



**Early Learning Coalition of Broward County, Inc.
Ad Hoc Strategic Planning Committee Meeting Agenda
April 20, 2021 @ 3:00pm**

<https://global.gotomeeting.com/join/531787597>

Members are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) Your name and position on the Board, 2) The nature of the conflict and 3) Who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting.

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I.	Call to Order		Richard Campillo, Ad Hoc Strategic Planning Committee Chair
II.	Roll Call		Elsy Silvestre, Executive Assistant
III.	Regular Business <ul style="list-style-type: none"> • STRAT211RB1 - Strategic Plan FY 21/22 – 23/24 Presentation and Discussion 	1	Renee Jaffe, CEO
IV.	New Business Matters from the Committee Matters from the Chair Public Comment Next ELC Meeting: TBD Adjourn		

Please Note: Agenda subject to revisions and additions per the discretion of the Chair of the Coalition. Notification will be sent of any such revisions or additions. **Members of the Public:** Please sign up at the entry desk for public comments to be made on particular agenda items no later than five minutes after the Coalition meeting has been called to order.

ITEM#/MEETING	STRAT211RB1 / Ad Hoc Strategic Planning
MEETING DATE:	4/20/21
SUBJECT:	ELC Broward FY 21/22 – 23/24 Strategic Plan
FOR ACTION:	No
RECOMMENDED ACTION:	Review and Discuss DRAFT Strategic Plan
FINANCIAL IMPACT:	None
AS RECOMMENDED BY:	N/A
ELC STAFF LEAD	Renee Jaffe

Background

A 3-year Strategic Plan (7/1/18 – 6/30/21) was initially approved by the board at the beginning of the FY 18-19 and then approved each subsequent year of the plan with annually updates.

Current Status

Given this is the last year of a three-year Strategic Plan, the Senior Team began meeting in December 2020 regarding the development of a new plan. The planning process included evaluating the current plan and scorecards, conducting a SWOT analysis, analyzing other environmental factors that have/may have a significant impact on the organization, and utilized feedback from stakeholders and other ELC’s in order to begin to develop a new plan for FY 21/22 and beyond.

At the April 20, 2021 Ad Hoc Committee Meeting, ELC staff will present the drafted FY 21/22 – 23/24 Strategic Plan for feedback and discussion.

Supporting Documents

- FY 21-22 – 23-24 Strategic Plan Draft
- PowerPoint Presentation – Strategic Planning Process/Steps

ELC Broward Strategic Plan Goals for FY 21/22 – FY 23/24

Pillar One - Deliver Outstanding Eligibility, Enrollment and Payment Services

- Goal: Make our eligibility, enrollment and payment services as easy as possible.

Pillar Two - Provide and Promote Quality Early Care Opportunities

- Goal - For Parents/Caregivers: Empower parents to understand and participate in the developmental progress of their children.
- Goal – For Child Care Providers: Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children.

Pillar Three - Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System

- Goal: Increase our influence to improve the early education system

Pillar Four - Strengthen and Develop the ELC's Capacity

- Goal: Provide the education, tools, and support for the staff and Board to achieve organizational excellence.

