



**Strategic Planning Retreat  
June 1<sup>st</sup>, 2015 at 10:15 am  
Double tree Grand Key West Conference Room**

- |      |   |                |
|------|---|----------------|
| I.   | Chairman's Report (10:15-10:30)                   | Adrian Alfonso |
| II.  | CEO Report (10:30-11:00)                          | Evelio Torres  |
| III. | Strategic Planning Committee Report (11:00-11:30) | Mara Zapata    |
| IV.  | Lunch (11:30-12:30)                               |                |
| V.   | Break Out Groups (12:30-2:00)                     | Michele Watson |
|      | A. Neediest Children and Youngest Children        |                |
|      | B. Educate All and Providers                      |                |
|      | C. Internal Capacity and Funding                  |                |
| VI.  | Break Out Group Reports (2:00-3:00)               |                |
| VII. | Meeting Adjourn                                   | Adrian Alfonso |
- Additional discussion to take place at ELC August Board Meeting

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.



# Strategic Planning Retreat

JUNE 1, 2015

## Strategic Planning Committee Meeting Timeline

Preplanning Meeting	April 14, 2015
First Subcommittee Meeting	April 20, 2015
Second Subcommittee Conference call	April 27, 2015
Full Board Meeting Strategic Planning Subcommittee Update	May 4, 2015
Strategic Planning Focus Groups	May 12-16, 2015
Strategic Planning Subcommittee Conference Call	May 28th
Strategic Planning Retreat	June 1, 2015

# Focus Groups and Board Member Surveys

- The Early Learning Coalition conducted 4 focus groups:
- They consisted of 3 Provider focus groups and 1 parent focus group. The focus groups were conducted in Homestead, at the Coalition, in Arcola Lakes, and in Key Largo.
- Board Members were contacted to determine their thoughts on coalition leadership and operations, their top 3 priorities that they would like to see the ELC accomplish, and their thoughts on the ELC's presence in the community.

# Board Survey Priorities

Fiscal  
Management

Community  
awareness and  
outreach

Advocacy for  
all children

Quality  
services

Gold Seal  
expansion

Lobby for  
additional  
funding

Tiered  
Reimbursement

Barriers to  
entry for  
providers

Emphasize  
reaching families  
regarding quality

Improved  
customer  
service

How to reach  
most  
challenging  
families

# Emerging Big IDEAS

Throughout interactions with providers and parents it was clear that all groups prioritized **Outreach and Awareness** as an area of concentration.

<b>Parents:</b>	<b>Focus on School Readiness requirements and information on selecting quality child care settings.</b>
<b>Providers:</b>	<b>Provide targeted strategic communication through different mediums. Utilize some of the requirements in the Head Start Grant to provide information to all providers.</b>
<b>Community:</b>	<b>Develop materials for the community to help understand the importance of early learning and the Coalition's role in the community.</b>



# Emerging Big IDEAS

Improving Quality/Outcomes for Children  
Considering Funding and Policy Limitations

## Parents:

Ensure parents can access high quality early childhood settings for their children by providing economic incentives for those that choose quality child care.

## Providers:

Continue to provide supports to child care providers that can help them maintain quality and want to serve more School Readiness children.

## Community:

Set an expectation that high quality early child care settings should be available to all children and educate the community on what that takes.

# Emerging Big IDEAS

## Managing compliance requirements and relationships- The Balancing Act

### **Parents:**

Ensure parents understand that the coalition wants to serve all eligible children while assisting a client base that may not always be eligible.

### **Providers:**

Help providers navigate compliance requirements and provide technical assistance while monitoring and have it not feel like the “Gotcha Game”.

### **Community:**

Manage relationships with community thought leaders and provide them with information on the coalition’s role in the community.



# Emerging Big IDEAS

Organizational growth and leveraging resources- What is the Goal?

- What litmus test should the coalition use in determining funding and growth opportunities?
- Are all opportunities good opportunities and how do we know?
- As we continue to grow how do we know when we lose economies of scale? What is the tipping point?

# Revisit Current Strategic Plan and Reprioritize



## CHILDREN FIRST: The Strategic Plan for the Early Learning Coalition of Miami Dade/Monroe 2014-2015

### 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

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.

### OUR VISION

#### 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.

PRIORITY INITIATIVES

SECONDARY INITIATIVES

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

# Preliminary Early Learning Coalition of Miami-Dade/ Monroe Options

- In keeping with the current strategic plan, reduce the percentage of money allocated to direct services to free up dollars to focus on quality, provider payments, and parent education and engagement.
- Every 1% reduction results in \$1,060,650 that can be used for other initiatives. The estimated children that can be served per percentage point is 279\*.

\* Children would not be disenrolled from services but rather money would be freed up through managed enrollment.

## Strategic Planning Retreat Next Steps

- Divide into break-out groups
- Nominate a group leader
- Utilize the targeted questions to develop ideas
- It is okay to have “a plan to plan”
- Prioritize your ideas
- Report back to the whole group