

5 Year Strategic Plan

Vision

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

Mission

Lead and support the early learning community to promote and deliver high-quality early learning experiences to young children, accessible to all eligible families in Broward County.

Core Values

- **Customer Centric:** Delivering outstanding customer service to providers, families, community partners, etc. is at the core of everything we do and vital to delivering our mission
- **Education:** We believe ongoing education/educational support and advocacy promote positive early learning experiences and the opportunity for all children in our community to succeed.
- **Inclusion:** We believe all children develop and learn at their own pace. Inclusive learning environments allow for positive learning experiences, development, and social/emotional growth to help children reach their full potential regardless of economic means
- **Innovation:** We are committed to finding innovative and creative ways to better help and support our families, providers, partners, staff, and community
- **Quality:** We are committed to providing quality services, programs, and support and take pride in the assistance, programs, and services we provide to our providers, families, children, and partners
- **Collaborative:** We forge collaborations with our community, partners, providers, and parents who are the "Most important individuals to ensure a child's success"
- **Equity:** Equity, inclusion, and cultural competence is embodied in our values, practices, and programming so that all children, parents, families, and providers have the opportunity to be successful.

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2022-2027 GOALS

Goal 1: Eligible families will be aware of and can access ELC SR services.

Objective 1: Deploy a successful targeted outreach and enrollment initiative.

Outcome 1: ELC staff will actively attend a minimum of 20 community outreach events annually to promote its services.

Reported: Quarterly

Outcome 2: ELC communications staff will place a minimum of 60 social media posts concerning the importance of child care and early learning.

Reported: Quarterly

Objective 2: Families that are eligible to continue receiving SR services will receive them.

Outcome 1: The overall retention rates for potentially SR eligible families will increase from 80% to 85%

Reported: Semi-annual

GOAL 2: Eligible families will be aware of and access ELC VPK services.

Objective 1: ELC will reach and enroll as many VPK eligible families as possible.

Outcome 1: ELC Broward will meet or exceed State of Florida estimating conference estimates for VPK

Reported: Semi-annually

GOAL 3: Broward's childcare centers/homes are high quality, nurturing settings.

Objective 1: The countywide CLASS score average for School Readiness child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually

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GOAL 4: Broward's VPK sites offer high quality services in a nurturing environment.

Objective 1: The countywide CLASS score average for VPK child care providers who are CLASS assessed will increase to a 6.0

Outcome 1: CLASS scores will incrementally grow year over year for the 5 year Strategic Plan.

Reported: Annually

Goal 5: Children will enter kindergarten with the tools, skills, and support they need to succeed.

Objective 1: SR and VPK children will receive support (developmental, behavioral, health, etc.) to maximize their developmental potential.

Outcome 1: 65% of families with children ages 0-2 who have received a referral, will follow through with their referrals to Early Steps (current rate is 47 percent, 387 of 833 families).

Outcome 2: 75% of families with children ages 3-5 who have received a referral, will follow through with their referrals to FDLRS (current rate is 63 percent, 364 of 580 families).

Reported: Quarterly

Outcome 3: Through funding or partnerships, four (4) additional comprehensive support services will be added or expanded to children/families (such as but not limited to vision, hearing, dental screenings, mental health, nutrition services and general medical)

Reported: Annually

Objective 2: Expand ELC's literacy efforts to increase the number of children who have access to books/libraries at home as well as increased exposure to reading experiences.

Outcome 1: Increase # of families with children under 5 who sign up for ELC's bookworm program to 15,000 families.

Reported: Quarterly

Outcome 2: ELC will participate in at least 15 literacy events throughout the year, utilizing new and existing partnerships/events, as well as creating its own.

Reported: Quarterly

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Goal 6: The ELC has strong relationships with community leaders and other stakeholders to mobilize all parts of our community to support early learning.

Objective 1: Broward County leaders are aware of the importance of early learning, ELC Services, and ELC Legislative Priorities.

Outcome 1: At the start of each fiscal year, ELC staff will identify which state legislators, Broward County commissioners/county administration, and elected municipal leaders, they need to meet with and meet with at least 90% of them.

Reported: Semi-annual

Objective 2: ELC will strengthen relationships and partnerships with Community leaders and stakeholders through participation in early learning activities/events.

Outcome 1: ELC will actively participate in a minimum of 30 community engagement activities/events annually to promote ELC's services.

Reported: Semi-annual

Goal 7: ELC Broward is a healthy, efficient, and effective organization.

Objective 1: The ELC promotes an inspired workplace culture by developing quantitative and qualitative approaches to attract, engage, and retain a talented workforce efficiently and effectively.

Outcome 1: ELC is hiring the right staff, for the right positions and retaining them as evidenced by retaining 75% of new hires at one year.

Reported: Semi-annual

Outcome 2: ELC annual staff turnover will be 5% below the National turnover average for similar organizations.

Reported: Semi-annual

Outcome 3: 25% of promotional opportunities are filled internally.

Reported: Semi-annual

Outcome 4: At least 85% of Staff respond they are overall satisfied working at the ELC.

Reported: Annually

Objective 2: Continue to optimize use of technology and data to promote efficiencies, evaluate value, impact, and progress, and increase data security.

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Outcome 1: 85% of the CRM Plan will be fully implemented.

Reported: Annually

Outcome 2: 90% of ELC data infrastructure will be stored in the cloud.

Reported: Annually

Outcome 3: A minimum of 95% of ELC staff will continually pass ELC quarterly security testing.

Reported: Annually

Objective 3: A mechanism exists to bring in a regular stream of funding to address an annual structural deficit and an annual process to gradually build a reserve.

Outcome 1: Annual net asset/reserve balance changes are positive at the end of each fiscal year.

Reported: Annually

Objective 4: Strategy will be in place to obtain dedicated funding for specific unallowable expenses.

Outcome 1: ELC will have funds for items for meetings, programming, and training.

Reported: Annually

Objective 5: The ELC board is energized, enthusiastic, educated, participates, and partners effectively with staff.

Outcome 1: Results of the annual staff and board survey will show at least an 90% rating in all categories.

Reported: Annually

Outcome 2: 100% of the ELC Board will complete and return the Annual Board Survey, which will be conducted prior to the Annual Board Retreat.

Reported: Annually

Outcome 3: ELC will track the activity of Board members and report on that engagement.

Reported: Annually

Objective 6: The ELC will have a cohesive board where every member has a voice.

Outcome 1: Results of the annual board self-survey will show that 90% of board report they feel they have a voice in meetings.

Reported: Annually