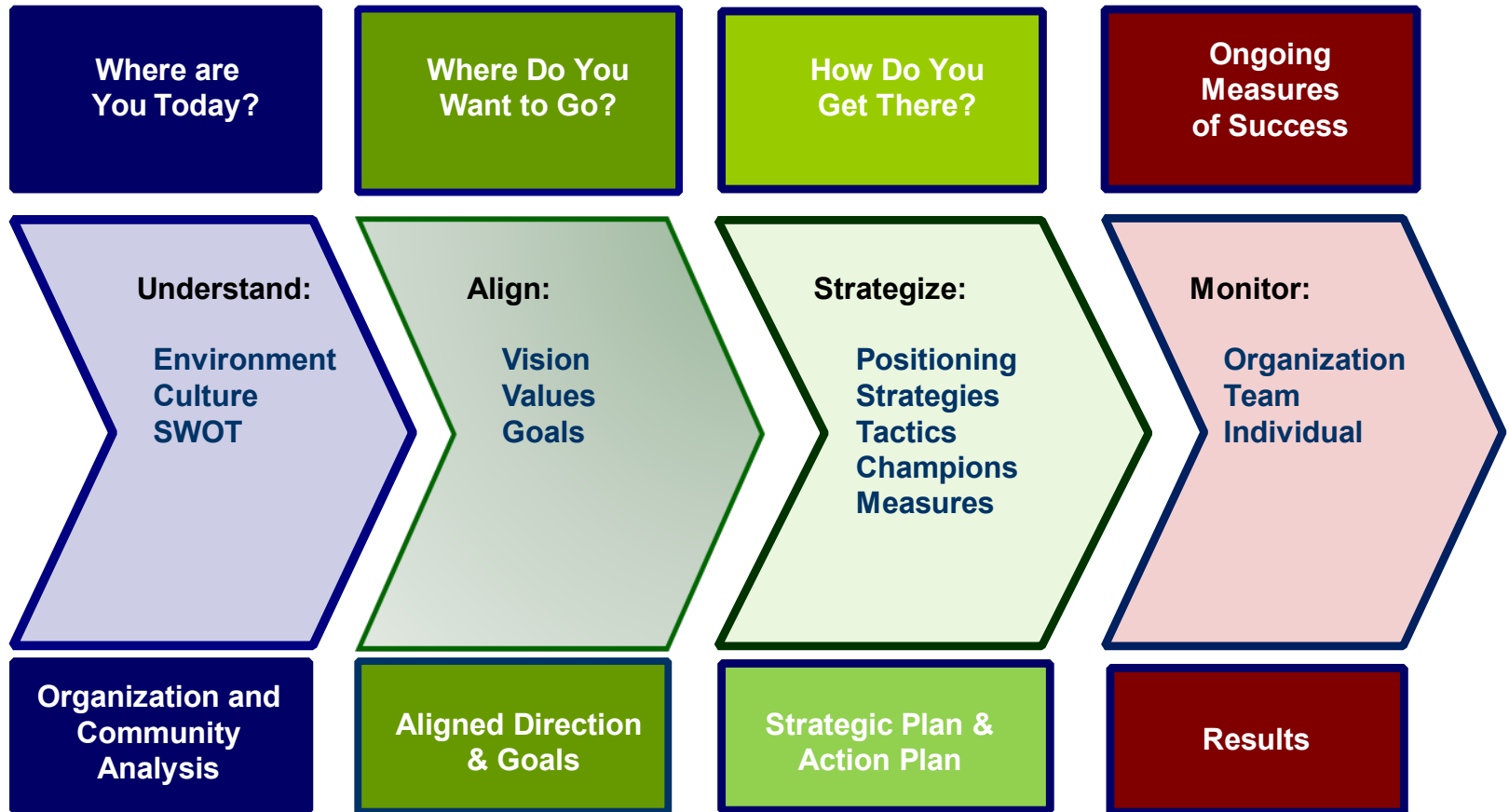
FY 2021/22 – FY 2023/24 Strategic Plan



Strategic Plan Background & Context

- The business, political, and social environment today – and the foreseeable future – is different from when we developed our last strategic plan.
- Factors, such as the COVID-19 pandemic and the call for racial equity, and the uncertainty of the “new normal” have an impact on the way we work.
- The ELC has evolved as an organization, coming out of a multi-year fast growth phase, and moving into a more stable phase of growth, where structures and processes are an important scaffold on which we can continue to build on our current success.
- The ELC needs to better understand and get closer to all of our customers/stakeholders (child care providers/educators, parents, community partners/leaders, staff and Board members)
- The new strategic plan was built using what was useful from our last plan and adding new ideas to create an impactful road map for the current environment and the future.
- Considerations for the new plan included: input from staff & stakeholders, other coalitions, best practices, current industry trends, provider surveys/feedback, SWOT and environmental factors. We listened, learned and distilled what was gathered into a focused set of strategies organized into four key Pillars that align to our mission.

