



Early Learning Coalition of Broward - Strategic Plan Overview- **UPDATED** July 1, 2018 (FY 19) – June 30, 2021 (FY 21)

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 deliver high quality early learning experiences to young children and their families.

Guiding Principles:

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 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.

Pillars for Delivering on Our Vision and Mission:

Deliver Outstanding **Eligibility, Enrollment and Payment Services**

Provide **Quality Early Care** Opportunities

Advocate for the Early Care and Education System

Forge Strong long term Strategic **Partnerships**

Strengthen and Develop the **ELC Staff** and Organization

2019-2020 High-Level Targeted Outcomes:

ELC will fully maximize School Readiness slot funding
(Achieve at least 82% contract utilization for slots = 9,042 slots)

ELC will serve at least 77% of Broward 4 year olds in VPK
(at least 77% unduplicated children estimated at 16,975)

75% of providers who score less than a 4.0 and participate in local ELC Broward quality initiative ("Yes, You Can") will increase their CLASS composite score

At least 80% of observed SR providers will score at least a 4.0 in their CLASS composite.

ELC will increase its outreach and local advocacy efforts with Broward county leadership and via outreach events
(meet with at least 80% of legislators and municipalities and increase outreach events by 25%)

85% of staff will respond as "satisfied" or "very satisfied" via annual staff survey

FY 2019 – 2020 Outcomes and Objectives

PILLAR 1: Deliver Outstanding Eligibility, Enrollment and Payment Services

Objectives

1. Create customer-centered focus
2. Continue to evaluate technology for improved performance
3. Leverage partnerships to increase service availability

Outcomes:

- Maintain level of client satisfaction
 - FY20: A minimum of 85% of parents will respond “satisfied” or “very satisfied” with ELC services on client satisfaction survey.
 - FY20: Answer 85% of Call Center calls
- Develop and launch Training & QA Plan
 - FY20: Develop and implement orientation and training curriculum and QA plans for eligibility, enrollment, customer service and payment teams
 - FY20: Develop QA baseline error rate for eligibility, identify error reduction target and implement strategy to reduce errors
- Increase methods to assist and solve client inquiries
 - FY20: Implement and evaluate alternative communication vehicles (i.e. web-based chat functionality)
 - FY20: Develop 4 additional web-based instructional training videos for parents, staff and providers
- Increase client service convenience for parent walk-ins through use of online appointment setting system and increased out-posted sites
 - FY20: Add 2-3 out posted sites
 - FY20: Increase awareness of out-posted sites and services, analyze client traffic patterns quarterly and adjust staffing/services based on analysis

PILLAR 2: Provide Quality Early Care Opportunities

Objectives

1. Expand focus on VPK training and support
2. Provide coaching, professional development, and support services to early learning community
3. Implement 45 tiered training modules (designed at either beginning, intermediate or advanced level) for early educators

Outcomes:

- All providers will have access to new VPK training series
 - FY20: Develop and launch a minimum of 4 classes in VPK training series
 - FY20: 80% of training participants will show mastery of subject based on pre and post testing
- 100% of providers participating in ELC’s new quality initiative will have a developed Success Plan
- 80% of providers in tiered training programs will show mastery of subject based on pre- and post-testing.

PILLAR 3: Advocate for the Early Care and Education System

Objective

1. Be a leader in advocacy of early childhood development and subsidized child care system

Outcomes:

- Educate and advise Broward's legislative delegation on ELC services and priorities
 - FY20: Reach out to 100% of Broward's delegation
 - Meet with/present to 15 of 18 state legislators
- Update and advise Broward's key municipality leadership regarding ELC services, initiatives and possible partnerships and funding
 - FY20: meet with/present to 25 of 31 municipalities
- Demonstrate thought leadership and improve effectiveness of ELC messaging through launch of ELC outreach campaign
 - FY20: Develop and distribute ELC annual report to key stakeholders
 - FY20: Develop at least 3 media opportunities (articles, letters to editor, etc.)

PILLAR 4: Forge Strong and Strategic Partnerships

Objectives

1. Forge stronger relationships with community partners and funders

Outcomes:

- Continue to meet with mandatory referral agencies to ensure excellent client coordination.
 - FY20: Meet Semi-annually
- Continue to offer remote eligibility services at Broward community sites
 - FY20: At least 85% respond as "satisfied" or "very satisfied" on annual survey with key partners
- Expand new partnerships to bring additional resources to better serve our clients
 - FY20: Identify and form two new strategic partnerships
 - FY20: Actively participate in a minimum of 8 local community system of care workgroups/committee meetings

PILLAR 5: Strengthen and Develop the ELC Broward Organization

Objectives

1. Continue to build organizational capabilities
2. Increase staff development and morale
3. Increase our business analytics through the launch of a customer relationship management software system (CRM)
4. Develop plan to increase unrestricted reserve based on organizational need

Outcomes:

- Improve ELC name recognition for recruiting; Improve HR processes to include staff orientations, more robust onboarding process, improved performance management.
 - FY20: ELC will maintain a minimum of 85% of positions filled (based on a monthly average of open positions).
 - FY20: Create baseline of key recruitment metrics (i.e. avg. # of days' positions are open), identify a target reduction percentage and initial improvement strategy
 - FY20: Implement core management and staff development/training program
- Launch CRM to improve organizational effectiveness and efficiency
- Identify and develop new private and corporate sponsors/funders to increase unrestricted reserve
 - FY20: Identify/approach and secure a minimum of 1 prospective external funder and/or funding opportunity