retreat
- Focus Balanced Scorecard and Dashboard
- Five Major Goals (internal):
  1. Compliance with statutes and contracts
  2. Quality programs and services to children
  3. Financial Health and Stability
  4. Improved operational efficiency of internal processes
  5. Improved Employee satisfaction

Result: Balanced Scorecard with measures

## Context 2: Desired Outcomes

- Proposed by Abby Thorman, Feb. 2010
- Beyond children in comparable environments who do not receive subsidies, children in subsidized day care will
  - *develop beyond others* (Child Development—ASQ = Ages and Stages Questionnaire)
  - *make more progress in language and literacy* (Language & Literacy—LAP-D = Language Accomplishment Profile-Diagnostic)

## Desired Outcomes (con't)

- *be more ready to enter Kindergarten* (School Readiness—FLKRS = Florida Kindergarten Readiness Screener)
- *perform better in Third Grade* (School Achievement—3<sup>rd</sup> Grade FCAT=Florida Comprehensive Achievement Test)
- *attend centers funded by ELC that offer high-quality child care services* (Quality of Care—Quality Counts and Workforce Data [actually an input, not an outcome])

# 2010-11 Strategic Planning Session 1

- Sept 9, 2010
- Launched the strategic planning process
- Introduced the Strategic Planning for Results Accountability Model
- Review the ELS Statement of Values
- Conducted preliminary discussions of 5 areas:
  - Budget
  - Outreach and Parent Involvement
  - Improving Quality in the Centers
  - Providers
  - After School Care

# Interviews & Listening Sessions

- We conducted 5 Listening Sessions
- 3 in Miami-Dade County
- 2 in Monroe County
- We reviewed ELC documents and hard data
- We met with the staff and the Strategic Planning Committee
- We identified 24 Strategic Issues to be addressed at the February 29 Retreat

# Monroe County

## 1. Monroe County Childrens Services Council:

Whether and how to help Monroe County establish a Childrens Services Council with dedicated funding, similar to The Childrens Trust? What steps will we take to help Monroe County child advocates accomplish this?



# Funding

## 2. Public Funding:

How to secure adequate resources to ensure high quality delivery to each child we serve, especially in light of the discontinuation of stimulus funds?

## 3. Advocacy:

Whether and how to engage more aggressively and systematically in advocacy at the state level for increased funding and for policy issues that will drive better outcomes for children? How will we structure this and pay for it?

## Funding (con't)

### 4. Private Funding:

Whether and how to raise significant private money to fill the gap that will be left by the decline in public money? What money will we raise?

# After School Care

## 5. Target Ages to be Served:

Whether and how to scale back on after school care subsidies for children over 9 years of age? For children 6-8 years of age? What after school care will we fund, if any?

## 6. Enrichment Centers:

Whether and how to discontinue subsidies for Enrichment Centers? What impact will this have on parents and families? How can we go about discontinuing these subsidies?

# After School Care (con't)

## 7. Per-Child Reimbursement Rates:

Whether and how to adjust reimbursement rates to provide incentives to serve the youngest children?  
What rates will be set?

# Parents and Families

8. Parent / Family Self-Sufficiency:  
Whether and how child care subsidies and ELC programs can contribute to parent and family self-sufficiency? What information do we need and what steps will we take to support family self-sufficiency?
  
9. Parental Choice:  
Whether and how to educate parents to choose child care centers that will achieve better outcomes for their children?

## Parents and Families (con't)

### 10. Parent Accountability:

Whether and how to hold parents accountable for the subsidies their children receive? Whether and how to make subsidies contingent on parent actions and behavior, such as attending parent education sessions? What accountabilities will be set?

### 11. Limits on Enrollment by Family (the lottery issue):

Whether and how to set limitations either on the number of children for whom a family can receive a subsidy or on the number of years any given child can receive a subsidy, or both? What limitations will we set?

# Providers

## 12. Provider Reimbursement Rates:

Whether and how to determine the optimum reimbursement rates for Providers, keeping in mind that child care subsidies are intended as funds to supplement Provider revenues, not to cover all costs per child? What reimbursement rates will be set?

## 13. Standards for Child Care Centers and Providers:

Whether and how to set minimum standards for child care centers and Providers to receive subsidies? What minimum standards will we set? How will we enforce them? How will we measure Provider performance?

## Providers (con't)

### 14. Reducing the Number of Providers:

Whether and how to reduce the number of Providers that receive subsidies for child care? How will we use minimum standards to decide which to drop?

### 15. Restriction of Providers by Geography:

Whether and how to restrict the number of Providers receiving ELC subsidies by geographical area? What parameters will be set?



## Providers (con't)

### 16. Technical Business Assistance:

Whether and how to provide technical business assistance to Providers in low-income areas? What kinds of assistance will we offer?

### 17. Teacher Education:

How to increase the number of teachers with child care credentials at various levels? What funds will be required for this, and where can we secure the needed funds for this?

# Quality

## 18. Accreditation:

Whether and how to encourage or require accreditation for day care centers, beyond paying the 20% premium for Gold Seal status (any type of accreditation)? Which accreditation agencies will we prefer, and what standards will we set for centers to achieve accreditation over time?

## 19. Quality Counts:

How to get more child care centers to participate in ELC's Quality Counts program? What funds will be required for this? Can we reallocate public dollars and/or raise private funds for this?

## Quality (cont'd)

### 20. Technology:

Whether and how to invest in improved and expanded electronic systems for assessment, accountability, enrollment verification, and reimbursements?

### 21. Central Agencies:

Whether and how to consider having more than one Central Agency in Miami-Dade County?

# Partners

## 22. Council of Partners:

Whether and how to establish a Council of children-serving organizations in Miami-Dade County to coordinate programs and funding? What steps will we take to make this happen?

## 23. Partner Negotiations:

Whether and how to establish win/win outcomes in negotiating with Partners about programs and funding?

# Marketing

## 24. Visibility:

Whether and how to achieve visibility for ELC comparable to the visibility of The Childrens Trust and the United Way? What marketing and public relations funds will be required for this, and where will we secure these funds?