Strategic Planning Process Steps



SWOT Analysis – Strengths & Weaknesses

Strengths

- High Staff Satisfaction
- Strong Exec Team and Senior Team
- High Parent satisfaction
- Organizational agility (e.g., able to quickly pivot to telework with minimal disruption)
- Good relationships with provider community and stakeholders
- Solid staff retention
- Good brand reputation
- Strong programs division and training function
- Strong IT Support (Staff and Systems)
- Lean administrative costs
- Solid funding
- Experienced/Seasoned Board

Weaknesses

- Limited brand reach.
- No formal staff development program.
- Under utilized satellite offices.
- Insufficient funding to provide coaching to meet Provider demand.
- Too few parents are starting or completing the redetermination process.
- Organizational policies and procedures are not well developed.
- QA/QI not standardized throughout entire organization.
- Data department doesn't have the capacity we need to leverage data.
- Measuring family needs and positive child outcomes continues to be a challenge.

SWOT Analysis - Opportunities

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| <ul style="list-style-type: none"> • Leverage the increase in funding. • Make the eligibility, enrollment and payment services easier/more efficient. • Get closer to parents and providers by better understanding their needs. • Get closer with our Legislators and Municipalities. • Be a thought leader and increase the reach of our brand. • Build our staffing capacity. • Increase community partnerships. • Increase our content in multiple languages. • Leverage technology to get more data/KPIs to make better decisions. • Introduce parent engagement to increase learning opportunities for child (at home). | <ul style="list-style-type: none"> • Continue to use innovative and best practice models to increase quality of ECE. • Continue to standardize QA/QI across the organization. • Strive to be an even more attractive Place to work so we can hire and retain staff. • Doing everything we do through an equity lens. • Focus on the whole child/Understand the non-child care needs of our parents. • Connect families to community resources. • Educate and Involve the Board. • Continue to improve board processes. • Improve our execution of Racial Equity. |
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SWOT Analysis - Threats

- COVID-19 impact and ongoing uncertainty.
- IT/Security challenges.
- Possibility of funding getting delayed or reduced.
- Restrictions on use of funds.
- Limitations and restrictions required by the Office of Learning and Education.
- Lack of data sharing in community (school district) and statewide

Environmental Factors

The following key environmental factors – identified in our “PESTO” analysis – might have a significant impact on The ELC, and therefore merit consideration before implementing the tactics set forth in this Strategic Plan.

- COVID-19 and its aftermath.
- Limitations on use of funds.
- Favorable political climate.
- The telework or quasi-telework environment.
- Very lean staffing and administration.
- Potential material change to the amount of necessary work space.
- A social environment focused on Racial Equity.
- The EFS Mod System (limitations)
- Potential fallout from the Provider Reconciliation Process (due to EFS Mod attendance debacle)
- Slow/Late information from the OEL (decisions, communication, funding).

ELC Broward Vision, Mission & Guiding Principles

Our Vision is . . .

All children will have high quality early learning experiences leading to success in school and life.

Our Mission is...

Lead and support the early learning community to deliver high quality early learning experiences to young children and their families.

Our Guiding Principles are...

- We believe in environments of success for our children and educators.
- All children develop at their own pace and learn in different ways.
- All children have the ability to reach their full potential regardless of economic means.
- Play and imagination are essential learning components.
- Early learning helps to build the foundation for future success.
- Highly skilled educators create the best learning opportunities for ALL children.
- Parents are the "Most important individuals to ensure child's success. "
- Delivering outstanding customer service is vital to delivering our mission.
- We are committed to hiring and developing great employees.
- We are dedicated to addressing historical and structural racism and implicit bias

ELC Broward Strategic Plan Goals

<p style="text-align: center;"><u>Pillar One</u></p> <p style="text-align: center;">Deliver Outstanding Eligibility, Enrollment and Payment Services</p> <ul style="list-style-type: none"> • <i><u>For Parents/Caregivers:</u></i> Make our eligibility, enrollment and payment services as easy as possible. • <i><u>For Child Care Providers:</u></i> Make our payment/provider services as easy as possible. 	<p style="text-align: center;"><u>Pillar Three</u></p> <p style="text-align: center;">Raise the visibility of the ELC as the thought leader for/of the Early Care and Education System</p> <p>Increase our influence to improve the early education system</p>
<p style="text-align: center;"><u>Pillar Two</u></p> <p style="text-align: center;">Provide and Promote Quality Early Care Opportunities</p> <ul style="list-style-type: none"> • <i><u>For Parents/Caregivers:</u></i> Empower parents to understand and participate in the developmental progress of their children. • <i><u>For Child Care Providers:</u></i> Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children. 	<p style="text-align: center;"><u>Pillar Four</u></p> <p style="text-align: center;">Strengthen and Develop the ELC's Capacity</p> <p>Provide the education, tools, and support for the staff and Board to achieve organizational excellence.</p>

Action Plan

Goal 1A: Make our eligibility and enrollment services as easy as possible for parents.

Strategies	Goal Measure
<p>For Parents/Caregivers:</p> <ul style="list-style-type: none"> • Ensure more timely and consistent service delivery and support to parents and providers. • Increase the percentage of parents who enroll or re-enroll in child care successfully. • Increase feedback from parents on the enrollment process to better understand the needs of parents and reduce barriers. 	<p>Increase % of parents who respond as satisfied with the ease of eligibility/redetermination process.</p> <p>Parents who successfully complete the application/redetermination process will be at or above XX%.</p>

Action Plan

Goal 1B: Make our payment/provider services as easy as possible for providers.

Strategies	Goal Measure
<p>For Child Care Providers:</p> <ul style="list-style-type: none"> •Provide continuous education on “Doing Business with the ELC.” •Increase feedback from Child Care Providers on ELC processes to better understand their needs and reduce barriers. •Advocate and/or create system efficiencies/reporting. 	<p>At least XX % of providers surveyed will report being satisfied with ELC instructions/responsiveness</p>

Action Plan

Goal 2A: Empower parents to understand and participate in the developmental progress of their children.

Strategies	Goal Measure
<ul style="list-style-type: none"> • Offer parents the tools, support, and resources to engage more directly in their children’s early development. • Promote and provide education/support and resources for parents/caregivers of children with potential or identified special needs. 	<p>XX% of parents surveyed report tools/activities ELC provided helped them to engage with their child and/or better understand their child’s development.</p>

Action Plan

Goal 2B: Support ECE providers with tools, skills, and resources necessary to provide quality early learning experiences for all children.

Strategies	Goal Measure
<ul style="list-style-type: none"> • Continue to prioritize trauma training, behavioral health, etc. • Increase quality (CLASS) scores in our identified high-volume and high-risk zip codes. • Work/Partner with child care businesses to upskill and retain child care staff 	<p>XX% of ECE Providers surveyed report ELC provided the tools, skills, and resources necessary to provide quality early learning experiences.</p>

Action Plan

Goal 3: Increase our influence to improve the early education system

Strategies	Goal Measure
<ul style="list-style-type: none"> • Develop a greater presence in the local community. • Develop and advocate our own legislative priorities. • Build/maintain strategic relationships with influential key stakeholders, and local and state leaders. • Build ELC Broward’s brand recognition. 	<p>** Goal #3 is a process goal so there is no one metric that encompasses the many strategies included in this goal.</p> <p>Examples of Strategy goals will be shared at the 4/20 meeting</p>

Action Plan

Goal #4: Provide education, tools, and support for the staff and Board to achieve organizational excellence.

Strategies	Goal Measure
<ul style="list-style-type: none"> • Leverage technology, systems, and data to make better decisions and deliver our services more efficiently. • Continue to develop a consistent approach to QA/QI for all departments. • Instill a customer service philosophy for all staff. • Develop and coordinate a comprehensive professional development program. (e.g., leadership and other skills development) • Continue to increase staff engagement, satisfaction, and morale. • Commit to and implement our racial equity plan. • Build/fundraise and maintain unrestricted reserves to ensure financial viability • Provide opportunities for the Board to understand the agency's work. • Get the Board involved in advocacy and promoting the agency's mission. 	<p>At least XX% of Staff surveyed report they are satisfied</p> <p>At least XX% of Board members surveyed report satisfaction with ELC services/reporting</p>